
CHAMBERS USA 2024

The Leading Lawyers and Law Firms in the USA

Nationwide



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Advertising Nationwide

Advertising: Transactional & Regulatory
Leading Firms
Band 1
BakerHostetler LLP
Davis+Gilbert LLP
Frankfurt Kurnit Klein & Selz
Loeb & Loeb LLP
Band 2
Reed Smith LLP
Band 3
Davis Wright Tremaine LLP
Kelley Drye & Warren LLP
Venable LLP
Band 4
Arnold & Porter
Crowell & Moring LLP
InfoLawGroup LLP
Manatt Phelps & Phillips LLP
Perkins Coie LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Arnold & Porter

What the team is known for Arnold & Porter provides comprehensive counseling on advertising matters, including assisting with regulatory compliance and corporate transactions. The team is well placed to assist clients in dealings with regulators such as NAD, FTC, FDA, as well as holding expertise in consumer class actions. The firm advises a number of leading brands in the food and beverages, life sciences and other consumer products sectors.

Strengths

"They are able to bring a real world picture to their advice." "The firm is highly responsive and engaged." "Arnold & Porter is very client-friendly and provides excellent communication."

Work highlights Arnold & Porter advised Sanofi Consumer Healthcare and Chattem with regards to regulatory and marketing strategy.

Notable practitioners

Raqiyyah Pippins assists clients in the healthcare and consumer goods industries, among others, with their marketing strategies. She frequently provides compliance review and is also experienced with handling challenges before the NAD.

Strengths: "Raqiyyah is very good at articulating complex issues." "She is just a wonderful lawyer and an incredible writer."

BakerHostetler LLP

What the team is known for BakerHostetler LLP houses an impressive advertising practice offering counsel on the intersection of advertising with technology, new media and privacy. The team caters to a number of high-profile brands, providing a wide range of services, including compliance advice and representation in regulatory challenges.

Advertising: Transactional & Regulatory
Senior Statespeople
Senior Statespeople: distinguished older partners
Wood Douglas J Limbo (ORL) ◇
Leading Individuals
Band 1
Florin Kenneth R Loeb & Loeb LLP
Goldstein Linda A BakerHostetler LLP *
Greenbaum Jeffrey A Frankfurt Kurnit Klein & Selz *
Heidelberger Brian L Loeb & Loeb LLP
Mudge Amy Ralph BakerHostetler LLP *
Murphy Brian Frankfurt Kurnit Klein & Selz *
Taylor James D Loeb & Loeb LLP
Urbach Ronald R Davis+Gilbert LLP *
Band 2
Felsten Nancy J Davis Wright Tremaine LLP
Gordon Len Venable LLP *
Kersh Candice Frankfurt Kurnit Klein & Selz *
Lustigman Andrew B Olshan Frome Wolosky (ORL) ◇ *
Mulcahy Benjamin R DLA Piper LLP (US) (ORL) ◇ *
Seligman Terri Frankfurt Kurnit Klein & Selz *
Shaheen Randal M BakerHostetler LLP *
Band 3
Benjamin Barry Kilpatrick Townsend & Stockton (ORL) ◇
Brody Jesse Manatt Phelps & Phillips LLP
Driscoll Robert Davis Wright Tremaine LLP
Ervin David Crowell & Moring LLP
Feldman John Reed Smith LLP
Fitzpatrick Allison Davis+Gilbert LLP
Grymes Thompson Christie Kelley Drye & Warren LLP
Howell Jason Perkins Coie LLP *
Marcus Phyllis Hutton Andrews Kurth LLP (ORL) ◇ *
Marcus Stacy Reed Smith LLP
Mon Gonzalo Kelley Drye & Warren LLP
Pippins Raqiiyyah Arnold & Porter
Roth Marc Cobalt Law (ORL) ◇
Steinman Melissa Landau Venable LLP *
Taylor Hannah Frankfurt Kurnit Klein & Selz *
Weingrad Howard Davis+Gilbert LLP
Band 4
Berge Ellen T. Venable LLP *
Bond Kathleen Keller and Heckman LLP (ORL) ◇
Bruce Keri Reed Smith LLP
Edelstein Jeffrey S Manatt Phelps & Phillips LLP
Gordon Jason Reed Smith LLP
Kaufman Daniel BakerHostetler LLP *
Melton Holly Crowell & Moring LLP
Newman Robert Reed Smith LLP
Rubin Jamie InfoLawGroup LLP *
Yi Po Manatt Phelps & Phillips LLP
Up-and-coming individuals
Isselin Michael Reed Smith LLP *
McDowell Donnelly Kelley Drye & Warren LLP
Associates to watch
Sansom Shannon Venable LLP
Stewart James DLA Piper LLP (US) (ORL) ◇ *

Strengths

"BakerHostetler has strong commercial awareness and understanding of the landscape." "The firm is very practical, available at all times and provides lightning-fast responses." "They supply solid responses to consistently complex questions." "I have full confidence in the advice and guidance provided."

Advertising: Litigation
Leading Firms
Band 1
Kramer Levin Naftalis & Frankel LLP
Patterson Belknap Webb & Tyler LLP
Band 2
Kirkland & Ellis
Proskauer Rose LLP
Band 3
Crowell & Moring LLP
Debevoise & Plimpton LLP
Venable LLP
Weil, Gotshal & Manges LLP
Band 4
Arnold & Porter
Hogan Lovells US LLP
Sidley Austin LLP
Leading Individuals
Band 1
Simon Norman C Kramer Levin Naftalis & Frankel LLP *
Zalesin Steven A Patterson Belknap Webb & Tyler LLP *
Band 2
Bernstein David Debevoise & Plimpton LLP
Cole Christopher Katten (ORL) ◇
Band 3
Aronson Lauren Amin Wasserman Gurnani LLP (ORL) ◇
Colaizzi Roger Venable LLP *
Kaplan Alexander Oppenheim + Zebraf, LLP (ORL) ◇ *
LoCascio Gregg Kirkland & Ellis LLP *
McCue Robin Kirkland & Ellis *
Melton Holly Crowell & Moring LLP
Neuner Lynn K Simpson Thacher & Bartlett LLP (ORL) ◇ *
Patt Eileen M. Kramer Levin Naftalis & Frankel LLP *
Perloff Saul A&O Shearman (ORL) ◇
Band 4
Norris Trenton H Hogan Lovells US LLP
Singer Randi Sidley Austin LLP *
Up-and-coming individuals
Kipnees Joshua Patterson Belknap Webb & Tyler LLP *
Metcalf Jane Patterson Belknap Webb & Tyler LLP *
Warshafsky Jeffrey Proskauer Rose LLP *

Work highlights BakerHostetler LLP acted for Publishers Clearing House in an FTC investigation into its publishing activity and third-party advertising.

Notable practitioners

Linda Goldstein (see p.569) acts for an enviable client base in the full gamut of advertising concerns, including claims substantiation and challenges before regulators. **Strengths:** "If I need anything, Linda is my go-to person." **Amy Mudge** (see p.648) leads the firm's advertising, marketing and digital media practice. She assists clients with cutting-edge advertising issues, and is particularly experienced with handling proceedings before the NAD and other regulators. **Strengths:** "Amy does a great job and is very passionate." "She is a force to be reckoned with and is dedicated to her clients." "Amy is truly outstanding. She is incredibly responsive, prioritizing our matters. She is also extremely commercially minded." "She is knowledgeable in her area of specialization and committed to providing effective advice." **Randal Shaheen** (see p.698) frequently advises leading

Advertising: NAD Proceedings	
Leading Firms	
Band 1	
BakerHostetler LLP	
Davis Wright Tremaine LLP	
Frankfurt Kurnit Klein & Selz	
Kelley Drye & Warren LLP	
Loeb & Loeb LLP	
Leading Individuals	
Star individuals	
Felsten Nancy J	Davis Wright Tremaine LLP
Band 1	
Cole Christopher	Katten (ORL) ◇
Mallen David	Loeb & Loeb LLP
Mudge Amy Ralph	BakerHostetler LLP*
Seligman Terri	Frankfurt Kurnit Klein & Selz*
Villafranco John E	Kelley Drye & Warren LLP
Band 2	
Aronson Lauren	Amin Wasserman Gurnani LLP (ORL) ◇
Jirgal Thomas	Loeb & Loeb LLP
Simon Norman C	Kramer Levin Naftalis & Frankel LLP*
Weisman Ross M	Kirkland & Ellis*
Up-and-coming individuals	
O'Neill Libby	Loeb & Loeb LLP
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

brands on claims substantiation, and has a wealth of experience representing clients before the FTC, NAD and other regulators. **Strengths:** "Randy is an amazing lawyer and his legal counsel is invaluable to our business." "He provides quick and actionable feedback on various advertising questions." "He is great to work with, has lots of expertise related to advertising law and provides practical advice in a timely manner." **Daniel Kaufman** (see p.602) draws upon his experience as former deputy director of the FTC's Bureau of Consumer Protection. He retains strong expertise counseling clients on regulatory and transactional mandates across a range of sectors. **Strengths:** "Daniel provides an excellent level of service and understanding of complex, nuanced areas of the law." "Daniel is an expert in his field."

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP fields an impressive advertising offering with particular strengths handling proceedings before the NAD and other regulatory bodies. The firm is adept at handling litigation involving false advertising and unfair trade practices. The team acts on behalf of clients from a broad range of industries, including food and beverages, consumer products and healthcare.

Strengths

"The firm is comprehensive in the advice it provides."

"They are very understanding of our goals and are a strategic partner."

"Crowell & Moring provides straight answers and practical advice."

Work highlights Crowell & Moring represented Aldi in class actions related to labeling challenges of food products.

Notable practitioners

David Ervin has a wide-ranging advertising practice which includes experience negotiating

agency agreements as well as talent and sponsorship agreements. **Strengths:** "David Ervin is great to work with. He understands what we are trying to achieve and has a calm and reassuring demeanor." "He knows the industry well and understands where the blind spots are." Co-lead of the firm's advertising and media practice **Holly Melton** has a broad advertising practice, which includes false advertising litigation and enforcement proceedings. She also advises clients on regulatory compliance. **Strengths:** "Holly is always very responsive and provides timely and practical advice." "She provides great counsel and routinely helps us navigate the grey spaces of the law." "Holly is cooperative, helpful and great to work with."

Davis+Gilbert LLP

What the team is known for Davis+Gilbert LLP has a market-leading practice renowned for the representation of advertising agencies in both deal-making and regulatory matters. The department also handles marketing and promotions for an impressive array of brands and media platforms. It offers notable social media expertise and also provides counsel on the use of artificial intelligence and other new technologies.

Strengths

"Davis+Gilbert provides detailed, thorough analysis of any issue we present and is always cognizant of any timelines and deadlines we are operating under."

"When dealing with a complex legal issue, the entire team are able to weigh in from their specialties."

"All the associates and partners at Davis+Gilbert are outstanding attorneys."

Notable practitioners

Ronald Urbach (see p.724) advises on the full range of issues arising out of advertising campaigns, including representing clients before regulatory agencies. **Strengths:** "His counsel is invaluable as we trust and rely on his expertise."

"Ron is an expert who reliably provides big-picture solutions." **Allison Fitzpatrick** offers expertise in a variety of advertising issues, with a particular focus on social media and influencer marketing. She is also well known in the market for her work on children's advertising. **Strengths:** "Allison is incredibly responsive, thoughtful and thorough in her responses. She'll turn around work in a short time with a response that is practical too."

"Allison's contributions to our organization are invaluable. She is reliable, commercially practical and we are so grateful for this partnership." **Howard Wein-**

grad represents advertising agencies and brands on talent agreements and union matters. He is also noted for his knowledge of music licensing.

Strengths: "He is our go-to, providing thorough and commercially aware guidance." "Howard is a trusted source. We regularly lean on him for guidance."

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine LLP is noted for its advertising practice which sees the group advising clients on compliance and contentious regulatory matters. The attorneys provide counsel to a range of advertisers on cases before the NAD, and also represent a number of advertising agencies and marketing

firms. The team displays considerable expertise in negotiating sponsorship and endorsement deals, as well as advising clients on claims substantiation for consumer products.

Strengths

"Davis Wright is always able to assist us with anything we bring to them. We're deeply confident in their abilities to advise and guide us."

"Its pragmatic mindset, coupled with sharp expertise in the regulatory landscape, gives the team the wherewithal to tackle any challenge with confidence, creativity and speed."

Work highlights Davis Wright Tremaine LLP led the negotiation of a marketing and data optimization agreement for National Hot Rod Association.

Notable practitioners

Nancy Felsten is well known for her representation of clients before regulatory agencies, and is also sought out to advise on claims substantiation and a variety of transactions. She acts on behalf of advertising agencies and corporate clients from an array of industries including consumer products, media and retail. **Strengths:** "Nancy has a well-rounded advertising practice and really works for our best interest." "Nancy Felsten is our ultimate go-to counselor for all things advertising. She has that golden combination of creativity, expertise and pragmatism, whilst being nationally recognized and respected." **Robert Driscoll** is recognized for his focus on transactional matters within the advertising sector. His experience includes branded entertainment projects as well as sponsorship and licensing agreements. **Strengths:** "Robert Driscoll is an exceptional attorney and an integral part of our business. His knowledge, sophistication, tenacity, and creativity in the face of deeply complex negotiations, never fails to fill us with confidence."

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP is highly skilled in contentious advertising matters. The team has a strong track record in false advertising litigation, and also notable experience representing clients before the NAD. The firm boasts offices in New York, San Francisco and Washington D.C.

Strengths

"We are super happy with the product delivered by Debevoise & Plimpton."

Work highlights Debevoise & Plimpton LLP defended Italic in a false advertising claim filed by Alo.

Notable practitioners

David Bernstein handles complex false advertising disputes as part of his broad litigation practice. He represents clients before the FTC and NAD as well as in court. **Strengths:** "David advises us on how to approach issues. He is very level-headed and great to work with."

Frankfurt Kurnit Klein & Selz

What the team is known for Frankfurt Kurnit Klein & Selz has a highly respected advertising team with a strong bench of experts in both regulatory and transactional matters. Its lawyers act for a large number of blue-chip brands, advising on the development of new promotional ventures and ensuring regulatory compliance. The team

draws advertising agencies and big media clients through its ability to negotiate high-value deals. It also offers expertise in relation to social media.

Strengths

"The associates and partners at Frankfurt Kurnit are equally knowledgeable and attentive to the needs of the client."

"They are able to cover all our needs with deeply specialized experts."

"FKKS always provide clear advice on time being prepared on all matters we bring to their attention."

Work highlights Frankfurt Kurnit Klein & Selz supported Domino's Pizza with advertising and marketing law compliance.

Notable practitioners

Jeffrey Greenbaum (see p.572) assists top brands and advertising agencies with compliance review for sophisticated marketing campaigns and also represents clients before the FTC and other regulatory bodies. **Strengths:** *"Jeffrey is a wonderful partner, always accessible with creative and thoughtful strategies."* *"We are very satisfied by his guidance, especially in marketing work."* **Jeff Greenbaum** is my go-to for all advertising matters being responsive and practical." **Brian Murphy** (see p.649) has a wide-ranging practice that covers rights clearance, talent agreements and social media marketing. **Strengths:** *"I rely on Brian to provide expert advice on a wide variety of advertising issues. He works hard to understand the problems to tailor his advice based on the specific priorities of our business."* **Candice Kersh** (see p.605) is especially well known for her representation of creative agencies. She handles the full gamut of transactional and compliance matters, including branded entertainment issues. **Strengths:** *"Candice is excellent in her field, providing thoughtful, commercial and practical advice."* **Terri Seligman** (see p.696) is renowned particularly for her representation of clients before the NAD. She holds further strengths advising on regulatory compliance mandates. **Strengths:** *"Terri is an excellent lawyer. She provides great client service and business-savvy advice."* *"She offers technical and strategic advice."* **Hannah Taylor** (see p.716) is developing an impressive reputation as a go-to adviser on complex advertising transactions as well as regulatory matters. **Strengths:** *"Hannah provides excellent client service."* *"She is practical, commercially minded and a great partner."* *"She works seamlessly with non-legal colleagues."*

Hogan Lovells US LLP

What the team is known for Hogan Lovells showcases significant strengths and expertise in punitive class actions. The team often acts for healthcare, retail and biotechnology clients.

Strengths

"Hogan Lovells has the bandwidth to efficiently handle complex and elaborate matters."

"They are polished, reliable and prepared."

"I am very pleased with the firm's excellent work and communication."

Work highlights Hogan Lovells represented Knix Wear in a punitive class action alleging consumer protection violations, breaches of warranty and other fraud-based claims.

Notable practitioners

Trenton H Norris is a reputed attorney in the

advertising space. He is noted for his work with major brands and healthcare groups handling a wide range of contentious mandates, including class actions and false advertising disputes.

Strengths: *"Trent understands our niche market and provides in-depth advice."*

InfoLawGroup LLP

What the team is known for InfoLawGroup LLP is a widely respected Chicago-based boutique specializing in entertainment and advertising matters. It assists household-name brands with traditional and digital advertising, with notable strength in influencer marketing. The firm is also well equipped to provide counsel on privacy concerns arising out of promotional campaigns.

Strengths

"They are very responsive and also very practical."

"They understand fast-paced environments and provide legal advice in an expedite manner."

Work highlights InfoLawGroup advised Warner Brothers on advertising and media campaigns of movie releases.

Notable practitioners

Jamie Rubin (see p.1754) is a reputed attorney servicing major marketing firms and e-commerce brands. His expertise covers advertising campaigns and promotional initiatives as well as regulatory compliance. **Strengths:** *"Jamie is an excellent attorney."* *"He provides fantastic guidance on niche areas of the law."*

Kelley Drye & Warren LLP

What the team is known for Kelly Drye & Warren LLP has a broad-based practice noted particularly for its expert handling of complex regulatory challenges. The department acts on false advertising disputes under the Lanham Act as well as before the NAD. It also represents clients involved in consumer class actions and FTC enforcement proceedings. The team is a leader in Telephone Consumer Protection Act matters, defending clients from both regulatory and consumer actions in this area.

Strengths

"The firm is available, flexible and willing to get to know our business so they can best advise us."

"They are able to communicate complex information concisely."

"The team is responsive and capable of working under accelerated timelines."

Work highlights Kelly Drye & Warren LLP defended Bacardi in an NAD challenge claiming deceptive advertising.

Notable practitioners

John Villafranco is known for his strong record of handling false advertising matters before the NAD. His client base includes those active in the food and beverage, consumer products and manufacturing sectors. **Strengths:** *"He is an all-around excellent lawyer and communicator."* *"John is a terrific lawyer. He is up to date on the law while being a seasoned practitioner."* *"John's advice is prompt, sophisticated and business-savvy – factors critical to achieving the best possible outcome."*

Christie Grymes Thompson is a go-to lawyer for leading brands. She assists clients with the full range of regulatory matters arising out of their marketing campaigns. **Strengths:** *"Christie*

is a pleasure to work with, delivering consistently excellent and timely advice." **Gonzalo Mon** advises clients on all aspects of their advertising strategy, including claims substantiation and privacy concerns. **Strengths:** *"Gonzalo is an impressive thought leader."* **Donnelly McDowell** is noted for his expertise in the advertising space, chairing the advertising and marketing group at Kelley Drye. **Strengths:** *"Donnelly is a subject matter expert who delivers crisp and efficient advice in a variety of contexts."*

Kirkland & Ellis

What the team is known for Kirkland & Ellis has a well-regarded litigation practice with a strong record of handling Lanham Act disputes as well as cases before the NAD. The team also defends a number of major corporate clients in putative class actions brought by consumers in both state and federal courts. Its lawyers act for a wide range of clients from industries including pharmaceuticals, technology and consumer goods.

Strengths

"Kirkland is always available to us and promptly answers any questions we have."

"It is an excellent law firm that you can trust with big-ticket litigation matters."

Work highlights Kirkland & Ellis defended Allergan in a False Claims Act case against an alleged patent fraud claim for its Namenda product.

Notable practitioners

Ross Weisman (see p.732) is the head of the firm's advertising, marketing and promotions group. He works primarily on NAD challenges and false advertising lawsuits. **Gregg LoCascio** (see p.1342) is an experienced litigator known for his expert handling of false advertising matters. **Strengths:** *"Gregg is a very capable litigator."* **Robin McCue** (see p.637) is an experienced litigator with expertise dealing with Lanham Act disputes and NAD proceedings.

Kramer Levin Naftalis & Frankel LLP

What the team is known for Kramer Levin Naftalis & Frankel LLP has a first-rate practice skilled in handling the full range of advertising litigation matters. It represents clients in high-profile Lanham Act disputes and consumer class actions alleging deceptive advertising practices, as well as in NAD proceedings and appeals before the NARB. The department offers expertise to clients in the automobile, consumer products, telecommunications, healthcare and cosmetics industries, among others. The attorneys display notable trial experience.

Strengths

"The team is incredibly smart and practical with a focus on client support."

"Kramer Levin has deep subject matter expertise and provides exceptional client service."

"They are always incredibly responsive and attentive."

Work highlights Kramer Levin Naftalis & Frankel LLP represented SPD Swiss Precision Diagnostics GmbH in a punitive class action alleging that ovulation test kits are mislabeled.

Notable practitioners

Norman Simon (see p.703) is a strong choice to

handle high-stakes false advertising disputes and class actions. He also has experience with representing clients before the NAD. **Strengths:** “Norman is a great partner and valuable resource for our company. His instincts are strong, supported by experience in this space.” “Norman provides excellent counsel across a broad range of complex matters.” “He is collaborative and communicates well with his clients.” “Norman Simon is an excellent attorney and easy to work with.” **Eileen Patt** (see p.664) advises clients on false advertising disputes, including proceedings before the NAD and NARB. **Strengths:** “Eileen is a trusted business partner and one of our key partners at the firm.”

Loeb & Loeb LLP

What the team is known for Loeb & Loeb LLP has an outstanding advertising practice whose wide-ranging capacities attract a number of top agencies and brands. The team counsels clients on regulatory compliance, as well as negotiating new marketing partnerships and promotional campaigns. It fields considerable expertise in emerging media and technology, including in the privacy concerns that arise in digital and social media advertising. The lawyers also offer counsel on contentious regulatory matters, including in proceedings before the NAD.

Strengths

“Loeb & Loeb is very effective at synthesizing complex rules and regulations.”

“Loeb & Loeb is always incredibly responsive and provides quality service.”

“The team has deep knowledge and experience in all areas of advertising law.”

Work highlights Loeb & Loeb LLP advised Super-OrdinaryCo with social media and online platform promotional advertising matters.

Notable practitioners

Kenneth Florin has a wide-ranging practice, which includes strengths in social media marketing and the use of other emerging technologies in advertising. **Strengths:** “Ken is an incredibly knowledgeable and responsive lawyer.” **Brian Heidelberger**’s experience includes negotiating sponsorship and endorsement agreements, as well as assisting clients with regulatory compliance. **Strengths:** “Brian is an excellent partner with great client service.” **David Mallen** acts for clients before regulatory bodies as well as state and federal courts, and is particularly proficient before the NAD. **Strengths:** “David understands how to cater to our business needs while still ensuring we remain compliant with the law.” **James Taylor** is chair of the firm’s advanced media and technology department. He has substantial experience advising major brands on sponsorship agreements and other marketing campaigns. **Strengths:** “We rely on his advice and trust his expertise.” **Thomas Jirgal** is noted for his vast experience representing clients in NAD proceedings, particularly in relation to matters arising in the telecommunication space. **Strengths:** “Tom is always a pleasure to work with. He has a depth of knowledge that allows him to provide valuable insight in any situation.” Chicago-based **Libby O’Neill** attracts acclaim for her deft representation of clients at the NAD. She also frequently assists clients with claim substantiation and marketing strategy.

Manatt Phelps & Phillips LLP

What the team is known for Manatt, Phelps & Phillips LLP continues to assist advertising agencies and major brands with regulatory compliance and transactions. Its capabilities include talent, sponsorship and agency agreements, and the department also offers counsel on privacy concerns. The firm also provides representation to clients before regulatory bodies, including the FTC and NAD.

Strengths

“Manatt is able to advise on an extraordinarily wide range of matters with impressive expertise.”

“They are always willing to take the time to answer my questions and I am always confident in their answers.”

“They are up to date and aware of the latest commercial developments that impact their field of practice.”

Work highlights Manatt advised Kia America on advertising mandates, including the negotiation of sponsorship agreements and the review of commercials.

Notable practitioners

Jesse Brody engages in a wide range of transactional and regulatory matters involved in advertising. His experience includes sweepstakes and promotions, agency agreements and sponsorship agreements. **Strengths:** “Jesse provides very practical advice and is great at distilling requirements down to practical application.” “He is an expert in an unbelievable range of subject areas. He is always able to meet even the most difficult deadlines, never sacrificing quality for speed.” **Jeffrey Edelstein** is known for his experience handling cases before the NAD and he is also sought out to provide compliance review for advertising. **Strengths:** “I couldn’t do my job without Jeff.” “Jeff is a wonderful partner. I have complete faith in his guidance.” **Po Yi** assists major brands with the full range of transactional and compliance concerns arising out of advertising campaigns. **Strengths:** “She provides quick responses to urgent problems.” “Po is a great resource.”

Patterson Belknap Webb & Tyler LLP

What the team is known for Patterson Belknap Webb & Tyler LLP remains a go-to firm for high-stakes advertising litigation. The firm is particularly noted for representing leading brands in false advertising disputes, with a strong capability in handling cases that go to trial. It also possesses a nationwide practice in the defense of consumer class actions. The team is particularly active on behalf of clients in the food and drink industry.

Strengths

“The team is made up of top-notch lawyers.”

“Patterson is a strong team who produce excellent work products.”

Work highlights Patterson Belknap Webb & Tyler LLP served as lead counsel for The Glad Products in a punitive class action challenging the labeling of Glad ‘recycling’ bags.

Notable practitioners

Steven Zalesin (see p.741) is a renowned litigator with a particular focus on false advertising disputes. He notably services blue-chip clients across a range of industries. **Strengths:** “He tai-

lors his service to our company.” “Steven is really excellent. He always has a sense of how a case will go and is fantastic in court.” **Joshua Kipnees** (see p.608) is a highly sought-after litigator in the advertising space. He assists clients with high-stakes Lanham Act disputes and consumer class actions. **Strengths:** “His legal work is impeccable.” **Jane Metcalf** (see p.642) is a notable practitioner in advertising matters, representing clients in punitive class actions. **Strengths:** “Jane is excellent and always quick to respond.”

Perkins Coie LLP

What the team is known for Perkins Coie LLP houses an impressive advertising, marketing & promotions practice based in the firm’s Seattle office. The group acts on behalf of an enviable roster of clients in the technology, e-commerce, beauty and food and beverage industries, providing comprehensive counsel on advertising campaigns.

Strengths

“The firm has a very strong ability to handle complex matters.”

“Perkins has subject matter experts who are able to provide quick and practical advice.”

“The team is exceptional. It goes above and beyond to meet deadlines.”

Notable practitioners

Jason Howell (see p.590) is cochair of the advertising, marketing and promotions group at Perkins Coie. He counsels clients on a variety of matters including claims substantiation and regulatory compliance. **Strengths:** “Jason does an excellent job balancing the risks while ensuring clients still achieve their business goals.” “Jason is an incredible partner to an in-house legal team. He is calm under pressure, responsive and understanding of the need for practical and clear advice.” “He always provides great support.”

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP fields a team of top-drawer litigators, which draws an impressive set of clients, acting on both the defense and plaintiff sides of major advertising disputes at state, federal and appellate levels. It houses additional strength in defending consumer class actions for retail clients and manufacturers of household goods. The team also has experience representing clients before the NAD and NARB.

Strengths

“Proskauer are amazing. They are timely and do a wonderful job.”

Work highlights Proskauer Rose LLP represented Welch Foods in consumer class actions related to alleged false advertising of its juice drinks.

Notable practitioners

Jeffrey Warshafsky (see p.731) is a renowned litigator specializing in class actions and false advertising. **Strengths:** “He is super responsive and an amazing writer.”

Reed Smith LLP

What the team is known for Reed Smith LLP has an established transactional practice representing a variety of brands and industry associations in developing promotional campaigns.

The department retains a focus in negotiating sponsorship and talent deals for entertainment industry clients, with a particular strength in celebrity endorsements. It also assists with sweepstakes, advertising review and negotiation of agency agreements.

Strengths

"Reed Smith assists us with our most complex negotiations."

"The firm provides excellent service and high-quality, efficient work."

"It's impressive how prompt they respond to all inquiries, always making themselves available."

Notable practitioners

John Feldman is frequently sought out to provide regulatory counseling to major brands and institutions. His experience includes regulatory risk assessments and NAD proceedings. **Strengths:** *"He is a creative person and thought-leader."* **Stacy Marcus** is known for counseling clients in the advertising sector on labor issues, including collective bargaining with SAG-AFTRA. Her expertise also includes negotiating talent agreements and celebrity endorsements. **Strengths:** *"Stacy has a solid sense of what is practical as well as the big picture. She is extremely personable and prompt to respond."* **Keri Bruce's** expertise includes negotiating advertising and media agency agreements. **Strengths:** *"Keri is an outstanding lawyer. She is an extension of our in-house team and gives us valued guidance."* *"Business without Keri would be more difficult and a world I don't want to imagine."* *"Keri has a great reputation in the industry. She is creative when we face new challenges, meaning we always end up with the best possible outcome."* Chicago-based **Jason Gordon** has a broad practice which encompasses advertising, intellectual property and privacy. **Strengths:** *"Jason is an excellent adviser."* *"He is a go-to subject matter expert. He is always so helpful and able to help steer us in the right direction."* **Robert Newman** is a strong choice to counsel brands and agencies on the intersection of advertising and privacy. **Strengths:** *"Rob handles complex negotiations so tactfully. He makes lawyering an art form."* **Michael Isselin** (see p.594) aptly assists clients with promotions and commercial licensing issues, as well as talent agreements and advertising campaigns mandates. He notably represents marketing and talent agencies. **Strengths:** *"Michael is attentive and a pleasure to work with."*

Sidley Austin LLP

What the team is known for Sidley Austin's litigators enjoy a reputation in contentious advertising mandates. The firm represents clients in false advertising and consumer class actions across a range of key sectors, including healthcare and technology.

Strengths

"The team at Sidley are very good litigation advisers, having a good grasp of the facts of the case."

"They have a very deep and talented team who offer a premium service."

Work highlights Sidley Austin LLP represented Merck & Co in a false advertising case regarding the use of the name 'Merck' in the United States.

Notable practitioners

Randi Singer (see p.2662) is a distinguished lit-

igator active on Lanham Act false advertising matters. She services clients across numerous industries, showcasing notable IP expertise.

Strengths: *"Randi is great. She is super responsive and very knowledgeable."*

Venable LLP

What the team is known for Venable LLP displays extensive capabilities in this space, with a particular specialty in FTC and other enforcement investigations. The firm is especially active in consumer class actions, and also experienced with handling NAD challenges. Its large corporate client base is drawn from a range of industries including retail, technology and manufacturing.

Strengths

"We rely not only on their expertise, but also on their practical advice on how various risks might play out."

"Venable ensures that service levels and responsiveness are always met."

"The firm is easy to work with and adopts a business-minded approach."

Work highlights Venable LLP represented Response Marketing Group in a joint lawsuit filed by the FTC and the Utah attorney general, challenging its advertising and marketing practices.

Notable practitioners

Len Gordon (see p.571) is often sought out to handle false advertising investigations brought by the FTC and state attorneys general. **Strengths:** *"Len leverages his extensive experience to provide effective representation and guidance for his clients."* **Roger Colaizzi** (see p.530) is experienced with handling consumer class actions and Lanham Act disputes. He also advises clients on FTC compliance and regulatory proceedings. **Strengths:** *"Roger navigates a conflict to find a solution that works for his client in all circumstances."* **Melissa Steinman** (see p.711) is especially well known for her sweepstakes and promotions work, and also offers know-how in online gaming and gift cards. **Strengths:** *"Melissa gives well-reasoned and practical guidance."* *"Melissa is an outstanding resource for us and is very business-friendly."* **Ellen Berge** (see p.503) is a partner in the firm's Washington DC office. She assists major brands with advertising issues including regulatory compliance. **Strengths:** *"Ellen consistently provides excellent work which identifies solutions that work for us."* **Shannon Sansom** is an associate assisting on the firm's key advertising matters. She is active in promotional issues, sweepstakes and regulatory mandates. **Strengths:** *"Shannon is excellent, super responsive and always very business-minded."* *"Shannon is a pleasure to work with."*

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP is noted for its strength in contentious advertising mandates. The team frequently acts on behalf of multinational brands in Lanham Act claims, consumer class actions as well as NAD proceedings. The firm offers bi-coastal strength, with lawyers based in New York, Washington DC and California.

Strengths

"Their service is excellent and proactive. They are true experts."

"Weil Gotshall is really responsive whenever we have questions."

Work highlights Weil, Gotshal & Manges LLP represented Godiva Chocolatier in several consumer class actions alleging false advertising claims.

Notable practitioners

Randi Singer is a key contact.

Other Ranked Lawyers

Lauren Aronson is based in the Washington, DC office of Amin Wasserman Gurnani LLP. She is noted for her expertise handling false advertising claims before the NAD as well as Lanham Act disputes. **Strengths:** *"Lauren is an incredible advocate."* *"She understands our business and communicates her concerns without alarming anyone."*

Barry Benjamin is chair of Kilpatrick Townsend & Stockton's advertising and marketing group. He counsels clients on compliance and transactional matters, and his experience includes claims substantiation. **Strengths:** *"Barry is a dream to work with. He is very practical, responds quickly, and gives thoughtful solutions."* *"Barry is a huge asset as he always keeps the business side in mind when providing recommendations."*

Katie Bond of Keller and Heckman LLP has a broad advertising practice, which includes counseling brands on regulatory investigations. Her clients include companies in the food and life sciences sectors. **Strengths:** *"Katie is a sought-after expert."*

Christopher Cole of Katten offers considerable know-how in false advertising lawsuits and regulatory challenges. **Strengths:** *"I would recommend him to anyone who has advertising issues."*

Alexander Kaplan (see p.600) of Oppenheim + Zebak, LLP is an experienced litigator with a broad practice which covers advertising and intellectual property. His experience includes Lanham Act litigation, NAD proceedings and he also frequently counsels clients on claims substantiation. **Strengths:** *"Alex has deep expertise and is very responsive."* *"He is composed, thoughtful and very intelligent, delivering information in a way that is adjustable to any client."*

Andrew Lustigman (see p.627) of Olshan Frome Wolosky LLP provides clients with legal advice on a wide range of advertising concerns, from structuring sweepstakes to regulatory proceedings.

Phyllis Marcus (see p.631) of Hunton Andrews Kurth LLP draws upon her experience working at the FTC in her handling of a broad array of advertising mandates. She is sought out by an impressive client base to advise on compliance and regulatory proceedings. **Strengths:** *"Phyllis is an impressive attorney."* *"She is incredibly knowledgeable about advertising. She takes complex scenarios and quickly identifies key issues and areas of risk."* *"She makes the effort to understand our business and provides straightforward advice."* *"I greatly appreciate her proactive approach."*

Benjamin Mulcahy (see p.648) of DLA Piper LLP is especially active in marketing issues arising in the entertainment sector. He is retained by blue-chip media, tech and sports clients. **Strengths:** *"Ben is a pleasure to work with. He is responsive and truly understands the issues of importance to*

our business.” “Ben is our go-to advertising lawyer. He’s well known and respected, is an expert negotiator and provides excellent client service.” “I trust him with the most difficult and sensitive issues.” “Ben is highly responsive and extremely knowledgeable with a broad range of expertise.” “Ben is dynamic, engaging and able to provide advice in a practical manner.”

Lynn Neuner (see p.2627) of Simpson Thacher & Bartlett LLP is a renowned litigator with a wealth of expertise in false advertising claims. She is especially active on behalf of clients in the pharmaceutical sector. **Strengths:** “She is a terrific lawyer.”

Saul Perloff of A&O Shearman is known for representing clients in false advertising claims. **Strengths:** “Saul is very strong with Lanham Act litigation cases and I enjoy working with him. In addition, he brings a track record of success and deep experience.”

Marc Roth of Cobalt Law counsels clients on a wide range of transactional and compliance concerns arising out of marketing strategies. His expertise includes privacy and the Telephone Consumer Protection Act. **Strengths:** “He is the one you want at your table.”

James Stewart (see p.712) of DLA Piper LLP expertly advises on major transactional and reg-

ulatory mandates in the advertising space. These include sponsorship agreements and influencer marketing issues. **Strengths:** “James is a pleasure to work with. On our time-sensitive matters, he makes himself available quickly and we trust his guidance.” “He works efficiently, thoroughly and provides great value for his service.” “He takes the time to make sure we understand all feedback and the final product.” “He always delivers sound advice even in the face of high-stress situations.”

Douglas Wood continues to be recognized as a leader in the industry. His extensive experience includes advising clients on agency agreements.

Antitrust Nationwide

Antitrust	Antitrust: Cartel
Leading Firms	Leading Firms
Band 1	Band 1
Cleary Gottlieb Steen & Hamilton LLP	Cleary Gottlieb Steen & Hamilton LLP
Cravath, Swaine & Moore LLP	Gibson, Dunn & Crutcher LLP
Gibson, Dunn & Crutcher LLP	Latham & Watkins LLP
Latham & Watkins LLP	WilmerHale
Skadden, Arps, Slate, Meagher & Flom LLP	Band 2
Band 2	O’Melveny & Myers LLP
Arnold & Porter	Simpson Thacher & Bartlett LLP
Axinn	White & Case LLP
Davis Polk & Wardwell LLP	Wilson Sonsini Goodrich & Rosati
Jones Day	Winston & Strawn LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP	Band 3
Weil, Gotshal & Manges LLP	Baker Botts L.L.P.
Wilson Sonsini Goodrich & Rosati	Davis Polk & Wardwell LLP
Band 3	Jones Day
Baker Botts L.L.P.	Kirkland & Ellis LLP
Covington & Burling LLP	Linklaters
Kirkland & Ellis	Mayer Brown LLP
Morgan, Lewis & Bockius LLP	Paul, Weiss, Rifkind, Wharton & Garrison LLP
Sullivan & Cromwell LLP	Vinson & Elkins LLP
Wachtell, Lipton, Rosen & Katz	Weil, Gotshal & Manges LLP
White & Case LLP	Williams & Connolly LLP
Band 4	
Boies Schiller Flexner LLP	
Crowell & Moring LLP	
Dechert LLP	
Freshfields Bruckhaus Deringer	
Mayer Brown LLP	
McDermott Will & Emery LLP	
Ropes & Gray LLP	
Sidley Austin LLP	
Simpson Thacher & Bartlett LLP	
WilmerHale	
Winston & Strawn LLP	

Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Arnold & Porter

What the team is known for Arnold & Porter has a sophisticated antitrust practice which advises and represents clients on large, high-stakes and complex deals, litigation, and investigatory matters in the antitrust space. Attorneys include outstanding trial lawyers, investigators and multi-billion-dollar deal closers. Longstanding relationships with clients in the financial services, healthcare and consumer goods markets.

Strengths

“Arnold’s attorneys have a knack for synthesizing complex information into practical legal advice.”

“The Arnold team is able to leverage their knowledge of regulatory matters and the industry as a whole to help support the right outcome.”

Work highlights Arnold & Porter advised Altria on the antitrust aspects of its \$2.75 billion acquisition of NJOY Holdings.

Notable practitioners

Deborah Feinstein is a key contact in Washington, DC.

Andre Geverola (see p.565) is head of the firm’s antitrust cartel investigations practice and regularly assists a range of clients with government investigations. Clients benefit from his experience as a former Director of Criminal Litigation in the DOJ’s Antitrust Division. **Strengths:** “Andre is an outstanding cartel lawyer.” “Andre is very quick to get to the heart of issues on investigations.”

Axinn

What the team is known for Axinn is a highly respected boutique antitrust firm with broad strength in corporate and litigious work. Adept at counseling clients through complex merger control issues. Also noted for its strong intellectual property practice leveraged in litigation at the cross-section of IP and antitrust. Frequently represents those in the food, manufacturing, technological and finance industries.

Strengths

“The Axinn team is responsive, business-focused and practical in their advice.”

“The lawyers have a deep knowledge of antitrust laws.”

Work highlights Axinn advised VMware on the antitrust aspects of its \$69 billion acquisition by

Antitrust: Cartel
Senior Statespeople
Senior Statespeople: distinguished older partners
Leddy Mark <i>Cleary Gottlieb Steen & Hamilton LLP *</i>
Leading Individuals
Band 1
Arp D Jarrett <i>Davis Polk & Wardwell LLP *</i>
Hammond Scott <i>Gibson, Dunn & Crutcher LLP *</i>
Mueller Thomas <i>WilmerHale</i>
Mutchnik James H <i>Kirkland & Ellis *</i>
Nyong'o Heather <i>Cleary Gottlieb Steen & Hamilton LLP *</i>
Rosman Mark <i>Proskauer Rose LLP (ORL) ♦ *</i>
Terzaken John <i>Simpson Thacher & Bartlett LLP</i>
Tween Douglas <i>Linklaters *</i>
Band 2
Calsyn Jeremy <i>Cleary Gottlieb Steen & Hamilton LLP *</i>
Cherry Steven F <i>WilmerHale</i>
Gallo Kenneth A <i>Paul, Weiss, Rifkind, Wharton *</i>
Gidley J Mark <i>White & Case LLP</i>
Kessler Jeffrey L <i>Winston & Strawn LLP *</i>
Lynch Niall <i>Latham & Watkins LLP *</i>
Miller Britt <i>Mayer Brown LLP *</i>
Prewitt Elizabeth <i>Latham & Watkins LLP *</i>
Schmidlein John E. <i>Williams & Connolly LLP</i>
Seebald Craig <i>Vinson & Elkins LLP</i>
Swanson Daniel G <i>Gibson, Dunn & Crutcher LLP *</i>
Taladay John <i>Baker Botts L.L.P. *</i>
Tubach Michael <i>O'Melveny & Myers LLP</i>
Band 3
Attridge James <i>Axinn *</i>
Cole Eva <i>Winston & Strawn LLP *</i>
Curran Christopher <i>White & Case LLP</i>
Geverola Andre <i>Arnold & Porter *</i>
Hemlock Adam C <i>Weil, Gotshal & Manges LLP *</i>
Henry Roxann E <i>Antitrust & Competition Law (ORL) ♦</i>
Majoras John M <i>Jones Day</i>
O'Rourke Kenneth R <i>Wilson Sonsini Goodrich & Rosati</i>
Phelan Lisa <i>Morrison Foerster (ORL) ♦ *</i>
Snyder Brent <i>Wilson Sonsini Goodrich & Rosati</i>
<i>* Indicates individual with profile.</i>
<i>♦ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

Broadcom.

Notable practitioners

Michael Keeley is a key contact in Washington, DC.

James Attridge (see p.494) is commended for his cartel antitrust practice. He regularly represents both individuals and corporations in DOJ and international enforcement agency investigations.

Strengths: "James is an outstanding cartel lawyer." "James has a pulse on recent agency temperament and activities."

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. continues to develop a dynamic antitrust presence in DC, with clients including major technology corporations and manufacturing companies. Regularly provides representation in multijurisdictional matters, including cartels and civil litigation. Notable strength in handling transactional matters, such as M&A and asset swaps with international filing obligations. Additional sector expertise includes pharmaceuticals, transportation and chemicals.

Strengths

"The lawyers provide creative thinking and an

Antitrust: Plaintiff
Leading Firms
Band 1
Berger Montague
Hausfeld LLP
Quinn Emanuel Urquhart & Sullivan, LLP
Robins Kaplan LLP
Band 2
Boies Schiller Flexner LLP
Cohen Milstein Sellers & Toll PLLC
DiCello Levitt
Fine, Kaplan and Black, RPC
Hagens Berman Sobol Shapiro LLP
Joseph Saveri Law Firm, LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Susman Godfrey LLP
Zelle LLP
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Cotchett Joseph <i>Cotchett, Pitre & McCarthy (ORL) ♦</i>
Freed Michael <i>Freed Kanner London & Millen (ORL) ♦</i>
Eminent Practitioners
Boies David <i>Boies Schiller Flexner LLP</i>
Leading Individuals
Band 1
Asciolla Gregory <i>DiCello Levitt</i>
Cramer Eric L. <i>Berger Montague</i>
Hausfeld Michael <i>Hausfeld LLP</i>
Isaacson William A <i>Paul, Weiss, Rifkind, Wharton *</i>
Jones Megan E <i>Hausfeld LLP</i>
Liebenberg Roberta D <i>Fine, Kaplan and Black, RPC</i>
Saveri Joseph R <i>Joseph Saveri Law Firm, LLP *</i>
Williams Steven <i>Steven Williams Law, P.C. (ORL) ♦</i>
Band 2
Brockett Daniel <i>Quinn Emanuel Urquhart & Sullivan, LLP</i>
Lerner Kellie <i>Robins Kaplan LLP</i>
Robertson Sharon <i>Cohen Milstein Sellers & Toll PLLC</i>
Scarlett Shana <i>Hagens Berman Sobol Shapiro LLP</i>
Sharp Dena C <i>Girard Sharp (ORL) ♦ *</i>
Sobol Thomas <i>Hagens Berman Sobol Shapiro LLP</i>
Srinivasan Kalpana <i>Susman Godfrey LLP</i>
Wildfang K Craig <i>Robins Kaplan LLP</i>
Zahid Judith <i>Zelle LLP</i>

ability to explain complex processes in a straightforward way. They have a commercial and execution-oriented approach."

"The team at Baker Botts is up to speed on all developments in the field and able to translate those developments quickly to analyze and interpret their relevance to clients in the business world."

Work highlights Baker Botts L.L.P. advised Liberty Media Corporation on antitrust aspects of its \$313 million acquisition of a stake in QuintEvents.

Notable practitioners

John Taladay (see p.1368) demonstrates considerable skill across a wide range of antitrust matters. He deftly steers clients through cartel investigations, complex merger clearance and high-stakes litigation. **Strengths:** "John provides highly strategic, thoughtful and straightforward advice in the face of very challenging issues." "John provides extremely sophisticated analysis on complex matters." "John is a highly skilled lawyer."

Berger Montague

What the team is known for Berger Montague is a preeminent force in the Pennsylvania antitrust

market with a national presence, offering expert counsel to clients from a broad range of industries, including the chemical, pharmaceutical and financial sectors. Highly distinguished for the strength of its plaintiff-side work acting on monopoly matters and price-fixing, including an impressive track record in complex, high-profile class actions.

Strengths

"Berger Montague is a go-to plaintiff firm."

Notable practitioners

Eric Cramer is a highly accomplished lawyer who regularly acts for plaintiffs seeking damages for anticompetitive conduct. **Strengths:** "Eric is a top-notch lawyer."

Boies Schiller Flexner LLP

What the team is known for Boies Schiller Flexner LLP is a distinguished litigation firm that regularly provides antitrust representation for both plaintiffs and defendants in high-profile class actions and opt-out cases. Handles litigation on behalf of consumer classes and private clients. Also demonstrates strength in government investigations and merger defense.

Strengths

"Boies Schiller houses extremely skilled trial lawyers."

"The team is very strong and readily available."

Work highlights Boies Schiller Flexner LLP represented a class of Blue Cross Blue Shield's subscribers in a lawsuit alleging the trademark licences used by Blue Cross Blue Shield Association caused market allocation and other restrictions on competition.

Notable practitioners

David Boies is a preeminent attorney capable of turning his hand to both defendant and plaintiff representation in sophisticated antitrust proceedings. He is well known for his handling of significant multijurisdictional class actions. **Strengths:** "David really is one of the most remarkable lawyers." "David Boies is a spectacular lawyer."

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP is an outstanding DC-based practice that collaborates with a complementary European network to provide seamless national and international antitrust representation. Provides a premium clientele with guidance on class actions, criminal investigations and mergers receiving scrutiny from regulatory agencies, as well as offering pre-merger advice and guidance, and support defending against cartel allegations. Has particularly strong client relationships in the telecommunications, natural resources and financial service sectors. Excels in cases involving price-fixing allegations, market monopolization and bond and debt manipulations.

Strengths

"Cleary is set apart by its excellent people and depth of practice."

"The Cleary team has a ton of deal and litigation experience."

"Cleary provides a great global perspective."

Work highlights Cleary Gottlieb Steen & Hamilton LLP defended ASSA ABLOY in an antitrust lawsuit challenging its \$4.3 billion acquisition of

Spectrum Brands' Hardware and Home Improvement division.

Notable practitioners

Mark Leddy (see p.1340) is commended for his representation of a broad array of prominent clients in competition disputes. His previous DOJ experience bolsters his ability to handle cartel investigations. **Strengths:** "Mark Leddy is a fantastic lawyer." **Heather Nyong'o** (see p.1056) acts for a wide array of clients in the oil and gas, technology and pharmaceutical spheres in both civil and criminal investigations. **Strengths:** "Heather provides really thoughtful and attentive client service." "Heather is the best at what she does in her field. She is very practical whilst still being up to date with how antitrust authorities are approaching issues." **Jeremy Calsyn** (see p.519) is accomplished in criminal antitrust litigation, particularly cases concerning price-fixing investigations. He is well known for his work on behalf of automotive parts suppliers. **Strengths:** "Jeremy Calsyn is an expert not only in antitrust but how to navigate matters with regulators and other parties." "Jeremy is a true subject matter expert. He is practical and business-oriented."

Cohen Milstein Sellers & Toll PLLC

What the team is known for Cohen Milstein Sellers & Toll PLLC is an accomplished team offering plaintiff representation in major class actions frequently concerning price manipulation and product delays. Particularly adept in managing competition disputes in the finance, technology and pharmaceutical sectors.

Strengths

"Cohen Milstein is a strong antitrust practice."

Work highlights Cohen Milstein Sellers & Toll PLLC represented the direct purchaser class in a multidistrict litigation alleging Ranbaxy manipulated the FDA's generic drug approval process to block competitors from entering the market and forcing purchasers to pay supracompetitive prices for three products.

Notable practitioners

Sharon Robertson regularly represents plaintiffs active in the pharmaceutical industry in significant antitrust proceedings. **Strengths:** "Sharon Robertson is very insightful."

Covington & Burling LLP

What the team is known for Covington & Burling LLP has a talented bench of attorneys who use their previous experience in government positions to provide thorough and comprehensive antitrust representation in M&A, civil actions and cartel investigations. Also noted for its increasingly strong litigation presence in California. Particular expertise in the financial services, technology and sports sectors among others. Well placed to advise on international issues in jurisdictions including the EU, China and South Korea.

Strengths

"Covington houses fantastic lawyers. They are intelligent, prepared and provide excellent support."

Work highlights Covington & Burling LLP represented American Petroleum Institute in an antitrust lawsuit alleging that major oil producers engaged in a conspiracy to reduce production in order to increase the nationwide prices of retail

gasoline.

Notable practitioners

Thomas Barnett is a key contact in Washington, DC.

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP is a highly adept group of New York-based practitioners who represent organizations from the finance, entertainment, retail and energy industries, among others. Offers dual strength in corporate antitrust work, such as M&A and joint ventures, and in competition litigation, including class actions and monopolization cases. Also noted for its compliance counseling practice and international reach. Frequently acts opposite governmental enforcement agencies including the FTC, DOJ and State Attorneys General.

Strengths

"Cravath's lawyers all demonstrate thoughtful judgment, provide commercial and practical advice and add value to any situation."

Work highlights Cravath, Swaine & Moore LLP represented Blue Cross Blue Shield Association in a multidistrict litigation alleging violation of Sections 1 and 2 of the Sherman Act.

Notable practitioners

Christine Varney is a key contact in New York.

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP is a high-quality firm that continues to represent clients in high-stakes multidistrict and class action cases across the country, acting for both plaintiffs and defendants. Also involved in a number of multibillion-dollar transactions involving major international companies across a rich variety of industries including telecommunication, media, healthcare and aerospace. Advises on a wide range of governmental investigations along with anticompetitive pricing litigation disputes.

Strengths

"Crowell's lawyers are experts in the field. They are knowledgeable, agile and nimble, which enables them to address whatever issues arise."

"Crowell's team are very high-quality, personable and entrepreneurial lawyers."

"Crowell's group provides amazing customer service and excellent technical skills. The team is extremely business-savvy."

Work highlights Crowell & Moring LLP represented CSX Transportation in multidistrict litigation alleging that it and three other major US freight railroads colluded to charge customers billions of dollars in excess fuel surcharge prices in violation of Section 1 of the Sherman Act.

Notable practitioners

Shawn Johnson is a key contact in Washington, DC.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP is a premium firm that is consistently highlighted for its antitrust representation, which it provides for clients from a broad spectrum of industries including the telecommunications, technology and entertainment sectors. Attorneys achieve impressive outcomes in transactional

work such as clearance for M&A and joint ventures and in litigation, including both civil and criminal cases. Well placed to advise clients on international merger control proceedings.

Strengths

"The team provides service at the highest levels and is incredibly responsive."

"Davis Polk has excellent partners and junior attorneys. They have a strong breadth across both civil and criminal matters."

"The team has a deep understanding of the current and evolving antitrust regulatory landscape as well as provide tactical and actionable advice."

Work highlights Davis Polk & Wardwell LLP defended Spectrum Brands Holdings in a DOJ challenge related to ASSA ABLOY's acquisition of the Hardware and Home Improvement division of Spectrum Brands.

Notable practitioners

Jarrett Arp (see p.1306) has an accomplished practice managing both domestic and international cartel investigations for major clients around the globe. **Strengths:** "Jarrett is a brilliant legal mind and is an excellent communicator. He displays an ability to project what is coming next with uncanny precision."

Dechert LLP

What the team is known for Dechert LLP has a notable practice for antitrust guidance on mergers, joint ventures and follow-up litigation. Utilizes relationships between key offices to provide informed and intelligent guidance for organizations receiving scrutiny from the FTC and DOJ. Strong client connections in the agricultural sciences, technology and airline industries among others. Able to handle cross-border matters, providing competition advice to multinational corporations.

Strengths

"The Dechert team has creative thought and a lot of knowledge of global competition law."

Work highlights Dechert LLP advised Energy Harbor on the antitrust aspects of its \$6.3 billion proposed merger with Vistra.

Notable practitioners

Michael Cowie is a key contact in Washington, DC.

DiCello Levitt

What the team is known for DiCello Levitt has an impressive bench in the antitrust space. The firm offers its clients support within large-scale plaintiff antitrust matters. The team draws strength from DiCello's strength in the healthcare sphere.

Strengths

"DiCello is in the category of highly experienced and savvy litigators who really bring great judgment to analyzing potential litigation opportunities." "DiCello Levitt provides invaluable leadership and guidance."

Work highlights DiCello Levitt represented a group of plaintiffs in an antitrust lawsuit alleging manipulation of prices in the market for European government bonds by several financial institutions.

Notable practitioners

Gregory Asciolla is commended for his plaintiff-side antitrust practice. He regularly represents public pension funds and businesses in

litigation pertaining to anticompetitive behavior in sectors including finance, commodities and pharmaceuticals. **Strengths:** “Gregory is a strong critical thinker.” “He takes great depositions and he is good on his feet.”

Fine, Kaplan and Black, RPC

What the team is known for Fine, Kaplan and Black, RPC is a compact yet sophisticated antitrust practice with a focus on civil disputes at federal court including class actions and patent disputes. Noted for its representation of plaintiffs, but also assists a wide variety of other stakeholders, including defendants. Accomplished in representing clients such as educational institutions, pharmaceutical companies and airlines in price-fixing allegations and output restriction matters.

Strengths

“Fine, Kaplan and Black’s team is surgical and strategic.”

Work highlights Fine, Kaplan and Black, RPC represented plaintiffs in an antitrust class action concerning monopolization in relation to competitive cheerleading competitions and associated apparel.

Notable practitioners

Roberta Liebenberg is highly regarded for her work representing plaintiffs in complex antitrust litigation. She often helms major class actions.

Freshfields Bruckhaus Deringer

What the team is known for Freshfields Bruckhaus Deringer is a well-respected branch of the magic circle powerhouse with an adept team that features particular expertise in complex, transatlantic merger clearance work. Also handles numerous notable matters in civil litigation as well as criminal cartel investigations. Advises clients from a variety of industries including the healthcare, technology and airline sectors.

Strengths

“The Freshfields team is extremely responsive and delivers a high-quality service.”

“Freshfields houses excellent litigators who bring insights from the government.”

Work highlights Freshfields Bruckhaus Deringer advised Vitera on the antitrust aspects of its \$34 billion merger with Bunge.

Notable practitioners

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP has a spectacular antitrust group best known for its offerings on the West Coast, as well as for its reputable offices in other key jurisdictions. Practitioners include class action litigators, M&A counselors and cartel defense experts, many of whom regularly provide representation in multijurisdictional and multinational cases. Notable sector expertise includes technology, communications and transportation. Highly adept in handling price-fixing conspiracies and no-poach disputes.

Strengths

“Gibson is strong on litigation and criminal cartel work.”

“From a client service perspective, the Gibson team is spectacular.”

“Gibson’s lawyers have practical and winning litigation skills.”

Work highlights Gibson, Dunn & Crutcher LLP advised Pioneer Natural Resources on the antitrust aspects of its \$64.5 billion merger with ExxonMobil.

Notable practitioners

Scott Hammond (see p.577) ably represents clients before US enforcement bodies, bringing with him decades of prior experience in the DOJ. He is further noted for his international practice, regularly appearing before international competition authorities. **Strengths:** “Scott Hammond is practical and strategic.” “Scott is a good cartel lawyer and he knows how to cooperate with the government.” **Daniel Swanson** (see p.1077) is highly regarded for his antitrust litigation practice, including his significant capabilities in cartel matters. He is particularly noted for his expertise in monopolization and market dominance cases. **Strengths:** “Daniel is well informed and understands the complexities of US and foreign antitrust laws.”

Hagens Berman Sobol Shapiro LLP

What the team is known for Hagens Berman Sobol Shapiro LLP is commended for its deft handling of high-stakes antitrust litigation on behalf of large plaintiff classes. Well known for handling large pharmaceuticals, financial services and computer hardware cases.

Strengths

“Hagens Berman does a really good job in antitrust.”

Notable practitioners

Shana Scarlett is highly regarded for her representation of plaintiffs in multidistrict class action litigation. She regularly works with groups of participants in the IT component space, often securing multimillion-dollar settlements. **Strengths:** “Shana is a top litigator.” “Shana really executes leadership and has a depth of substantive knowledge of antitrust which is unmatched.”

Thomas Sobol is a litigator who has notable successes in price-fixing suits and direct purchaser actions. He is known for his work representing plaintiff classes in the pharmaceutical sector.

Strengths: “Thomas is impressive and quite good in court.”

Hausfeld LLP

What the team is known for Hausfeld LLP is a prominent litigation firm, renowned for its abilities representing plaintiffs in multidistrict class action antitrust suits across the country involving a wide variety of antitrust issues including monopolization, price manipulation and price-fixing. Able to deploy a deep bench of trial attorneys with outstanding litigation experience. Acts in matters connected with a diverse array of industry areas including healthcare, manufacturing and banking. Further noted for handling international issues, with particular strength in Europe.

Strengths

“Hausfeld brings so much to bear in litigation. On top of being very skilled litigators, they also bring an international bench.”

“Hausfeld is amongst the absolutely top tier of firms in this sector.”

Work highlights Hausfeld LLP represented indi-

viduals and businesses that pay Blue Cross Blue Shield entities for health insurance. The litigation alleged Blue Cross Blue Shield entities agreed to not compete with each other for customers of health insurance.

Notable practitioners

Michael Hausfeld is a key player in the antitrust space, skillfully handling prominent class actions, often concerning anticompetitive behavior and price manipulation. **Strengths:** “Michael Hausfeld is strategic.” **Megan Jones** deftly represents plaintiffs in significant anticompetitive disputes. She has expertise in cases concerning price-fixing and trade restraints. **Strengths:** “Megan runs these cases like no one else. She knows the subject top to bottom and leads by example. She digs in on depositions and brief writing, oral argument and settlements.”

Jones Day

What the team is known for Jones Day is an accomplished team that demonstrates a multijurisdictional proficiency through its seamless representation of national and international corporations. A strong bench of attorneys ensures that all corners of antitrust law, including M&A guidance, civil litigation and criminal investigations, are covered to a premium standard. Also noted for its expertise in cartel defense work, bolstered by its attorneys’ previous experience within enforcement agencies. Represents a vast array of clients, including those in the healthcare, technology and pharmaceutical industries.

Strengths

“The firm has clear experts in their fields with lots of experience in related litigation and regulatory matters that are critical to providing assistance and guidance in these complex areas of law.”

“Jones Day provides practical advice on complex issues.”

Work highlights Jones Day defended Union Pacific Railroad Company in a multidistrict litigation alleging major railroads engaged in a conspiracy to increase rail prices by using fuel surcharges.

Notable practitioners

John Majoras is a highly regarded litigator noted for his comprehensive antitrust practice. He defends large corporations from a variety of industries in merger challenges. He also turns his hand to cartel matters and related follow-on litigation. **Strengths:** “John Majoras is excellent, strategic and creative.” “John provides very practical and helpful advice in areas of investigations. His thinking is clear and strategic.” “John is an excellent lawyer with a strong grasp of economics.”

Joseph Saveri Law Firm, LLP

What the team is known for Joseph Saveri Law Firm, LLP is a highly regarded antitrust boutique dedicated to plaintiffs’ representation. Leads complex multidistrict class action litigation on behalf of tech, pharmaceutical and sports sector participants. Esteemed for securing significant victories in monopolization, price-fixing and pay-for-delay cases.

Strengths

“Joseph Saveri Law Firm is very experienced and has deep knowledge.”

Work highlights Joseph Saveri Law Firm, LLP represented plaintiffs in a case alleging defendants created a cartel to fix prices in the capacitors market.

Notable practitioners

Joseph Saveri (see p.1068) is a well-known antitrust attorney recognized for his experience representing large plaintiff classes in complex multidistrict litigation. He works on behalf of participants in the manufacturing, pharmaceutical and sport sectors. **Strengths:** “Joseph is a very experienced and savvy litigator.”

Kirkland & Ellis

What the team is known for Kirkland & Ellis has a talented team with a reputation for expertise in antitrust. Possesses an impressive and diverse bench of specialists, willing to go to trial in both criminal and civil litigation and also able to get complex mergers cleared by government agencies. Continues to strengthen its national network with an emerging New York presence. Noted for its particularly strong client base in the private equity sector as well as the financial services, leisure and healthcare industries.

Strengths

“Kirkland offers deep expertise in antitrust.”

“The Kirkland team is so knowledgeable about the agencies and the government.”

“The lawyers are very responsive and efficient.”

Work highlights Kirkland & Ellis LLP advised Celanese International on the antitrust aspects of its \$11 billion acquisition of DuPont's Mobility & Materials business.

Notable practitioners

James Mutchnik (see p.1747) is highly regarded for his cartel work, regularly representing large clients in particularly sensitive proceedings. He has a strong agency-facing practice, frequently handling DOJ, FTC and state attorneys general investigations. **Strengths:** “James Mutchnik is very smart and capable. He has a great mind for strategy.”

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a hugely accomplished antitrust group that combines an elite California presence with an impressive East Coast team. Offers counsel on the full scope of competition matters, including pre-merger advice and clearance representation. Particularly well regarded for its strong international cartel capabilities, as well as its high-profile civil litigation practice. Strong client relationships in technology, manufacturing and agribusiness sectors. Provides expert representation to international and global organizations in cross-border disputes.

Strengths

“Latham & Watkins has remarkable awareness and understanding of current market conditions and commercial circumstances.”

“The lawyers can quickly provide high level analysis and recommendation.”

Work highlights Latham & Watkins LLP defended Apple in a putative class action alleging monopolization related to Apple Pay.

Notable practitioners

Niall Lynch (see p.1046) is experienced in man-

aging civil and criminal competition investigations, both domestic and international in nature. His practice is bolstered by prior DOJ experience.

Elizabeth Prewitt (see p.2638) brings considerable DOJ experience to bear in her representation of clients in high-stakes cartel proceedings.

Strengths: “Elizabeth has substantive depth and immense experience.” “Elizabeth has great skills in analyzing and managing complex cases.” “Elizabeth is very focused on how to get the client's story across.”

Linklaters

What the team is known for Linklaters is particularly recognized for excellence in cartel work. Handles sensitive and highly complex criminal investigations on behalf of large multinational clients. Also handles parallel civil litigation. Regularly engaged in high-profile cartel cases in the country's biggest industries.

Strengths

“Linklaters has a keen understanding of the latest and most effective economic and advocacy tools.”

“Linklaters has a strong breadth across both civil and criminal matters.”

“The Linklaters team is a mastery of detail.”

Work highlights Linklaters advised Perfetti van Melle on its \$1.35 billion acquisition of Mondelez's gum business.

Notable practitioners

Douglas Tween (see p.723) is an experienced competition lawyer who often acts in cartel investigations involving the manufacturing, pharmaceutical and aerospace industries. **Strengths:** “Douglas has outstanding insight as to the DOJ's strategies.”

Mayer Brown LLP

What the team is known for Mayer Brown LLP has an impressive team, constituted of numerous DOJ alumni, that offers representation in cartels, civil litigation and transactional work. Acts for clients from a broad spectrum of industries before regulatory agencies in multiple countries. Noted for litigating antitrust cases in trial and appellate courts across the US. Proficient in managing cases in the food, healthcare and manufacturing sectors.

Strengths

“The Mayer team has extensive federal government experience coupled with tremendous legal acumen which results in exceptional strategic, legal and business advice.”

“The firm has incredibly experienced, knowledgeable and well-connected attorneys.”

“Mayer Brown has a strong business focus and attentiveness to client business needs.”

Work highlights Mayer Brown LLP advised Cummins on antitrust aspects of its \$3.7 billion acquisition of Meritor.

Notable practitioners

Britt Miller (see p.1746) is a litigator noted for her expertise in the antitrust space. She represents manufacturers, chemicals and finance clients in market allocation, price-fixing and monopolization disputes. **Strengths:** “She is great at strategy and seeing things from various angles.” “Britt is a talented antitrust counsel who understands the legal aspects very well.”

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP continues to offer advice in all areas of antitrust law, with considerable expertise handling complicated merger clearances and both criminal and civil litigation including cartel defense. Boasts a strong reputation advising clients in a variety of sectors, including defense, healthcare and consumer products. Also demonstrates a key understanding of the intersection between antitrust and IP law.

Strengths

“The team are responsive, practical, smart and excellent writers.”

“The lawyers are responsive, flexible and have a tremendous level of expertise.”

Work highlights McDermott Will & Emery LLP defended Envision Healthcare Corporation and Envision Physician Services in an antitrust lawsuit alleging its exclusive contracts with hospitals and non-compete provisions in its physician contracts violate antitrust laws.

Notable practitioners

Raymond Jacobsen is a key contact in Washington, DC.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has a highly regarded team with a strong reputation for antitrust litigation and expertise in class action defense. Equally well versed in handling government investigations and civil enforcement, and offers strong merger clearance and antitrust counseling practices. Has expertise in a variety of industries, frequently working with pharmaceutical, life science and academic clients. Supported by a global network and able to handle nationwide and international antitrust cases.

Strengths

“The lawyers are very creative in their approach. They are very strong in building relationships.”

Work highlights Morgan, Lewis & Bockius LLP represented Anywhere Real Estate in an antitrust lawsuit against the National Association of Realtors and other real estate brokerage companies and franchisors alleging anticompetitive practices.

Notable practitioners

Steven Reed in Philadelphia is a key contact.

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP has a sophisticated practice that combines cartel defense, criminal and civil litigation expertise with a highly capable transactional antitrust offering. Able to tap into global resources to advise on cross-jurisdictional competition matters for important clients. Equally capable of representing both defendants and plaintiffs in complex litigation. Maintains client relationships in a range of sectors including airlines, financial services and natural resources.

Strengths

“The lawyers are extremely capable and very knowledgeable in the field. They are excellent trial lawyers.”

“The group are incredibly bright lawyers that are very well steeped in antitrust law. They are good at

spotting what the issues are and what the noise is."

Work highlights O'Melveny & Myers LLP represented ExxonMobil Corporation in an antitrust lawsuit alleging several oil companies conspired with Russia and Saudi Arabia to restrict oil to the US.

Notable practitioners

Michael Tubach regularly acts in investigations relating to price manipulation and competition suppression. **Strengths:** *"Michael is incredibly quick on his feet."*

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP is a prominent firm that offers excellent representation to clients facing the full spectrum of antitrust issues, including cartel defense, civil litigation, merger clearance and regulatory investigation matters. Features an array of blue-chip clients among its extensive antitrust portfolio. Continues to gain strength in DC with the addition of well-regarded practitioners. Adept in representing those in the technology, telecommunications and healthcare sectors.

Strengths

"The firm provide the best client service."

"The team provides a dedication to clients and delivers premium services."

"The lawyers are good at being able to talk through complex issues effectively."

Work highlights Paul, Weiss represented Spirit Airlines in a merger challenge related to its proposed acquisition by JetBlue.

Notable practitioners

William Isaacson (see p.1333) skillfully acts for plaintiffs and defendants across a wide array of antitrust cases, often involving collusion and monopolization allegations. He is highly recommended for his work in complex class actions.

Kenneth Gallo (see p.1325) acts on both plaintiff and defendant side in a wide array of antitrust cases, particularly in criminal litigation. He has experience representing clients in cross-border matters concerning international enforcement agencies.

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel Urquhart & Sullivan, LLP is an eminent litigation firm that boasts a sophisticated plaintiffs' antitrust practice. Able to act on behalf of corporate clients and serves as lead for consumer classes. Also represents defendants, including a number of blue-chip clients, in high-stakes class actions. Particularly well known for acting in cases involving financial services institutions. Additional expertise representing clients active in the retail, technology and food sectors.

Strengths

"Quinn Emanuel's lawyers are excellent. They are the gold standard on the plaintiff side."

Work highlights Quinn Emanuel Urquhart & Sullivan, LLP acted as co-lead counsel on behalf of plaintiffs in an antitrust class action alleging major banks conspired to fix variable-rate demand obligation rates artificially high.

Notable practitioners

Daniel Brockett has notable expertise litigating cases alleging price-fixing conspiracies and trade and LIBOR manipulations. He regularly handles major class action suits for large plaintiff classes. **Strengths:** *"Daniel is a good negotiator." "Daniel has encyclopedic knowledge."*

Robins Kaplan LLP

What the team is known for Robins Kaplan LLP is a plaintiff firm well known for its trial capabilities and courtroom performances in large and complex industry-changing litigation. Also represents defendants in an array of antitrust situations. Features varied expertise, leading cases involving clients in diverse industries including financial services, transportation and pharmaceuticals. Acts in criminal investigations concerning all manner of anticompetitive allegations, including bid rigging and price-fixing.

Strengths

"The group is smart, creative and provides exceptional counsel on many aspects of litigation."

"Robins Kaplan's lawyers are smart and sophisticated. They present nuanced and effective plaintiff side representation."

"The Robins Kaplan team has the knowledge to back up strategic positions."

Work highlights Robins Kaplan LLP acted on behalf of a class of purchasers in an antitrust lawsuit alleging price-fixing and other anti-competitive behavior against manufacturers and a nationwide distributor of contact lenses.

Notable practitioners

Kellie Lerner has a strong track record representing plaintiffs in complex antitrust litigation, regularly securing millions of dollars in settlements and damages payouts. She has litigated anticompetitive conduct suits against some of the largest pharmaceutical, finance and manufacturing companies. **Strengths:** *"Kellie Lerner is good at building consensus and being proactive." "Kellie is a formidable litigator. She is a smart and careful strategist."* **Craig Wildfang** has decades of experience litigating competition disputes, often on behalf of major consumer classes. He is particularly noted for his work on behalf of plaintiffs in the financial and agricultural sectors.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP has a strong antitrust group frequently sought out for its broad experience handling complex civil litigation, enforcement agency conduct investigations and the merger review process. Has robust client relationships in the pharmaceutical, healthcare, private equity and technology sectors. Well placed to handle matters with an international dimension.

Strengths

"The lawyers are strong on the law and strategy."

Work highlights Ropes & Gray LLP advised Bloomberg on the antitrust aspects of its acquisition of Broadway Technology.

Notable practitioners

Mark Poposfsky is a key contact in Washington, DC.

Sidley Austin LLP

What the team is known for Sidley Austin LLP has a distinguished antitrust team, respected for its commercial focus and track record in civil litigation. Offers antitrust counseling and litigation in a wide range of areas, including anticompetitive conduct, sales distribution and M&A, and brings experience to government investigations. Noted experience pertaining to a wide range of industries, including telecommunications, pharmaceuticals and life sciences.

Strengths

"Sidley Austin knows how to distill its advice into a format that is easily understood and actionable by business teams."

"The Sidley team is very service-oriented and highly responsive."

"The lawyers bring a high-level of knowledge and practical advice."

Work highlights Sidley Austin LLP advised Regal Rexnord Corporation on antitrust aspects of its \$4.95 billion acquisition of Altra Industrial Motion Systems.

Notable practitioners

Benjamin Nagin is a key contact in New York.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP has an experienced practice, providing advice and representation to blue-chip clients in numerous industries across the spectrum of antitrust matters. Especially well equipped to handle multijurisdictional and multinational transactions and investigations. Also noted for antitrust litigation and counseling. Regularly manages competition work for clients in the pharmaceutical, financial and manufacturing arenas.

Strengths

"The lawyers are very good strategic thinkers, they're very collaborative with how they work with their clients and their work product is very good."

"Simpson provides practical, thoughtful and creative guidance."

Work highlights Simpson Thacher & Bartlett LLP represented KKR in its \$1.62 billion acquisition of Simon & Schuster from Paramount Global.

Notable practitioners

John Terzaken is revered for his excellent cartel practice. He regularly represents clients in government enforcement actions and follow-on litigation. **Strengths:** *"John does a good job with sensitive federal government matters."*

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates boasts some of the finest antitrust litigators and transactional lawyers in the country, who show considerable aptitude across a myriad of industries. Continues to handle a large volume of specialist antitrust work as part of its full-service practice, including advice on Hart-Scott-Rodino filings and merger compliance before antitrust enforcement authorities around the world. Advises clients in the pharmaceutical, healthcare, financial and telecommunications spheres.

Strengths

"The lawyers are strategic and organizational"

experts.”

“The Skadden team has very good business sense.”

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates advised Adobe on the antitrust aspects of its \$20 billion acquisition of Figma.

Notable practitioners

Steven Sunshine is a key contact in Washington, DC.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP has a skillful team of experienced antitrust practitioners with notable strength in both mergers and litigation. Continues to handle a large amount of specialist antitrust work, particularly for clients in the financial services arena, as part of its full-service practice. Also noted for its handling of criminal government investigations including cartel, rate-rigging and price-fixing cases. Further recognized for its capacity to advise on cross-border matters.

Strengths

“The Sullivan team is very effective on both counseling and preparation.”

Work highlights Sullivan & Cromwell LLP represented Amgen in its \$27.8 billion acquisition of Horizon Therapeutics.

Notable practitioners

Renata Hesse is a key contact in Washington, DC.

Susman Godfrey LLP

What the team is known for Susman Godfrey LLP is a Texas-based firm that displays a considerable talent for representing primarily plaintiffs but also defendants in contentious competition matters across the country. Has experience in price-fixing and monopolization as well as class action and multidistrict litigation and regularly acts in opposition to household-name corporations.

Strengths

“The firm has an excellent, smart and dedicated team.”

“Susman’s group are superb lawyers, very bright and creative.”

Work highlights Susman Godfrey LLP represented City of Baltimore, Yale University and others in a nationwide class action alleging some of the world’s largest banks conspired in order to suppress the LIBOR and benefit from their LIBOR-based derivatives positions.

Notable practitioners

Kalpna Srinivasan has notable expertise in antitrust cases, often handling plaintiff-side representation in large class action litigation.

Strengths: *“Kalpana is an exceptionally strong antitrust and trial lawyer.” “Kalpana is a really strong tactical leader.”*

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP has a strong team of antitrust attorneys who cover a wide range of issues including civil and criminal litigation, and government cartel investigations. Also noted for transactional work and compliance counseling, as well as handling conduct investigations. Particularly well known for Hart-Scott-Rodino Act expertise. Strong ties to oil and gas, energy and technology sector clients.

Strengths

“Vinson & Elkins is outstanding at the development and execution of litigation strategy.”

“The lawyers are always thinking ahead and provide high level opinions.”

“Vinson & Elkins displays up-to-date knowledge of market developments and other relevant issues.”

Work highlights Vinson & Elkins LLP represented Hitachi Automotive Systems Americas in connection with a federal criminal investigation of the auto parts industry.

Notable practitioners

Craig Seebald is an experienced attorney recognized for his wide-ranging civil and criminal antitrust practice. He is particularly highly regarded for his representation of large clients in cartel and price-fixing investigations. **Strengths:** *“Craig provides excellent service with a long experience in the field.”*

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell, Lipton, Rosen & Katz is a go-to practice for antitrust representation in M&A, joint ventures and deal work. Well known for its ability to handle complex regulatory reviews for some of the largest global deals. Displays considerable skill in handling matters with domestic and international regulatory agencies.

Work highlights Wachtell, Lipton, Rosen & Katz served as antitrust counsel to Black Knight in connection to its \$11.7 billion merger with Intercontinental Exchange.

Notable practitioners

Ilene Knable Gotts is a key contact in New York.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP has a deep bench of antitrust experts, many of whom established their careers at the FTC. Collaboration between New York and DC offices ensures the provision of comprehensive antitrust coverage on M&A, civil litigation and government investigations. Particularly recognized for its excellence representing clients in the life sciences sector. Further noted for its strong connections to the manufacturing, producing and technology sectors. Also commended for handling cartel proceedings on behalf of both national and multinational corporations.

Strengths

“The Weil team has expertise in dealing with complex matters. Their advice is digestible and commercial.”

“Weil attorneys have a depth of experience and offer sophisticated, thoughtful and practical solutions.”

“Weil demonstrates a keen understanding of the business and the practical implications of various tactics.”

Work highlights Weil, Gotshal & Manges LLP represented Meta Platforms in its acquisition of Within Unlimited.

Notable practitioners

Adam Hemlock (see p.2586) acts in both civil and criminal litigation for a wide national and international client base. He is particularly recommended for his abilities in cartel matters. **Strengths:** *“Adam is an incredible partner. He is*

very responsive and has deep expertise.”

White & Case LLP

What the team is known for White & Case LLP enjoys widespread recognition for its successes in antitrust litigation, with attorneys acting in both class actions and government investigations on behalf of defendant parties. Also noted for its strength in international cartel matters and on antitrust clearance for mergers and acquisitions. Key clients include national and international life science and pharmaceutical corporations. Frequently acts in complex cross-border proceedings for both domestic and multinational clients.

Strengths

“White & Case is knowledgeable and savvy.”

“The team provide very effective and tailored recommendations to clients.”

“White & Case is very responsive to client requests. The group understands the business of its clients.”

Work highlights White & Case LLP served as antitrust counsel to Toshiba in a \$15.2 billion public to private transaction led by Japanese Industrial Partners.

Notable practitioners

Mark Gidley has a notable antitrust practice acting in both civil and criminal litigation, especially for clients in the pharmaceutical space. He skillfully handles a range of cartel disputes and also provides competition advice in large corporate transactions. **Strengths:** *“Mark Gidley is an excellent litigator. He anticipates the steps correctly and the moves. He is very creative.” “Mark is analytical and very sharp.”* **Christopher Curran** is an experienced trial lawyer able to address numerous criminal disputes in both trial and appellate courts. He lends his expertise to corporations in high-stakes cartel proceedings. **Strengths:** *“Christopher is so responsive.”*

Williams & Connolly LLP

What the team is known for Williams & Connolly LLP is recognized for strong capabilities in DOJ investigations and enforcement actions. Also handles follow-on litigation. Represents household name clients in the tech, pharmaceuticals and financial services sectors.

Strengths

“Williams & Connolly is strong in antitrust litigation.”

“The firm delivers excellent service in relationship management, responsiveness, work product and expertise.”

“The team acts cohesively and with a clear understanding of the goals of the case.”

Work highlights Williams & Connolly LLP represented Bank of America and Merrill Lynch in class actions alleging them and other banks organized bidding activities during Treasury security auctions and manipulated yields in other markets for Treasury securities and derivative financial products.

Notable practitioners

John Schmidlein is noted for his abilities as a litigator, defending a range of anticompetitive behavior allegations, recently including coordinated bidding and price-fixing. **Strengths:** *“John is a very targeted litigator and highly strategic.” “John is an absolutely top lawyer. He is extremely*

intelligent, thoughtful and strategic."

WilmerHale

What the team is known for WilmerHale has a top-quality cartel practice that features some of the leading attorneys in the criminal antitrust space. Also handles antitrust reviews of a range of major mergers and acquisitions as well as civil litigation. Further capable of handling non-merger agency investigations. Able to assist with matters at the intersection of IP and antitrust. Collaborates with international offices while also continuing to develop and broaden its national scope and network. Offers experienced representation to a range of large corporations, including those in the technology, automotive, manufacturing and financial services industries.

Strengths

"The WilmerHale team provides very good analysis and they are creative in their thinking."

"The team is very experienced, easy to reach and always on point."

"WilmerHale houses high-quality and super smart lawyers."

Work highlights WilmerHale represented Apotex in an antitrust lawsuit alleging price-fixing and collusion amongst generic drug companies.

Notable practitioners

Thomas Mueller is highly experienced in handling both domestic cartel cases and criminal investigations on a global scale. He manages disputes often involving allegations of price-fixing and monopolization conspiracy. **Strengths:** *"Thomas is smart and responsive."* **Steven Cherry** is particularly skilled in managing cartel investigations against governmental enforcement agencies, including the DOJ and state attorneys general. He regularly represents large domestic and international corporations. **Strengths:** *"Steven Cherry is an amazing strategist."* *"Steven is a really smart and practical attorney."*

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati has an exceptional antitrust practice group advising and representing clients in mergers, government investigations and litigation. Features a top reputation for work in the hi-tech sector. Also noted for its in-depth cartel defense practice in both class and private actions, especially those pertaining to the pharmaceutical and digital advertising sectors.

Strengths

"The lawyers are incredibly knowledgeable about the state of the law and the practical realities of business."

"The Wilson lawyers have high-quality litigation skills."

"Wilson houses a very solid team."

Work highlights Wilson Sonsini Goodrich & Rosati represented Google in an antitrust lawsuit alleging monopolization, which was brought by the DOJ and State Attorneys General.

Notable practitioners

Kenneth O'Rourke is highly regarded for his antitrust cartel work, regularly representing clients in follow-on litigation. He is further noted for han-

dling large class actions. **Strengths:** *"Kenneth is super sharp and very thoughtful."* **Brent Snyder's** former experience at the DOJ as an antitrust criminal enforcement attorney means he is well-placed to advise on cartel matters. **Strengths:** *"Brent provides good practical advice and great client service."* *"Brent is a great litigator."*

Winston & Strawn LLP

What the team is known for Winston & Strawn LLP has an impressive bench of antitrust litigators who work with clients across merger litigation, civil cases and criminal investigations on a national and international scale. Particularly well known for handling cases in the sports industry as well as matters at the intersection between antitrust and IP law. Further looked to for representation in significant cartel proceedings.

Strengths

"Winston & Strawn's team has a strong command of the issues. They provide creative and out-of-the box thinking when applying laws to business and cases."

"The lawyers are subject matter experts and they have experience in many district and state courts in the US. They understand their clients very well."

"Winston's lawyers do a good job at negotiating."

Work highlights Winston & Strawn LLP represented Avanci in an antitrust lawsuit alleging that their licensing practices and some of the patents' owners violated Section 1 and Section 2 of the Sherman Act.

Notable practitioners

Jeffrey Kessler (see p.605) is commended for his adroit handling of complex antitrust litigation including price-fixing and monopolization cases. He is further noted for his work navigating cartel investigations. He is particularly well known for representing clients in the sports sector. **Strengths:** *"Jeffrey is a top-tier antitrust litigator."*

"Jeffrey is a very sharp and pragmatic lawyer." **Eva Cole** (see p.530) regularly handles class action disputes and cartel matters on behalf of a wide client base in the financial and electronics sectors. **Strengths:** *"Eva provides really good client service. She is a clear thinker and strategist."*

Zelle LLP

What the team is known for Zelle LLP is an accomplished firm recognized for skillful representation of plaintiffs in both class and competitor actions. Particularly notable for expertise in cross-border matters. Well placed to advise clients across a range of industries including healthcare and advertising.

Strengths

"The Zelle team has an excellent ability to handle complex and sophisticated matters."

"Zelle houses really smart lawyers."

"Zelle's partners are analytically very strong in developing a case."

Work highlights Zelle LLP represented United HealthCare Services in a multidistrict litigation against generic pharmaceutical companies. The case alleged a conspiracy of price-fixing and market allocation of numerous drugs.

Notable practitioners

Judith Zahid is commended for her representation of large plaintiff classes in complex damages cases. She also lends her expertise to corporate plaintiffs in significant individual actions. **Strengths:** *"Judith is well reasoned, methodical and highly responsive."* *"There is nobody better than Judith at working with clients and witnesses. She really is a people connector. She knows how to align interests and get things done."*

Other Ranked Lawyers

Joseph Cotchett of Cotchett, Pitre & McCarthy is an esteemed trial lawyer recognized for his considerable expertise in representing plaintiffs in antitrust litigation. Clients benefit from his experience litigating hundreds of the most sophisticated of cases over the course of his five-decade long career.

Michael Freed of Freed Kanner London & Millen LLC is well known for his representation of plaintiffs in price-fixing and monopolization litigation. He has notable experience managing cases alleging anticompetitive behavior in the pharmaceutical and financial services industries. **Strengths:** *"Michael is one of the best plaintiff lawyers. He is very smart."*

Roxann Henry of Antitrust and Competition Law has significant experience acting in complex cartel investigations. She represents both domestic and international clients from a wide array of sectors. **Strengths:** *"Roxann Henry is a wonderful attorney."*

Lisa Phelan (see p.668) of Morrison Foerster has three decades of experience as a DOJ attorney, including serving as chief of the National Criminal Enforcement section of the Antitrust Division. She is prominent in the market and is well placed to advise clients on criminal cartel proceedings. **Strengths:** *"Lisa is extremely experienced and knowledgeable."*

Mark Rosman (see p.683) of Proskauer Rose LLP has a superb practice handling complex investigations by enforcement agencies. He often acts in cartel cases concerning the consumer and healthcare sectors.

Dena Sharp (see p.1071) of Girard Sharp provides deft representation to large plaintiff classes in litigation against multinational companies. **Strengths:** *"Dena has an impressive court room performance. She is keenly aware of all the strategic ramifications of the positions she articulates and the questions she asks. She is supremely composed."* *"Dena can read a room, deal with different personalities and has a problem-solving ability. She has a very clear and pragmatic way to cut through noise and figure out the solution."* *"Dena is incredibly smart and diligent. She is a great tactician."*

Steven Williams of Steven Williams Law, P.C. is an experienced attorney commended for his work litigating on behalf of plaintiffs bringing allegations of price-fixing and monopolization. He represents both plaintiff classes and individual claimants. **Strengths:** *"Steven Williams is a fantastic antitrust lawyer."*

Appellate Law Nationwide

Appellate Law
Leading Firms
Band 1
Clement & Murphy, PLLC
Gibson, Dunn & Crutcher LLP
Hogan Lovells US LLP
Latham & Watkins LLP
Munger, Tolles & Olson LLP
Williams & Connolly LLP
Band 2
Jones Day
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Sidley Austin LLP
WilmerHale
Band 3
Goodwin
Jenner & Block LLP
Mayer Brown LLP
Morrison Foerster
O'Melveny & Myers LLP
Orrick, Herrington & Sutcliffe LLP
Band 4
Akin
Arnold & Porter
Kellogg, Hansen, Todd, Figel & Frederick, PLLC
Sullivan & Cromwell LLP
Weil, Gotshal & Manges LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Clement & Murphy, PLLC

What the team is known for Clement & Murphy has quickly become a leading destination for clients facing their most important and challenging appellate matters. Its heavyweight bench of expert litigators draw from a tremendous wealth of experience practicing before the US Supreme Court and other courts of appeal, acting for an array of corporates, industry associations and non-profits, among others.

Strengths

"Clement & Murphy are at the very top of the pile."

"The quality of the work is top-notch, their client service is exceptional and their flexibility really enabled us to have the best counsel."

"Clement & Murphy is top of the list for appeals."

Work highlights Clement & Murphy represented Axon Enterprise before the Supreme Court. The case affirmed the jurisdiction of federal courts to hear constitutional challenges brought by the plaintiffs regarding the SEC or FTC.

Notable practitioners

Paul Clement is widely regarded as one of the premiere appellate lawyers of his generation, drawing widespread praise and respect for his track record in some of the most complex and high-profile disputes heard before the Supreme Court in recent times. **Strengths:** "There is no one in the country better than Paul Clement." "He is phenomenal in front of the courts and in front of judges." "The greatest living Supreme Court advocate." "He's one of the foremost appellate practitioners in the country." **Erin Murphy** offers

Appellate Law	Senior Statespeople	Olson Theodore B Gibson, Dunn & Crutcher LLP *
Senior Statespeople	Senior Statespeople: distinguished older partners	
Dreeben Michael O'Melveny & Myers LLP		
Leading Individuals	Band 3	
Star individuals	Band 3	
Blatt Lisa S. Williams & Connolly LLP	Arbus Sherry Melissa Latham & Watkins LLP *	
Clement Paul D. Clement & Murphy, PLLC	Ho Allyson N. Gibson, Dunn & Crutcher LLP *	
Phillips Carter Sidley Austin LLP *	Hungar Thomas Gibson, Dunn & Crutcher LLP *	
Shanmugam Kannon K. Paul, Weiss, Rifkind, Wharton *	Kedem Allon Arnold & Porter	
Verrilli Donald B. Munger, Tolles & Olson LLP	Ratner Morgan L. Sullivan & Cromwell LLP *	
Waxman Seth WilmerHale	Stris Peter Stris & Maher LLP (ORL) ◇	
Band 1	Tripp Zachary Weil, Gotshal & Manges LLP *	
Boutros Jr Theodore J. Gibson, Dunn & Crutcher LLP *	Band 4	
Englert Jr Roy Kramer Levin Naftalis & Frankel (ORL) ◇	Bucholtz Jeff King & Spalding LLP (ORL) ◇ *	
Fisher Jeffrey L. O'Melveny & Myers LLP	Carroll Catherine WilmerHale	
Francisco Noel J. Jones Day	Coberly Linda T. Winston & Strawn LLP (ORL) ◇ *	
Frederick David C. Kellogg, Hansen, Todd, Figel	Dupree Jr Thomas Gibson, Dunn & Crutcher LLP *	
Garre Gregory Latham & Watkins LLP *	Ellsworth Jessica L. Hogan Lovells US LLP	
Jay William M. Goodwin *	Hacker Jonathan O'Melveny & Myers LLP	
Katyal Neal K. Hogan Lovells US LLP	Horwich Benjamin J. Munger, Tolles & Olson LLP	
Lamken Jeffrey A. MoloLamken LLP (ORL) ◇	Hughes Paul McDermott Will & Emery LLP (ORL) ◇ *	
Maynard Deanne Morrison Foerster *	Keller Scott A. Lehotsky Keller Cohn LLP (ORL) ◇	
Rosenkranz Joshua Orrick, Herrington & Sutcliffe LLP	Kellogg Michael Kellogg, Hansen, Todd, Figel	
Shah Pratik Akin	Kimberly Michael B. McDermott Will & Emery (ORL) ◇ *	
Stetson Cate Hogan Lovells US LLP	Loeb Robert Orrick, Herrington & Sutcliffe LLP	
Sullivan Kathleen M. Quinn Emanuel Urquhart (ORL) ◇	McGill Matthew D. Gibson, Dunn & Crutcher LLP *	
Wall Jeffrey Sullivan & Cromwell LLP *	Mooppan Hashim M. Jones Day	
Band 2	Panner Aaron Kellogg, Hansen, Todd, Figel & Frederick	
Anders Ginger D. Munger, Tolles & Olson LLP *	Parrish Ashley King & Spalding LLP (ORL) ◇ *	
Dvoretzky Shay Skadden, Arps, Slate, Meagher (ORL) ◇ *	Salmons David B. Morgan, Lewis & Bockius LLP (ORL) ◇	
Elwood John Arnold & Porter	Santos Jaime Goodwin *	
Estrada Miguel A. Gibson, Dunn & Crutcher LLP *	Shumsky Eric Orrick, Herrington & Sutcliffe LLP	
Gershengorn Ian Heath Jenner & Block LLP	Streett Aaron Baker Botts L.L.P. (ORL) ◇ *	
Geyser Daniel L. Haynes and Boone, LLP (ORL) ◇	Walker Helgi C. Gibson, Dunn & Crutcher LLP *	
Goldenberg Elaine Munger, Tolles & Olson LLP	Up-and-coming individuals	
Gupta Deepak Gupta Wessler PLLC (ORL) ◇	Ellis Jonathan McGuireWoods LLP (ORL) ◇ *	
Hallward-Driemeier Douglas Ropes & Gray (ORL) ◇ *	Huston Michael Perkins Coie LLP (ORL) ◇ *	
Harris Sarah M. Williams & Connolly LLP	Matz Joshua Kaplan Hecker & Fink LLP (ORL) ◇ *	
Martinez Roman Latham & Watkins LLP *	Michel Christopher Quinn Emanuel Urquhart (ORL) ◇	
Murphy Erin E. Clement & Murphy, PLLC	Roth Yaakov Jones Day	
Palmore Joseph Morrison Foerster *	Saharia Amy Mason Williams & Connolly LLP	
Perry Mark A. Weil, Gotshal & Manges LLP *	Zimmer David J. Goodwin *	
Pincus Andrew J. Mayer Brown LLP *	Associates to watch	
Saharsky Nicole Mayer Brown LLP *	Tutt Andrew Arnold & Porter	
Unikowsky Adam G. Jenner & Block LLP		

clients considerable experience in cases before the Supreme Court and federal appellate courts in a wide range of areas, spanning from constitutional and administrative issues to defamation and restructuring. **Strengths:** "Erin Murphy is an exceptional writer." "She's a superstar in her own right; she does exceptional work."

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn maintains its premier standing in the appellate arena, calling upon a formidable array of highly experienced and deeply respected litigators to offer a wealth of experience before the US Supreme Court and state and federal courts nationwide. The firm makes frequent appearances in high-value and far-reaching matters, with notable experience in constitutional law, legislative challenges

and wider business disputes. Its impressive client base spans a range of leading multinationals, trade associations and financial institutions.

Strengths

"Gibson Dunn are amazing. I rely on them for bet-the-company litigation, they're a go-to for that."

"The Gibson Dunn team are super smart and super knowledgeable about appellate procedures and how to use them to get the best results."

"Gibson is one of our go-to firms for challenging matters. They work seamlessly across their practice areas to deliver a high-value service to the client."

Work highlights Gibson Dunn represented Slack in a Supreme Court case regarding the right to sue under Section 11 of the Securities Act.

Notable practitioners

Theodore Olson (see p.658)'s five-decade career has cemented his reputation as one of the most

respected and formidable appellate advocates in the legal market, with clients turning to him for his outstanding pedigree in the most complex constitutional questions and precedent-setting business disputes. **Theodore Boutrous** (see p.1003) is highly experienced in acting for clients in federal and state appellate courts, as well as in Supreme Court matters, with a particularly strong reputation in First Amendment and product liability disputes. **Strengths:** “*Ted is an outstanding strategist and a tremendous oral advocate.*” “*He’s one of the best advocates out there.*”

Miguel Estrada (see p.549) offers clients a wealth of experience acting in appeals spanning multiple federal and state courts, in addition to the US Supreme Court. **Strengths:** “*Miguel is one of the best lawyers I’ve ever seen.*”

Allyson Ho (see p.3233) cochairs the firm’s appellate and constitutional law group and is particularly adept at handling cases in the Fifth Circuit. Her expertise extends nationally and she has experience acting for clients across the country in federal and state courts. **Strengths:** “*Allyson is incredible at spotting issues and crafting arguments to solve them. She is very easy to work with.*” “*She’s an extremely strong writer. She turns the complex into the simple.*” “*A very smart lawyer who is very effective in court.*” **Thomas Hungar** (see p.591) is highlighted for his expertise in appellate litigation, with clients benefiting from his wealth of experience in high-stakes litigation. **Strengths:** “*Tom is a very effective oral advocate.*”

Thomas Dupree (see p.545) is particularly noted for his expertise in the transport sector, as part of a broad appellate practice which also includes strengths in intellectual property, employment law and shareholder disputes. **Strengths:** “*He is absolutely brilliant in advocacy and presents his argument effectively, going to the court in an engaging way.*” **Matthew McGill** (see p.638) offers clients robust strengths in appellate matters and is held in particularly high regard for his expertise in judgement and arbitral award enforcement matters. **Strengths:** “*He is a superb counselor, giving astute business advice. He is insightful, he is thorough and he is practical and efficient.*” **Helgi Walker** (see p.1371) has standout expertise in the telecommunications sector and is regularly called upon to advise on appellate challenges to federal agency actions. **Strengths:** “*Helgi is a real thought leader with a knack for identifying appellate issues that are relevant to the case. She knows how to tailor her arguments to the court she’s dealing with.*”

Hogan Lovells US LLP

What the team is known for Hogan Lovells houses a highly distinguished appellate practice with attorneys who are regular fixtures in high-stakes appeals heard before the Supreme Court, DC Circuit and wider state and federal appellate courts. Particular areas of strength include technology, energy and automotive disputes, in addition to significant expertise in high-profile regulatory and constitutional challenges. The group acts for an impressively diverse array of major corporates, financial institutions and sovereign clients, alongside a prolific pro bono practice.

Strengths

“*Hogan Lovells have top-notch, smart and responsive teams.*”

“*They are fantastic. They provide incredible service, responsiveness and creativity when approaching arguments.*”

“*They are exceptional in the substance, their responsiveness and are collaborative with co-counsel.*”

“*They are at the top of lawyers we work with.*”

Work highlights Hogan Lovells represented the private respondents in *Moore v Harper*, the Supreme Court case which rejected the “Independent State Legislature” theory.

Notable practitioners

Neal Katyal has a prolific and highly respected appellate practice and has attained a sterling reputation for his handling of significant civil rights disputes heard before the Supreme Court. **Strengths:** “*A super prominent and strong lawyer.*”

“*I’ve never worked with a smarter lawyer.*” **Cate Stetson**’s tremendous pedigree in the appellate sphere has seen her argue over a century of appeals before the Supreme Court, every federal circuit court and a diverse range of state supreme courts, with commentators regularly citing her excellent advocacy skills as a key strength. **Strengths:** “*Cate is fantastic.*” “*She’s a leader in the field.*” “*Incredible – she’s a fabulous appellate advocate.*”

Jessica Ellsworth is an experienced appellate litigator who regularly appears in state and federal courts, with a particular strength in healthcare and pharmaceutical cases. **Strengths:** “*Jess is wonderful; she is insightful, quick to learn, very proactive and communicative.*” “*An outstanding appellate brief writer and advocate.*”

Latham & Watkins LLP

What the team is known for Latham & Watkins enjoys an impressive reputation in appellate litigation, drawing from a formidable roster of experienced practitioners with an excellent track record in high-stakes legal challenges. The group handles a broad range of substantial matters of significant national and constitutional import. IP work stands out as a particular highlight, alongside wider strengths in the professional services sector, tax disputes and criminal law matters.

Strengths

“*Latham showed incredible sophistication and range of practice. They handled our matter beautifully.*”

“*Each of the attorneys staffing our litigation has been professional and knowledgeable, both about substantive law and about litigation strategy, and has employed their experience in the service of our advocacy objectives.*”

“*The appellate group was just stellar at understanding our case and seeing it from all angles.*”

“*They’re brilliant lawyers who do amazing work.*”

Work highlights Latham & Watkins successfully represented Miguel Perez in the Supreme Court. The court decided that ADA doesn’t require a student to exhaust administrative proceedings against the school district concerned.

Notable practitioners

Gregory Garre (see p.563) is held in high esteem for his impressive track record in appellate matters. He is an experienced advocate, appearing numerous times before the Supreme Court and courts of appeal, having argued an array of highly significant constitutional challenges and com-

mercial litigation matters. **Strengths:** “*Greg is one of the most respected Supreme Court litigators in the country. He’s very thoughtful, smart and a delight to work with.*” “*He’s a gifted brief writer and is spectacular on his feet.*” “*He’s incredible.*” **Roman Martinez** (see p.633) has quickly established himself as an impressive and highly sought-after choice for Supreme Court and wider appellate arguments, having handled civil and criminal appeals across issues such as employment, civil rights, environmental and First Amendment law. **Strengths:** “*Roman Martinez is fantastic.*” “*He’s excellent.*” **Melissa Arbus Sherry** (see p.492) represents significant clients in a wide range of appeals, including First Amendment and tax matters. **Strengths:** “*Melissa is an exceptional lawyer. She is wonderful.*” “*An outstanding lawyer.*” “*People love working with her because she’s so smart, diligent and dedicated to her clients.*” “*Melissa was fantastic to work with from start to finish. She gave one of the most impressive oral arguments I’ve seen in years. She was so knowledgeable of the facts and issues and dug in from start to finish, from briefing to the argument.*”

Munger, Tolles & Olson LLP

What the team is known for Munger Tolles is an elite litigation firm with nationally recognized appellate strengths, bolstered by its cadre of highly rated former governmental luminaries with a wealth of experience arguing before state and federal courts. The firm offers broad strengths across areas such as copyright and patent disputes, environmental law, antitrust issues and securities matters.

Strengths

“*MTO provides excellent advice and service.*”

“*They’re creative, careful and very attentive. The work was excellent, the briefing crisp and the argument was of the highest quality.*”

“*They’re incredibly smart, diligent and thoughtful with highly effective written work product.*”

“*From partners to the most junior associate, everyone’s work product was of the highest caliber.*”

Work highlights Munger Tolles & Olson represented the state respondents in *Moore v Harper*, where the Supreme Court rejected the “Independent State Legislature” theory.

Notable practitioners

Donald Verrilli remains one of the most sought-after and accomplished Supreme Court experts in the field, with a range of household-name clients turning to him for their most significant disputes. **Strengths:** “*He is beyond excellent and a pleasure to work with.*” “*He’s excellent and his reputation is well deserved.*” “*Don is always a star and is a standout go-to lawyer.*”

Ginger Anders (see p.491) is experienced in handling a broad spectrum of administrative law matters and constitutional issues, as well as significant expertise in intellectual property appeals. **Strengths:** “*Ginger Anders is an exceptional lawyer.*” **Elaine Goldenberg** is an accomplished appellate advocate with notable strengths in handling appeals involving financial services and securities law issues as well as foreign-state immunity and extraterritoriality questions. **Strengths:** “*Elaine is a fabulous partner. She is smart, thoughtful, deliberate and incredibly personable. She’s a great listener and quick*”

study. There is never any ego involved – she is 100% focused on getting a great result.” “She is super sharp and I love working with her. She does a great job of distilling the history of the case and frames it successfully.” “Intelligent, bright and quick to understand salient points – she was exceptional.” “Elaine’s briefs are some of the best I’ve read.”

Benjamin Horwich has a strong appellate practice with notable strengths in appeals concerning competition law, class actions and disputes concerning federal preemption. **Strengths:** “Ben is just so smart. He really has a feel for how the judges will think about issues. He’s just a really excellent appellate lawyer.” “He’s very diligent, thoughtful, a good writer and one of the best appellate lawyers I’ve worked with.”

Williams & Connolly LLP

What the team is known for Williams & Connolly has a highly respected litigation practice with a notable presence in appellate courts nationwide, making frequent appearances in complex business litigation cases. The firm demonstrates strengths in an impressively broad range of industries, counting businesses in the technology, financial services and pharmaceutical sectors among its impressive client base.

Strengths

“The Williams & Connolly team were phenomenal.” “They were extraordinary.”

“Their appellate practice is incredible. Their partners and associates are really incredible.”

“They are top-notch across the board and have a deep group of people who can provide quality representation. They are the best firm I work with.”

Work highlights Williams & Connolly argued *Gonzalez v Google* in the Supreme Court, a notable case regarding the liability of internet platforms with regards to international terrorism.

Notable practitioners

Lisa Blatt is widely considered as one of the leading authorities on Supreme Court disputes, having argued 50 cases before the Court across issues including intellectual property, environmental law, ERISA claims and bankruptcy.

Strengths: “Lisa is a superstar and one of the best Supreme Court litigators out there.” “She’s a true star in the field and a go-to appellate advocate.” “Her track record is phenomenal, it’s mind-blowing what she has managed to achieve.” “A wonderful advocate and a dynamite litigator.” **Sarah Harris** has an impressive reputation for her appellate practice, which has seen her argue cases before the Supreme Court as well as handling disputes before a diverse range of wider federal and state appellate courts. **Strengths:** “Sarah is an amazing advocate.” “She is terrific. She has a brilliant way of distilling complex issues into workable actions and terms that everyone understands.” “She was wonderful to work with.” **Amy Mason Salaria** has an impressive pedigree in appellate matters, offering clients expertise in appellate argument across areas including intellectual property, administrative law and criminal matters. **Strengths:** “She’s incredible.” “I think Amy is superb.”

Band 2

Jones Day

What the team is known for Jones Day enjoys an excellent reputation for the depth and breadth of its appellate practice, calling upon an extensive roster of knowledgeable practitioners with numerous Supreme Court victories. The group acts on a markedly broad caseload, with experience in appeals concerning governmental regulation, intellectual property, bankruptcy and constitutional law.

Strengths

“Jones Day is a go-to firm for complex and sophisticated appellate matters.”

“They are brilliant. They have fantastic lawyers across the board.”

“They are super knowledgeable and creative.”

“The team has put out outstanding work.”

“Jones Day are an excellent firm with expertise in a range of appeals.”

Work highlights Jones Day represented Glacier Northwest before the Supreme Court, in a dispute concerning the scope of the NLRA.

Notable practitioners

Noel Francisco is a seasoned appellate lawyer who is highlighted for the depth of his experience. He excels in complicated public policy matters, drawing upon his experience as a former US Solicitor General. **Strengths:** “Noel is super creative, knowledgeable and a brilliant writer.” “I trust his judgment completely on anything appellate. He’s smart and strategic.” **Hashim Mooppan** is a well-regarded appellate lawyer with a significant level of experience in both the Supreme Court and wider state and federal appellate litigation.

Strengths: “Hashim has been excellent in his communication with me and in his work product. I didn’t know how good the appeals experience could be.” “He’s a force of nature.” “Hash is one of the smartest people I know.” “He’s so creative and comes up with novel and compelling arguments.”

Yaakov Roth frequently argues before all levels of state and federal appellate courts, with expertise in constitutional and criminal law. **Strengths:** “A brilliant and hard-working attorney who is very personable too.” “A truly brilliant lawyer. He has a pleasant demeanor, superior analytical skills and has a sophisticated and insightful mind.” “A brilliant attorney who is always insightful, always prepared and always helps us to think the right way about issues.”

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss’ famed litigation team enjoys a robust reputation for its abilities in high-stakes appellate arguments, making regular appearances before the Supreme Court in a variety of precedent-setting disputes. It offers expertise in areas including intellectual property disputes, regulatory enforcement, administrative challenges and criminal law work.

Strengths

“Paul, Weiss is incredibly responsive, with accessible and available lawyers.”

“A firm you go to when you require results and an unvarnished analysis about the strength of your case. My experience was nothing short of spectac-

ular.”

“They are a top-notch firm.”

“The team is just exceptional. The team are wonderful writers.”

“Paul, Weiss has a great ability to render order out of chaos and maintain control of complicated matters. They do an amazing job bringing their experience to bear in a very practical and effective manner.”

Work highlights Paul, Weiss represented Adam Samia before the Supreme Court in a case regarding the Sixth Amendment’s Confrontation Clause.

Notable practitioners

Kannon Shanmugam (see p.698) remains a leading choice for appeals with significant public import, with clients often turning to him for his imperious record in major Supreme Court arguments. **Strengths:** “Kannon is fantastic. He’s incredibly smart, with a sharp memory and the ability to distill complex issues into concise and digestible oral presentations.” “The best of the best. Superb, tremendous with outstanding judgment; he’s everything you want in an appellate lawyer.” “He’s simply one of the smartest and most effective lawyers I have ever worked with.” “Kannon is the most eloquent speaker. He’s one of the guys who you would be lucky to have representing you before the Supreme Court.” “His strategic guidance and knowledge of the courts is deep and very helpful. His knowledge and ability to anticipate the reaction of the courts is what sets him apart.”

Sidley Austin LLP

What the team is known for Sidley Austin has a well-regarded appellate practice, with a skilled and well-supported bench of litigators able to handle cases ranging from complex business cases to high-profile public interest matters. The group demonstrates outstanding credentials appearing before the Supreme Court, alongside significant abilities in state and wider federal appellate work. It counts a number of household names in the financial services, life sciences and industrial sectors among its clients, alongside an active practice representing individuals in civil rights disputes.

Strengths

“Sidley Austin were helpful, incredibly well qualified and competent.”

“The team is very strong and very efficient.”

“A fantastically responsive firm.”

Work highlights Sidley Austin acted for Norfolk Southern before the Supreme Court in a case concerning whether a Pennsylvania law requiring out-of-state companies to appear in Pennsylvania courts comports with the Due Process Clause.

Notable practitioners

Carter Phillips (see p.668) is considered a leading choice for appellate disputes heard before the Supreme Court, having argued almost 90 matters across the full gamut of constitutional, administrative and business issues. His wide-ranging practice includes significant expertise in intellectual property matters, including notable experience in disputes before the Federal Circuit.

Strengths: “Carter is simply the best.” “He’s exceptional.” “One of the best Supreme Court advocates of all time. He’s amazing.”

WilmerHale

What the team is known for WilmerHale is widely considered a leading light in technically complex cases and regulatory challenges, including considerable strengths in intellectual property disputes before the Supreme Court and the Federal Circuit, alongside broader capabilities in areas such as bankruptcy and restructuring, civil rights issues and Native American law. The firm draws from a notably deep bench with talented and experienced appellate litigators at all ranks of the practice, who are able to provide exceptional breadth of expertise in handling appeals in state and federal courts nationwide.

Strengths

"They're amazing. They have the skills, expertise and know-how."

"They have amazing writers."

Work highlights WilmerHale represented Harvard in the Supreme Court in *Students for Fair Admissions v. President and Fellows of Harvard College*, where the court decided that race-conscious admissions violate the Equal Protection Clause of the Fourteenth Amendment.

Notable practitioners

Seth Waxman has a highly respected appellate practice spanning the technology, media and financial sectors, in addition to particular expertise in appeals involving Native American law. He has appeared in a broad array of high-profile disputes and has handled over 80 oral arguments in the US Supreme Court. **Strengths:** *"I couldn't have asked for a better oral advocate." "He's a superb lawyer."* **Catherine Carroll** enjoys a strong reputation for her appellate practice, which sees her argue and brief cases before a number of state and federal courts, as well as the Supreme Court. **Strengths:** *"She's excellent."*

Band 3**Goodwin**

What the team is known for Goodwin's appellate practice employs the firm's signature strengths in acting for technology and life sciences clients when appearing intellectual property appeals before the Supreme Court, Federal Circuit and beyond. The group offers wider capabilities in criminal law issues and regulatory challenges.

Strengths

"We have received nothing less than competent and thoughtful guidance and work product from Goodwin."

"Goodwin have a really strong team of superb writers."

"Their work and counsel have been exceptional and pragmatic."

"They are very smart and good at assessing complex issues and identifying core issues to the matter at hand."

Work highlights Goodwin successfully represented the Teachers Insurance and Annuity Association of America in an ERISA suit before the Second Circuit.

Notable practitioners

William Jay (see p.595) has a wealth of experience acting for clients in the Supreme Court and wider federal appellate courts, with particular

expertise in IP matters. **Strengths:** *"He's very experienced, an excellent advocate and a brilliant writer. He's really strong." "He's an exceptional brief writer and he is well-rounded and can take any issue on appeal. He's just brilliant."* **Jaime Santos** (see p.690) is frequently engaged on state and federal appellate matters, with notable expertise in handling ERISA and IP disputes. **Strengths:** *"A force in the appellate field and an expert in ERISA litigation." "She's exceptional. She's got a brilliant eye as to what is important in a case." "She's a tremendous appellate attorney."* **David Zimmer** (see p.741) often appears before the Supreme Court and other appellate courts on complex litigation. He has notable strength in immigration and patent infringement-related disputes. **Strengths:** *"David Zimmer is brilliant at turning the complex into the simple and persuasive. He's a very articulate writer."*

Jenner & Block LLP

What the team is known for Jenner & Block benefits from a broadly skilled team, especially noted for its strong track record in major commercial and constitutional disputes. It offers considerable experience in appeals concerning intellectual property, tax and criminal law matters, alongside particular strengths in the energy sector. The firm acts for a range of corporate clients, individuals and public interest organizations.

Strengths

"A very good appellate team who always provide insightful and creative arguments."

"The Jenner & Block team brought new insights into a complex case; they turned a sow's ear of a case into a silk purse!"

"A terrific firm."

Work highlights Jenner & Block acted for the tribal parties before the Supreme Court in *Haaland v. Brackeen*, a case which challenged the constitutionality of the Indian Child Welfare Act.

Notable practitioners

Ian Heath Gershengorn is an expert Supreme Court advocate with a wealth of experience acting for clients on a broad range of commercial disputes, in addition to a host of regulatory and public policy matters. **Strengths:** *"Ian's work is devastatingly good. He is so good for sophisticated appellate counsel."* **Adam Unikowsky** has a broad caseload spanning securities, intellectual property and telecommunications, among other areas. **Strengths:** *"Adam is a super smart and super talented advocate." "A really superb lawyer." "Adam is a gifted lawyer and a terrific strategist with a great understanding of the various Justices' jurisprudence."*

Mayer Brown LLP

What the team is known for Mayer Brown offers a wealth of knowledge in major business and public interest appellate work, with its considerable litigation strengths honed by decades of experience in the field. The firm demonstrates deep expertise across issues such as labor and employment, privacy and data security, intellectual property rights and environmental law, among others. It acts for an impressive client base which includes a number of leading charities, interest groups and governmental bodies, as well as financial services firms and wider corporates.

Strengths

"Mayer Brown are able to handle complex appeals confidently."

"They've tremendous breadth and, on our particular issues, are exceptional."

Work highlights Mayer Brown successfully represented US Dairy Export Council in a Fourth Circuit trademark case regarding the certification of the word 'gruyere'.

Notable practitioners

Andrew Pincus (see p.669)'s impressive practice includes handling a range of business and constitutional law matters before the Supreme Court and in the federal and state appellate courts. He often handles matters concerning intellectual property. **Strengths:** *"Andrew Pincus is excellent."*

Nicole Saharsky (see p.689) boasts an impressive 30 Supreme Court arguments to her name, with notable experience in cases concerning bankruptcy and tax. She acts for a range of clients, with particular expertise advising technology businesses. **Strengths:** *"Nicole Saharsky's work is superb." "An exceptional lawyer." "Nicole's briefs are exceptionally well written and she is a master of marshalling precedent in support of her position. Her oral arguments are intelligent, fluid and always engaging."*

Morrison Foerster

What the team is known for Morrison Foerster houses a cadre of experienced appellate attorneys with significant governmental and state court judiciary experience. The firm's signature IP specialization is complemented by excellent capabilities in class action, antitrust and copy-right matters. It is also highly active in pro bono work, with expertise in civil rights and wider public interest cases.

Strengths

"They're really fantastic."

"I rate them very highly. They are phenomenal in IP work and excellent for appeals."

"MoFo provide a first-class service and they're the top of our list for the big cases."

"They have outstanding legal analysis, drafting skills and ability to handle oral arguments."

"MoFo does a good job constructing teams with a balance of lawyers at different levels which provides varied perspective. They have a track record of success."

Work highlights Morrison Foerster successfully represented Unilever in the Ninth Circuit, which affirmed the dismissal of a class action challenging the labeling of "I Can't Believe It's Not Butter!" spray.

Notable practitioners

Deanne Maynard (see p.635) is held in high esteem for her expert handling of appeals, being particularly noted for her deep experience in patent cases. **Strengths:** *"Deanne is incredible." "I cannot sing Deanne's praises too highly. Her work is excellent, her manner is exceptional and clients love her."* **Joseph Palmore** (see p.660) advises clients on a wide range of disputes, including bankruptcy, environmental law, ERISA and fiduciary duty matters, among others. He is experienced in representing clients before the federal courts of appeals as well as the US Supreme Court. **Strengths:** *"He is an outstanding lawyer and legal*

advocate.” “He is well known for his calm and collected advocacy; he can address any issue and is unflappable.” “An experienced appellate litigator with strong written and oral advocacy skills.”

O'Melveny & Myers LLP

What the team is known for O'Melveny calls upon a robust group of respected appellate experts to offer broad strengths in an array of business law and wider constitutional disputes, with notable experience in areas such as competition law, insurance defense and intellectual property, among others. The firm acts for a diverse client base which spans a range of national and multinational corporates in industries including media and entertainment, financial services and transport.

Strengths

“O'Melveny & Myers know our company, are proactive in reaching out and can get an expert to answer any question.”

“The firm has such a deep bench with terrific associates. They are all just very smart and brilliant; they can digest and explain issues and bring them down to terms for non-lawyers.”

Work highlights O'Melveny acted for the Center for Reproductive Rights before the Supreme Court. The case concerned a Mississippi law prohibiting abortion after 15 weeks, which had been struck down by the District Court and Fifth Circuit.

Notable practitioners

Michael Dreeben is a seasoned appellate practitioner who is highly regarded for his Supreme Court advocacy, particularly in criminal matters. He is also the cochair of the firm's white-collar defense and corporate investigations practice.

Jeffrey Fisher has a long-standing reputation for excellence in appellate issues before the Supreme Court, having argued 40 times in disputes concerning civil and criminal law issues. He is special counsel to the firm, as well as a director of the Stanford Supreme Court Litigation Clinic.

Strengths: “An eminent Supreme Court advocate.” **Jonathan Hacker** is particularly noted for his adept handling of insurance and ERISA-related appellate matters. He has additional experience in acting on life sciences-related appeals. **Strengths:** “Jonathan Hacker is a wonderful writer.”

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick houses a high-caliber practice group with an excellent track record in high-stakes and high-value corporate disputes, drawing from a strong team of appellate attorneys with extensive experience in the Supreme Court and wider federal courts of appeal. It provides notable strengths in technology and financial services litigation, including deep experience in IP matters heard before the Federal Circuit.

Strengths

“Orrick's team has tremendous intellect, a keen understanding of the law and a practical approach about how best to achieve the results we need.”

“The team is very strong. I highly regard their experience and depth of team.”

“They're outstanding appellate advocates.”

“They are wonderfully experienced and talented. They're super knowledgeable about state and fed-

eral appeals.”

“Orrick has a familiarity with the Supreme Court and have been able to address all of my procedural and substantive questions.”

Work highlights Orrick represented the City of Saint Louis before the Eighth Circuit in a Title VII case.

Notable practitioners

Joshua Rosenkranz regularly acts for major clients on high-stakes appeals and is an experienced Supreme Court advocate. He has particular expertise in intellectual property disputes. **Strengths:** “Joshua is one of the finest lawyers I've ever met. He's a brilliant guy—his grasp of the law, his strategy and his ability to explain things is exceptional.” “He is a first-class oral advocate, thinker and writer. A brilliant strategist.” “He is really, really, client service-minded. He really wants to give us the best service for the best outcome.” “He brings a wealth of experience to the table and a really strong knowledge of the process. He also has a great ability to marshal the team and be communicative and responsive.” **Robert Loeb** has a robust appellate practice which features significant expertise in acting for financial services clients, particularly in bankruptcy appeals, as well as handling broader disputes for technology and life sciences clients.

Strengths: “Robert is a great lawyer and a great thinker. He's been brilliant on strategy and writing. He's just exceptional.” “Robert is very knowledgeable on Supreme Court practice and procedure.”

Eric Shumsky is a particularly strong choice for clients in the technology sector facing appellate disputes before state and federal courts, notably in intellectual property appeals. **Strengths:** “He's careful, diligent and quick – it's such a brilliant combination.” “He's really good at seeing around corners and is able to find analogies that are very strong and persuasive to the court.”

Band 4

Akin

What the team is known for Akin's impressive appellate practice benefits from a number of experienced practitioners with a wealth of expertise in state, federal and Supreme Court appeals. It demonstrates notable talent in patent disputes and employment matters, alongside considerable strengths in Native American law.

Strengths

“We take very complex matters to Akin. They have the capabilities to handle anything and everything we throw at them; they bring great heft.”

“Akin lawyers are incredibly well informed, responsive and a pleasure to work with.”

“Akin provide excellent service.”

Work highlights Akin represented the petitioners in the Supreme Court case *Lac du Flambeau Band of Lake Superior Chippewa Indians v Coughlin*, where the court decided the Bankruptcy Code abrogates tribal sovereign immunity.

Notable practitioners

Pratik Shah represents clients before the Supreme Court in addition to the federal and state appellate courts, with particular expertise in Native American law matters. **Strengths:** “Pratik is an exceptional appellate attorney. He is

an incredibly skilled written and oral advocate.”

“Pratik is one of the most impressive lawyers I've worked with.” “He is extremely strategic and his Supreme Court and appellate experience allows him to quickly identify issues and concerns and prioritize the most effective path forward.” “A terrific lawyer and a formidable advocate.” “He's first-rate. His briefs are consistently strong and he knows how to get to the heart of the matter, leaving the reader with the impression there is only one right answer.”

Arnold & Porter

What the team is known for Arnold & Porter's highly respected appellate group is well placed to represent clients in a wide range of commercial and public interest cases. It draws upon the firm's wider expertise across an array of practice areas to offer an integrated appellate service with expertise in areas such as intellectual property, First Amendment disputes and Native American law.

Strengths

“They did an excellent job of not only gathering a full understanding of the factual record and legal issues in very short order, but also how to package our arguments in a concise and easily understandable manner.”

“The firm handles highly complex and sophisticated work and has done an outstanding job.”

Work highlights Arnold & Porter represented Billy Raymond Counterman in the Supreme Court case *Counterman v Colorado*, a case that established the standards by which a statement is a “true threat” unprotected by the First Amendment.

Notable practitioners

John Elwood is a veteran appellate lawyer with a wealth of experience in complex and impactful disputes work, handling appeals across subject areas including environmental law, labor and employment matters, government contracts and criminal law. **Strengths:** “John Elwood is an outstanding appellate lawyer. He is very sharp and very good.” “He is just fantastic. He's always up to speed on what is most current.” **Allon Kedem** is recognized for his extensive experience in litigation before all levels of court. He has expertise in procurement and criminal law litigation. **Strengths:** “He provides a really consistent and clear voice on risk. He is a phenomenal advocate; he is super persuasive and creative.” **Andrew Tutt** is a counsel with a fast-rising reputation for his credentials in appellate litigation, having argued two cases before the Supreme Court.

Kellogg, Hansen, Todd, Figel & Frederick, PLLC

What the team is known for Kellogg Hansen specializes in complex appellate litigation, representing both petitioners and respondents across a broad spectrum of business and governmental disputes in state and federal courts. It offers particularly strong expertise in telecommunications issues, alongside wider skills in white-collar crime, antitrust and intellectual property claims.

Strengths

“Kellogg Hansen have a brilliant team.”

Notable practitioners

David Frederick offers significant experience appearing for clients before the US Supreme

Court, federal appellate courts and an array of state supreme courts. **Strengths:** “He is excellent, a wonderful lawyer.” **Michael Kellogg** is managing partner of the firm and a respected appellate advocate. He is particularly noted for his expert handling of appeals concerning the telecommunications sector. He also focuses his practice on regulatory and antitrust issues. **Aaron Panner’s** well-regarded appellate practice ranges from matters before the district courts and courts of appeals to the US Supreme Court, including notable expertise in the communications space.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell’s Supreme Court and appellate practice enjoys a burgeoning reputation for its adroit handling of appellate matters. The group handles an impressive array of state and federal court litigation and administrative appeals, drawing from its experienced pool of former clerks and government luminaries.

Strengths

“Sullivan & Cromwell has a super knowledgeable and deep team who provide excellent briefs very quickly.”

“They are really helpful and supportive, with smart, creative and responsive lawyers who can assess risk in a legal and commercial sense.”

“They are exceptional. They brought a real heft to our case.”

“The lawyers on the matters are exceptional.”

“Efficient, to the point and very reliable. Their oral advocacy has been very impressive.”

Work highlights Sullivan & Cromwell served as Court-appointed amicus curiae in successfully defending the judgment of the Eighth Circuit in the habeas case *Jones v Hendrix*.

Notable practitioners

Jeffrey Wall (see p.729) has a formidable reputation for the quality and pedigree of his appellate practice, earning praise for his impressive track record before the Supreme Court. He heads the firm’s appellate practice. **Strengths:** “Jeff did the best argument I’ve ever seen. He got up to speed on very complex issues extremely quickly.” “A phenomenal lawyer and an extremely good Supreme Court advocate.” “Jeff is a fantastic lawyer. He has a knack for getting to the heart of the issue and speaking to the court.” “A brilliant advocate, very client-oriented, very invested in client’s outcomes, and is one of the best legal writers I’ve worked with.” “He’s top shelf. A very sharp lawyer who deals with very complex things easily.” **Morgan Ratner** (see p.675) has quickly established an impressive reputation for her abilities in appellate litigation. Her wide-ranging practice sees her handling appeals involving securities, criminal law and bankruptcy, among other areas. **Strengths:** “Morgan is among the most talented advocates I know. She is good on her feet, is super smart and a delightful colleague to work with.” “She is thoughtful, strategic and, best of all, persuasive. She has an ability to home in on the key points of a case and explain them in a very convincing way.” “She is just consistently spectacular in oral argument. She combines tremendous brain power and intellectual firepower, coupled with a fantastic style of advocacy.” “For an intellectual titan, which Morgan undoubtedly is, she

is remarkably down to earth. She has the ability to provide exceptional advice in layman’s language in quick time.”

Weil, Gotshal & Manges LLP

What the team is known for Weil’s appellate practice makes regular appearances before the Supreme Court and state and federal courts of appeal in complex and high-stakes litigation matters. Its wide-ranging skill set covers areas including bankruptcy, intellectual property and securities law.

Strengths

“They’re brilliant. They have a great team.”

“Weil’s appellate team is extraordinary in their depth and talent. They are strategic and partner well with trial counsel to maximize possible appellate success.”

“They have been able to staff our matter with partners and associates who are well versed in the issues and did a great job at pivoting when necessary.”

Work highlights Weil represented the respondent in *Bartenwerfer v Buckley*, where the Supreme Court decided that a debtor who is liable for their partner’s fraud cannot discharge that debt in bankruptcy, regardless of their own culpability.

Notable practitioners

Mark Perry (see p.667) is an experienced Supreme Court advocate and also offers a wealth of experience in the federal courts of appeals and district courts. He receives particular praise for his intellectual property expertise. **Strengths:** “Mark Perry is an appellate lawyer who can write A+ briefs that are exceeded only by his A++ oral arguments.” “I love Mark Perry. He’s unflappable, hard-working, and able to digest and analyze vast amounts of information in such an impressive way. He has a great courtroom presence and is just a really enthusiastic and skilled lawyer.” “Mark is fantastic, smart and a brilliant writer.” **Zachary Tripp** (see p.721) co-heads the firm’s appellate practice and brings a wealth of experience to bear for clients facing significant litigation, with experience arguing appeals concerning bankruptcy, intellectual property and financial services regulation. **Strengths:** “He charted us through a really good course and distilled our case down to what we needed.” “A very bright and talented writer who is analytically sharp.”

Other Ranked Lawyers

Jeff Bucholtz (see p.516) of King & Spalding LLP is considered a strong choice for technically complex appeals, with clients turning to him for his expertise in areas such as biotechnology, energy and wider administrative law questions. **Strengths:** “He does a lot of brilliant work for us.” “A deeply thoughtful lawyer who has the ability to step back and see the situation for what it is and offer very practical advice.”

Linda Coberly (see p.528) of Winston & Strawn LLP is recognized for her expertise in appellate litigation. She has particular experience in class actions as well as corporate and securities fraud disputes. She also chairs the firm’s appellate and critical motions practice. **Strengths:** “She is just a

tremendous lawyer.”

Shay Dvoretzky (see p.545) of Skadden regularly appears before the Supreme Court and federal courts of appeals on matters spanning labor and employment, bankruptcy, challenges to government regulations and federal preemption. **Strengths:** “Shay is a brilliant Supreme Court practitioner who we trust with issues that have broad impacts on our business.” “He is brilliant. He is really good at listening to counsel and really listens to the business’ needs.” “Shay is a brilliant legal mind. He is brilliant and capable of handling the most complex appellate matters. He’s capable of wrangling very ambiguous problems that arise in business.” “He’s super responsive, a great strategist and a great writer. His oral advocacy really hones in on the things that matter – he doesn’t waste time in the weeds and hits the main points. He really predicts what the Justices care about.”

Jonathan Ellis (see p.547) of McGuireWoods LLP is a well-regarded state and federal appellate expert who wins praise for his impressive advocacy skills. **Strengths:** “Jonathan is very smart and his experience helps him position arguments deftly both in briefing and oral argument.” “He’s phenomenal; he’s incredibly sharp and insightful.” “Jonathan is able to sift through a sea of arguments and identify the best ones on both sides of the issue. He is able to use it to make the strongest arguments in his clients’ interests. His oral advocacy is first-rate and parallels his written advocacy in being clear, succinct and extremely effective.”

Roy Englert of Kramer Levin Naftalis & Frankel LLP brings a wealth of experience spanning a diverse range of appeals, including significant experience in arguments before the Supreme Court. **Strengths:** “He is just such an intelligent and experienced lawyer. He’s second to none.” “He is outstanding. His skill set is in taking the trial level dispute and distilling it in a way that captures the essence of our argument.” “He’s wonderful. The briefs have been very, very well written.” “A fantastic advocate.”

Daniel Geyser of Haynes and Boone, LLP is particularly noted for his Supreme Court practice, with expertise advising on ERISA, bankruptcy and tax matters, among other areas. **Strengths:** “Dan is just impeccable. He is really impressive and has a lot of exposure to the Supreme Court.” “He has an incredible talent for ascertaining and briefing issues that will obtain cert. He is brilliant in oral argument and addressing the Justices’ questions.” “He is extremely bright and extremely hard-working. He did a fabulous job in the Supreme Court.” “He’s a wonderful writer, a brilliant oral advocate and a brilliant guy to work with.”

Deepak Gupta of Gupta Wessler PLLC is highly regarded for his appellate work on behalf of plaintiffs. He regularly acts for clients in cases before the Supreme Court and across the federal circuits. **Strengths:** “Deepak Gupta is very thoughtful and prepared. He thinks deeply about how best to frame an appeal before diving into the weeds.” “His advocacy is excellent and he is an extremely impressive lawyer.” “A creative lawyer who is regularly at the cutting edge. I have nothing but the highest praise for Deepak, he’s brilliant.” “A terrific lawyer with powerful briefs. He’s engaging, persuasive, and very impressive.” “He is an extraordi-

nary advocate and a brilliant strategist with a keen eye for the politics of the moment. He brings deep knowledge of the law and a collegial manner that is extremely effective."

Douglas Hallward-Driemeier (see p.577) of Ropes & Gray LLP is often called upon by clients for his excellent pedigree in significant appellate disputes, notably those involving intellectual property, antitrust and finance issues.

Paul Hughes (see p.591) of McDermott Will & Emery LLP has a flourishing reputation for his appellate work, acting for clients on a diverse range of appeals across state and federal courts.

Strengths: "Paul is the most creative litigator I know. He's extremely bright and extremely knowledgeable about the nuances of federal court procedures." "He has the ability to work on things that are novel and the willingness to help and provide strong strategy, even when it's unlikely we're going to win. He has a great way of delivering creative approaches to novel issues."

Michael Huston (see p.592) of Perkins Coie LLP, is building a strong appellate practice in state and federal courts, with considerable experience in arguing before the Supreme Court. **Strengths:** "Michael is a fantastically skilled lawyer. He is an excellent writer with sound judgment about how arguments will be received in the court." "He is really smart and really understands the nuances of the appellate process." "He's very practical, effective and is skilled at crafting arguments that meet judges where they are. He's very savvy tactically."

Scott Keller of Lehotsky Keller LLP garners praise for his expertise on appellate matters argued before courts in Texas and nationwide. He is noted for representing clients in the technology sector. **Strengths:** "Scott is wonderful. He is very easy to talk to and is very calming and accessible. He's fantastic." "He is extremely pragmatic, realistic

and strategic. He can distill complex issues of constitutional doctrine very quickly and directly." "He has the ear of the court."

Michael Kimberly (see p.607) of McDermott Will & Emery LLP has a robust appellate practice and offers experience handling arguments before the US Supreme Court and multiple wider appellate courts, with notable expertise in antitrust, ERISA and healthcare matters. **Strengths:** "I cannot speak more highly of Michael Kimberly and his work for us."

Jeffrey Lamken is regarded as a go-to for major appeals with significant commercial and public policy implications, particularly before the Supreme Court. He holds additional strength in complex intellectual property matters before the Federal Circuit. **Strengths:** "One of the best brief writers I've ever worked with. He is very good at communicating and managing complex client input, and can do this within tight deadlines."

Joshua Matz (see p.634) of Kaplan Hecker & Fink LLP enjoys a particularly strong reputation for his expertise in civil rights and constitutional matters. **Strengths:** "He's the strongest writer I have worked with. He is incredibly quick and succinct; he has beautiful prose and is tireless in his advocacy for clients and causes he believes in." "People are blown away by how powerful, precise and persuasive he is as an advocate."

Christopher Michel of Quinn Emanuel offers wide-ranging expertise in state and federal appellate matters. **Strengths:** "I think he's phenomenal."

Ashley Parrish (see p.663) of King & Spalding LLP handles appeals spanning a range of sectors, with standout expertise in energy, healthcare and life sciences matters. **Strengths:** "Ashley is attuned to our business, always responsive and respects other points of view. He is our go-to attorney for a well-rounded perspective."

David Salmons of Morgan, Lewis & Bockius LLP has a practice which spans the full spectrum of the state and federal appellate litigation, with notable expertise advising clients in the energy sector. **Strengths:** "David does lots of strong, complex appellate work; he is outstanding in that capacity."

Aaron Streett (see p.3271) of Baker Botts LLP handles a broad range of appeals and is particularly noted for his adept handling of energy and commodities matters, alongside his expertise in high-profile constitutional law matters. **Strengths:** "Aaron is a brilliant legal mind; we're lucky to have him." "He is a fantastic attorney, a real heavy hitter. He argues the most important motions and writes the most important briefs."

Peter Stris of Stris & Maher LLP has an established reputation for his prowess in appellate matters, having made multiple appearances before the Supreme Court and wider courts of appeals concerning issues including intellectual property, healthcare, securities law and employment matters. **Strengths:** "Peter is brilliant and has a wide breadth of expertise." "He is just super strategic and very smart and knowledgeable." "He is a brilliant legal strategist, a great brief writer and a poised and effective oral advocate."

Kathleen Sullivan of Quinn Emanuel Urquhart & Sullivan, LLP is widely acknowledged as one of the nation's foremost experts on constitutional law, with an enviable array of household-name corporates calling upon her abilities in a wide range of appellate disputes. **Strengths:** "An extraordinary and extremely talented practitioner."

Banking & Finance Nationwide

Banking & Finance
Leading Firms
Band 1
Cahill Gordon & Reindel LLP
Davis Polk & Wardwell LLP
Kirkland & Ellis
Latham & Watkins LLP
Paul Hastings LLP
Simpson Thacher & Bartlett LLP
Band 2
Cravath, Swaine & Moore LLP
Debevoise & Plimpton LLP
Milbank LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Ropes & Gray LLP
Weil, Gotshal & Manges LLP
White & Case LLP
Band 3
Proskauer Rose LLP
Sidley Austin LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Band 4
A&O Shearman
Cleary Gottlieb Steen & Hamilton LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Gibson, Dunn & Crutcher LLP
King & Spalding LLP
Mayer Brown LLP
McGuireWoods LLP
Sullivan & Cromwell LLP
Willkie Farr & Gallagher LLP
Band 5
Cooley LLP
Dechert LLP
Goodwin
Greenberg Traurig, LLP
Haynes and Boone, LLP
Holland & Knight LLP
Jones Day
Katten
Moore & Van Allen, PLLC
Morgan, Lewis & Bockius LLP
Morrison Foerster
Vinson & Elkins LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Cahill Gordon & Reindel LLP

What the team is known for Cahill Gordon has a market-leading practice, with a significant presence in the lending market, acting for some of the world's largest investment banks and private equity firms. Highly regarded for its high-yield bond work, offering seamless coordination between its capital markets and leveraged finance partners. Works across a range of sectors including technology, healthcare and retail. Noteworthy proficiency representing lead arrangers in the financing of big-ticket M&A.

Strengths

"The group is responsive, engaging, highly supportive, reliable and practical."

"Cahill's team are commercially savvy and deal-oriented."

"The team has a strong service approach, attention

to detail and is commercial."

Work highlights Cahill Gordon represented the lead arrangers in connection with \$2.0 billion in credit facilities for Cushman & Wakefield US Borrower, including an amendment to refinance and extend the maturity date of the \$1.0 billion term B credit facility.

Notable practitioners

New York-based Jonathan Schaffzin is a key contact for the firm.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk has a prominent group acting for major financial institutions and corporate clients. Handles a range of transactions, including investment-grade acquisition finance, leveraged finance, debt restructurings and recapitalizations. Represents an enviable spread of leading clients across a range of industries including retail, healthcare and manufacturing. Cross-border capabilities emphasized by track record of transactions involving Latin American, European and Asian jurisdictions.

Strengths

"Davis Polk's team is extremely responsive."

"It's a market leader in complicated transactions."

"The team has exceptional responsiveness and prowess in tricky situations."

Work highlights Davis Polk advised JPMorgan Chase Bank in connection with a \$50 billion five year, fixed-rate purchase money loan provided by the Federal Deposit Insurance Corporation.

Notable practitioners

Jason Florack and Jason Kyrwood co-head the global finance practice and are key contacts for the firm.

Kirkland & Ellis

What the team is known for Kirkland & Ellis has a highly regarded debt finance practice, acting for both borrowers and lenders. Well equipped to handle high-yield offerings and mezzanine and bridge financing transactions. Particularly highly regarded for its syndicated finance work on behalf of private equity funds and continues to excel in restructuring matters. Advises on transactions involving companies across a wide range of industries including energy, technology and telecommunications. Banking capabilities synchronize seamlessly with firm's capital markets, real estate and M&A practices. Adds in the middle-market strength to its capabilities in the large-cap and investment grade markets.

Strengths

"The team is very timely and outstanding at what they do."

"The firm has both broad and extremely deep expertise and sophisticated professionals."

"The group knows the market and provides top-quality advice."

Work highlights Kirkland & Ellis advised American Securities LLC in its acquisition financing of Aramco.

Notable practitioners

Melissa Hutson and Jay Ptashek are key contacts for the firm.

Latham & Watkins LLP

What the team is known for Latham & Watkins has a truly nationwide financing team with strong bases across the country. Combines strength in traditional bank lending, where both financial institutions and corporate borrowers seek its expertise, with work for an enviable list of private equity sponsor clients. Impressive national footprint facilitates broad industry focus, with strength ranging from energy and oil and gas to technology and healthcare.

Strengths

"The team brings a fresh perspective and creative solutions."

"The service quality and advice we receive is consistent across team members."

"The group is extremely responsive and fast-moving at all times."

Work highlights Latham advised Goldman Sachs and a syndicate of lenders on credit facilities worth \$4 billion, concurrent with a bond offering for NRG Energy's acquisition of Vivint Smart Home.

Notable practitioners

As global chair of the banking practice, Daniel Seale is a key contact for the firm.

Paul Hastings LLP

What the team is known for Paul Hastings boasts a widely spread national group with a particular focus on lender-side and private equity sponsor representation. Particularly noted for its significant presence in the asset-based lending space, and its work with clients on term loans and bridge loans, as well as restructuring matters. Represents a good choice of firm for cross-border transactions, with a pronounced focus on energy financings.

Strengths

"Paul Hastings' legal professionals are always available at all times."

"The team is rapid to respond."

"The group provides top-tier legal advice and creative structuring solutions."

Work highlights Paul Hastings advised Apollo Global Management, as lead arrangers, in connection with a term loan provided to BDO USA to fund the creation of an ESOP.

Notable practitioners

John Cobb and Jennifer Yount act as the co-chairs of the global finance practice and are key contacts for the firm.

Simpson Thacher & Bartlett LLP

What the team is known for The Simpson Thacher team remains at the forefront of the market with wide-ranging experience across the entire gamut of transactions. Handles both lender and borrower-side deals and offers expertise in refinancings, acquisition financing and opportunistic event financings. Regularly sought by leading investment banks and corporate borrowers, with connections to leading private equity houses bolstered through its prominent funds team. Strong national and international capabilities allow for seamless deal integration on domestic and cross-

border transactions.

Strengths

"The team is a great resource in terms of information and creative in ways to improve."

"Simpson Thacher's lawyers are smart, commercial and thoughtful."

"The team is very quick to respond."

Notable practitioners

Head of the global banking and credit practice, Patrick Ryan acts as a key contact for the firm.

Band 2

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore has a comprehensive practice notable for its enviable roster of lender and borrower-side clients, which it advises on both domestic and cross-border banking and finance matters. Highly skilled in syndicated leveraged finance, M&A finance and high-grade investment. Offers additional expertise across asset-based financings, recapitalizations and restructuring.

Strengths

"The team is very commercial and always coming up with unique strategies and structures."

"The practitioners are able to distill complex issues into concise, actionable and relevant points for decision-makers."

"Cravath, Swaine's team has a deep knowledge base and is highly experienced."

Work highlights Cravath, Swaine & Moore represented AerCap Ireland Capital Designated Activity Company, as borrower, in connection with \$5.14 billion term loan facilities and a \$200 million revolving credit facility.

Notable practitioners

New York-based Tatiana Lapushchik and Stephen Kessing co-head the banking and credit practice. They are key contacts for the firm.

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton has an accomplished finance practice that is widely regarded for its representation of leading borrower clients, particularly private equity funds. Highly adept in leveraged finance matters and routinely sought after for its skills in high-yield debt offerings, second-lien financings and mezzanine capital matters. Active in transactions across an enormous range of industries, with demonstrable expertise in healthcare, media and insurance.

Strengths

"The entire team is very diligent and has a strong knowledge of the subject matters."

"Debevoise's team provides best-in-class service and a very deep bench of subject matter experts."

"The team is deep, excellent and extremely responsive."

Work highlights Debevoise advised Clayton, Dubilier & Rice on the financing aspects of its recommended cash offer for Morrisons.

Notable practitioners

New York-based Jeffrey Ross is the chair of the finance group and is a key contact for the firm.

Milbank LLP

What the team is known for Milbank boasts a compact team of renowned finance lawyers who offer in-depth market knowledge and expertise. Noted for its reputation with leading lenders, and is also adept at acting for borrowers and private equity sponsors across the whole spectrum of finance transactions. Highly regarded for its cross-border expertise on large-scale transactions, including LBOs. Notably represents companies in the energy, technology and transportation sectors.

Strengths

"The team is very knowledgeable on market terms and developments."

"Milbank is commercially adept and very familiar with market practice."

Work highlights Milbank LLP advised J.P. Morgan Securities, as lead arranger and sole bookrunner, in connection with a \$400 million term loan facility for FARFETCH.

Notable practitioners

Co-head of the firm's global leveraged finance group, Marcus Dougherty is a key contact.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss has a highly regarded practice that is known for its representation of leading private equity and borrower clients, as well as its capabilities in direct lending. Offers expertise in debt financing, including LBOs and asset-based loans, and is regularly sought after to advise on recapitalizations and restructurings. Possesses additional strength in distressed situation lending matters.

Strengths

"The team's quality is excellent and efficient."

"The group has a great perspective on the broader market."

"Paul, Weiss, Rifkind's team has an excellent understanding of the key business and legal issues."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison advised General Atlantic on the financing aspects of its strategic investment in Flint Group.

Notable practitioners

Brian Kim and Thomas de la Bastide act as the global co-heads of the finance group and are key contacts for the firm.

Ropes & Gray LLP

What the team is known for Ropes & Gray attracts a wide array of leading private equity clients and continues to be highly regarded for its expertise in leveraged finance work acting for borrowers in both domestic and cross-border transactions. Renowned for its expertise on the whole spectrum of financings, including acquisition financings, private equity investments and whole business securitizations. Also noted for its strengths in mezzanine debt and direct lending matters. Maintains client relationships across a diverse range of sectors, with noteworthy activity in the technology, healthcare and consumer products spaces.

Strengths

"The team works efficiently and meets even the most challenging deadlines."

"The group does a great job advocating for practical, market-based solutions to issues that arise."

Notable practitioners

Co-heads of the global finance practice group, Stefanie Birkmann, Michael Lee and Michael Kazakevich are key contacts for the firm.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges has a robust finance practice, which is highlighted for its balanced approach in representing prominent lender and borrower clients. Noted for its adept counsel on cross-border acquisition financing and also enjoys a fine reputation for its work on restructurings in the energy sector. Also excels in its representation of private equity clients and their portfolio companies, and is increasingly active on behalf of non-bank direct lenders. Expert capabilities when handling sophisticated investment-grade acquisition financings.

Strengths

"The practitioners have a strong ability to handle complex and sophisticated matters."

"The team's service levels and responsiveness are second to none."

"The team is easy to work with with excellent follow up and is very responsive."

Work highlights Weil, Gotshal & Manges advised General Electric Company in a \$5.5 billion senior unsecured term and revolving credit facility for GE Healthcare Holding, in connection with its spin-off from General Electric Company.

Notable practitioners

The head of the global finance practice, Daniel Dokos, is a key contact.

White & Case LLP

What the team is known for White & Case has a thriving finance practice representing a loyal following of clients on both domestic and international transactions. Offers experience in syndicated lending, acquisition finance and asset-based lending, among a host of other areas. Highly regarded for its debtor-in-possession work. Client base includes heavyweight underwriters, investment banks and household-name corporations, as well as private equity firms and their portfolios.

Strengths

"The attorneys have a great sense of market terms and are also able to offer constructive solutions to make sure we are achieving our commercial objectives."

"The team is always responsive, timely and do a great job of turning deliverables around quickly and efficiently."

Work highlights White & Case represented of JBS in connection with their \$1.5 billion multi-currency revolving credit facility.

Notable practitioners

New York-based Eliza McDougall is the global head of the debt finance group and is a key contact.

Band 3**Proskauer Rose LLP**

What the team is known for Proskauer Rose has a burgeoning nationwide finance practice, with significant market presence in Massachusetts, California and New York. Highlighted for its balanced and wide-ranging finance expertise, representing a variety of traditional lenders, alternative lenders, sponsors and corporate borrowers. Possesses expertise across the whole spectrum of financings including multitranchise finance, leveraged finance and distressed lending.

Strengths

"The group is immediately responsive and thoughtful in identifying solutions."

"The practitioners are always constructive, responsive and have a good pulse for market trends."

"Proskauer's team are extremely responsive and engaged."

Notable practitioners

Coheads of the corporate department Gary Creem and Michael Mezzacappa are key contacts for the firm.

Sidley Austin LLP

What the team is known for Sidley Austin has an esteemed group that handles a range of financing transactions including sponsor finance, secured finance, investment-grade and junior financings. Offers experience in cross-border transactions and has expertise in a range of industries including energy, media and entertainment, and technology. Represents an impressive roster of clients including leading investment banks and corporate borrowers. Impressive national footprint includes financing expertise in New York, Chicago and Texas markets, with additional international capabilities in Europe and Asia.

Strengths

"The team works well together and are very quick and responsive to issues."

"Sidley Austin has a deep bench of experts in all the relevant areas to cover our business needs."

"The team is incredibly experienced."

Work highlights Sidley Austin represented KKR Capital Markets on the \$1.6 billion financing transaction for Heartland Dental to refinance certain of its existing debt.

Notable practitioners

Leslie Plaskon head of the New York global finance practice, and Angela Fontana, head of the leveraged finance practice, are key contacts.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps has an established finance group that is recognized for its strategic representation of leading borrower and lender clients. Well equipped in both domestic and cross-border financing matters and much sought after for its strengths in acquisition financing and leveraged recapitalizations. Also excels in corporate restructuring and asset-based loan matters. Boasts a diverse client base, extending across the real estate, pharmaceuticals and energy sectors.

Strengths

"Skadden's team has a very good understanding of

matters and will really drill down in the details."

"Its practitioners are solution-oriented."

Work highlights Skadden, Arps, Slate advised Corporation Service Company on with financing its \$2 billion recommended public offer for all issued and outstanding ordinary shares of Intertrust.

Notable practitioners

Chicago-based Seth Jacobson is the head of the global banking group and acts as a key contact.

Band 4**A&O Shearman**

What the team is known for A&O Shearman has an established practice that is routinely sought after for its expert counsel by borrower, lender and sponsor-side clients. Displays particular strength in syndicated lending, acquisition financing, asset-based lending, mezzanine financings and bond offerings. Possesses significant experience representing clients on complex cross-border transactions with a prominent London office that allows for seamless transatlantic coordination. Finance capabilities are bolstered by firm's regulatory, tax and capital markets practice. Extensive experience acting for its diverse roster of clients in industries such as retail, energy and technology.

On 1st May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"The practitioners are deal-makers who advocate strongly for their clients yet are able to find consensus in a commercial manner."

"The group is very responsive and provides great service."

"The team is outstanding with experience and deliverables."

Work highlights The team advised Goldman Sachs Bank Europe, as left lead arranger, administrative agent and collateral agent, in connection with a term loan facility and multi-currency revolving credit facility to Technicolor Creative Studios and Technicolor Creative Services USA.

Notable practitioners

Gus Atiyah is a key contact for the firm.

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb has an esteemed and experienced finance practice representing corporate borrowers and sponsors. Enjoys a fine track record for its expertise in syndicated credit facilities and high-yield bond offerings. Demonstrates particular expertise on strategic acquisition financings, both domestically and abroad. Extensive international footprint, with especial strength in Europe, Asia and Latin America.

Strengths

"The team is very practical and commercial."

"Cleary's group is a highly effective, collaborative and solutions-driven."

"The practitioners are highly responsive."

Work highlights Cleary Gottlieb provided counsel to Alphabet on its new \$4 billion multicurrency senior unsecured revolving credit facility.

Notable practitioners

New York-based Margaret Peponis is a key contact for the firm.

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson has a robust finance practice which involves representing private equity sponsors, banks and corporations on a wide range of financings, including senior secured credit facilities, syndicated loans and recapitalizations. Offers complementary expertise in M&A and is regularly engaged to handle big-ticket sponsor work, as well as matters across the middle market.

Strengths

"The team is highly responsive and the service levels are exemplary."

Work highlights Fried, Frank, Harris acted as counsel to T-Mobile USA in connection with the refinancing of its existing credit agreement with a new \$7.5 billion multi-currency, investment grade revolving credit facility.

Notable practitioners

Head of the firm's global finance practice, Christian Nahr is a key contact.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher has expertise in key markets, including New York, California and Texas, across the whole gamut of financing transactions, and is renowned for its work on behalf of borrowers and private equity clients. Possesses substantial experience in financing transactions across a wide range of sectors including energy, consumer products and telecommunications. Regularly handles complex acquisition financings.

Strengths

"Gibson Dunn's practitioners are knowledgeable and creative."

Work highlights Gibson, Dunn & Crutcher represented Veritas Funds in the \$1.35 billion debt financing used to purchase the global Wood Mackenzie business from Verisk.

Notable practitioners

Aaron Adams acts as a cochair of the firm's global finance group and is a key contact.

King & Spalding LLP

What the team is known for King & Spalding has an esteemed practice that is recognized for its expertise on middle-market deals, as well as strength on investment-grade transactions. Able to advise a host of clients including leading national banks, private equity funds and public companies. Capabilities span the full breadth of syndicated and single-lender transactions, boasting expertise in leveraged transactions and asset-based lending.

Strengths

"King & Spalding contains smart and commercial lawyers."

"The team are very responsive."

"The practitioners are efficient and collaborative."

Work highlights King & Spalding represented Barclays Bank in its position as administrative agent and a lender, among other lenders, in an incremental amendment to the credit agreement for IRB Holding Corp, which established a \$1.75

billion incremental term loan facility.

Notable practitioners

New York-based Todd Holleman is the global head of the firm's corporate, finance and investments group and is a key contact.

Mayer Brown LLP

What the team is known for Mayer Brown has a strong multi-office financing team operating across the USA, with notable offerings in Texas, North Carolina, Illinois and New York. Equally strong offering for global banks and borrowers, including major corporates. Regularly called upon to advise on the financing aspects of major transactions, including corporate, real estate and infrastructure matters.

Strengths

"The team is very knowledgeable, thorough and very quick to respond."

"Mayer Brown's team is extremely strong at problem-solving and coming up with unique sophisticated solutions."

"The firm has a deep bench and offers quick responses across the various deal teams."

Work highlights Mayer Brown represented BNP Paribas as arranger, placement agent and noteholder in connection with a private placement by Dollar Diversified Payment Rights Finance Company of \$400 million Series 2022-1, due 2029.

Notable practitioners

Matthew O'Meara, Scott Zemser and Kiel Bowen co-head the global lending practice and are key contacts for the firm.

McGuireWoods LLP

What the team is known for McGuireWoods' team is well known for its work representing commercial banks as lenders, regularly advising on complex syndicated financing deals. Combines acquisition finance capabilities with expertise in restating and amending long-term credit facilities.

Strengths

"The group has a deep understanding of market terms and provides sound advice."

"The team is very responsive to our needs."

Work highlights McGuireWoods represented Bank of America Securities, as arranger, and Bank of America, as lender, in connection with a secured bridge financing commitment to Casella Waste Systems.

Notable practitioners

Chair of the debt finance department Kevin McGinnis is a key contact.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell has a multifaceted finance practice with particular strength in international financing transactions. Clients include private equity sponsors and their portfolio companies, financial institutions and major corporates.

Strengths

"The practitioners are very sharp and strong advocates for clients."

"Sullivan & Cromwell has a deep bench of talent and is very experienced."

"The group is very responsive and always available around the clock."

Notable practitioners

New York-based John Estes is a key contact for the firm.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher has an expanding finance practice which is reinforced by nationally recognized M&A and bankruptcy groups. Handles a wide array of finance transactions, frequently representing some of the leading private equity funds, corporate borrowers and investment banks. Additional experience representing hedge funds and registered funds in high-value redemption and subscription credit facilities. Highlighted for its significant cross-border expertise and a wealth of experience in the energy sector.

Strengths

"I rate the depth and breadth of Willkie Farr's team."

Work highlights Willkie Farr & Gallagher represented Fidelity National Information Services in a \$2 billion revolving credit facility.

Notable practitioners

Cochairs of the finance department, Viktor Okasmaa and Andres Mena act as key contacts for the firm.

Band 5

Cooley LLP

What the team is known for Cooley's team is experienced handling and lender and borrower matters. The team is renowned for its work in the technology and life sciences sectors. Its practitioners have experience routinely advise on acquisition financings and asset-based financings, as well as debt and equity restructuring.

Strengths

"The team provides top-tier service and the partners are very responsive."

"Cooley provides subject matter expertise, market insights and prompt and pragmatic advice."

"Cooley has an outstanding team that deals with complex matters and provides deeply relevant guidance."

Work highlights Cooley LLP advised Reata Pharmaceuticals on its \$275 million loan from Pharmakon.

Notable practitioners

San Francisco based partner Mischi a Marca is a key contact for the firm.

Dechert LLP

What the team is known for Dechert's funds-focused team serves some of the largest sponsors globally, with particular strength in midmarket financing transactions. Most regularly consulted by funds and companies undertaking major buy-outs or M&A. Additionally offers lender-side expertise, with multiple real estate finance experts housed in the firm's Pennsylvania office.

Strengths

"Dechert's responsiveness and availability are a huge part of why they are great to work with."

"The team has a keen sense of the business impacts of certain legal terms."

"The group is very aware of the latest market trends and does a great job extracting the best terms for

clients."

Work highlights Dechert advised Blackstone Alternative Credit Advisors on a \$5.15 billion multicurrency senior secured revolving credit facility.

Notable practitioners

Scott Zimmerman and Jay Alicandri cochair the firm's global leveraged finance practice and act as key contacts.

Goodwin

What the team is known for Goodwin's team boasts significant strength in handling acquisition financings and restructurings. The group demonstrates the capacity to assist organizations stemming from a broad range of sectors, including real estate, life sciences and technology. The team has notable experience of providing counsel on issues containing cross-border elements.

Strengths

"Goodwin's team is amazing to work with and can handle very complex and sophisticated matters."

"The quality of advice and execution by practitioners at all levels was excellent."

"Goodwin's group does an excellent job explaining and distilling challenging and complex situations."

Work highlights Goodwin advised Webster Equity Partners in connection with the financing for the purchase of a 50% interest in Corium Pharma Solutions, among other issues.

Notable practitioners

New York-based Jennifer Bralower is a key contact.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is a highly respected firm that handles a host of banking and finance matters. Its clients include borrowers, lenders and arrangers. The team often advises on acquisition financings and unsecured credit facilities.

Strengths

"The team provides a strong knowledge base and excellent client service."

"The depth and breadth of the Greenberg Traurig team is very strong."

"Its practitioners are very knowledgeable and very solutions-oriented."

Notable practitioners

Francis Bradley is a key contact for the firm.

Haynes and Boone, LLP

What the team is known for Haynes and Boone's team is well versed in advising clients on complex credit facilities. The team regularly represents hedge funds and banks in sophisticated financing matters. The group also has recent experience handling matters in the real estate sector.

Strengths

"The group is commercially minded, efficient, timely and conscientious of client needs."

"Haynes' team are always very efficient."

Notable practitioners

Cochair of the finance practice group Neal Kaminsky is a key contact for the firm.

Holland & Knight LLP

What the team is known for Holland & Knight has a large group of banking and finance practitioners who leverage the strength of its offices

based across the United States, in particular in the Southeast and Midwest. Combines expertise in lending transactions with access to experts in debt capital markets within the firm, providing a joined-up service in debt financing.

Strengths

"The group has a strong background in financing."

"The team is very attentive to details."

Work highlights Holland & Knight assisted Bank of America with a \$1.35 billion syndicated senior unsecured investment-grade revolving credit facility for Plains All American Pipeline and Plains Midstream Canada.

Notable practitioners

Cindy Brazell and Matthew Fontane cochair the financial services practice group and act as points of contact for the firm.

Jones Day

What the team is known for Jones Day has an exemplary group of finance practitioners that assists both borrowers and lenders in an array of financings. Regularly sought after for its strength in the debt finance space, boasting experience on syndicated, multicurrency and acquisition financings. Skilled across the spectrum of industries, with an established presence in the midmarket space.

Strengths

"The team always makes themselves available."

"The practitioners are willing to go above and beyond by thinking creatively around each individual opportunity."

"The firm always thoroughly vets questions and provides thoughtful responses."

Work highlights Jones Day represented The Timken Company in connection with an amended and restated credit agreement with Bank of America and KeyBank which consisted of a revolving credit facility and a term loan facility.

Notable practitioners

New York-based Brett Barragate and Boston-based Rachel Rawson are key contacts for the firm.

Katten

What the team is known for Katten has an active banking and finance practice with a strong foothold in the middle-market space. Typically works with lenders on sophisticated commercial financings. Highly regarded for its capabilities in the direct lending space.

Strengths

"It's a very knowledgeable team and are able to handle deals across various sizes, situations and

structures."

"The team is very cognizant of commercial dynamics at play and helps us weigh those factors in decision-making."

"The Katten team is extraordinarily responsive."

Work highlights Katten represented Capital One as lender in relation to a credit agreement that involved refinancing revolving commitments.

Notable practitioners

Chicago-based Michael Jacobson is a key contact for the firm.

Moore & Van Allen, PLLC

What the team is known for Moore & Van Allen boasts a strong practice in the market. It is noted for its ability to handle issues in the lender-side space. The group has a diverse client base which includes well-known banks and investment firms. The practitioners demonstrate their ability to guide clients through a broad spectrum of matters, including asset-based lending and acquisition financings.

Strengths

"Moore & Van Allen is one of the most responsive and efficient firms we work with."

"Very strong and trusted adviser for complicated matters."

Work highlights Moore & Van Allen represented CoBank, ACB, as administrative agent and left-side lead arranger, in connection with the Farm Credit System portion of the financing for the "take private" acquisition of Resolute Forest Products by Domtar Corporation.

Notable practitioners

Charlotte-based Richard Hazlett is a key contact for the firm.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius has a deep lending offering with a huge national and global presence. Utilizes an unmatched clientele of big-name institutional investors, advising these clients as both direct lenders in private placement financings and as borrowers when investing in funds. Also advises on more traditional lending transactions, acting for financial institutions and corporates.

Strengths

"Morgan Lewis lawyers are consistently responsive and knowledgeable."

"The team has been instrumental in helping us navigate complicated issues."

"The practice is always well staffed with high-quality associates and partners."

Work highlights Morgan, Lewis & Bockius repre-

sented JPMorgan Chase Bank, as administrative agent, opposite Cardinal Health, in connection with a senior unsecured multicurrency credit facility.

Notable practitioners

Jonathan Bernstein acts as the finance practice leader and is a key contact for the firm.

Morrison Foerster

What the team is known for Morrison Foerster has a well-regarded finance practice. The group routinely demonstrates its ability to handle complex issues, including acquisition financing, asset-based lending and restructuring matters. The practitioners represent both lender and borrower-side clients, with a real specialism in the technology and healthcare sectors. The team has further experience of handling international deals in the space.

Strengths

"The group is incredibly responsive and provides a very high level of service."

"Morrison Foerster has good team depth and experience to handle almost everything."

"The entire practice has an excellent understanding of working through complicated structural complex matters."

Work highlights Morrison Foerster advised Alpine Investors on the refinancing of Apex's existing credit facilities in connection with Apex's single-asset continuation transaction.

Notable practitioners

Boston-based David Ephraim is the cochair of the firm's transactions group and is a key contact.

Vinson & Elkins LLP

What the team is known for Vinson & Elkins' team has significant experience of handling banking and financing issues related to the energy industry. The group is noted for its strength in advising borrowers in the space on syndicated loans. The practitioners are also highlighted for their strength in handling acquisition financings.

Strengths

"Vinson & Elkins has a very strong team."

"The team provides exceptional service and makes it their business to understand business objectives."

"The group does an excellent job of handling complex circumstances."

Work highlights Vinson & Elkins represented Devon Energy Corporation as issuer in connection with its \$3 billion commercial paper program.

Notable practitioners

Houston-based Brian Moss is a key contact for the firm.

Bankruptcy/Restructuring Nationwide

Bankruptcy/Restructuring		Bankruptcy/Restructuring: The Elite	
Senior Statespeople and Eminent Practitioners		Leading Firms	
Senior Statespeople: distinguished older partners	Mayer Thomas Moers Kramer Levin Naftalis & Frankel *	Band 1	
Ball Corinne Jones Day	Eminent Practitioners	Akin	
Bernstein Donald S Davis Polk & Wardwell LLP *	Feldman Matthew A Willkie Farr & Gallagher LLP *	Davis Polk & Wardwell LLP	
Leading Individuals		Kirkland & Ellis	
Band 1	Harris Adam C Schulte Roth & Zabel LLP	Milbank LLP	
Basta Paul M Paul, Weiss, Rifkind, Wharton & Garrison *	Hermann Brian S Paul, Weiss, Rifkind, Wharton *	Paul, Weiss, Rifkind, Wharton & Garrison LLP	
Bennett Bruce S Jones Day	Leake Paul Skadden, Arps, Slate, Meagher & Flom LLP *	Weil, Gotshal & Manges LLP	
Bienenstock Martin J Proskauer Rose LLP *	Lennox Heather Jones Day	Band 2	
Dizengoff Ira S Akin *	Miller Brett H Willkie Farr & Gallagher LLP *	Kramer Levin Naftalis & Frankel LLP	
Dunne Dennis Milbank LLP *	Nash, Jr Patrick J Kirkland & Ellis *	Latham & Watkins LLP	
Eckstein Kenneth H Kramer Levin Naftalis & Frankel *	Pachulski Richard M Pachulski Stang Ziehl & Jones LLP	Paul Hastings LLP	
Hansen Kristopher M Paul Hastings LLP	Sathy Anup Kirkland & Ellis *	White & Case LLP	
Huebner Marshall S Davis Polk & Wardwell LLP *	Schweitzer Lisa M Cleary Gottlieb Steen *	Band 3	
Kirpalani Susheel Quinn Emanuel Urquhart & Sullivan	Strubeck Louis R O'Melveny & Myers LLP	Brown Rudnick LLP	
Lauria Thomas White & Case LLP	Band 4	Cleary Gottlieb Steen & Hamilton LLP	
Sassower Edward O Kirkland & Ellis LLP *	Abbott Derek C Morris, Nichols, Arshat & Tunnell (ORL) ◇ *	Jones Day	
Schaible Damian S Davis Polk & Wardwell LLP *	Bjork Jeffrey E Latham & Watkins LLP *	Morrison Foerster	
Schrock Ray C Weil, Gotshal & Manges LLP *	Collins Mark D Richards, Layton & Finger PA (ORL) ◇	Pachulski Stang Ziehl & Jones LLP	
Sussberg Joshua A Kirkland & Ellis LLP *	Cornish Kelley Selendy Gay PLLC (ORL) ◇ *	Proskauer Rose LLP	
Band 2	Eaton Alice Belisle Paul, Weiss, Rifkind, Wharton *	Quinn Emanuel Urquhart & Sullivan, LLP	
Barr Matt Weil, Gotshal & Manges LLP *	Fleck Evan Milbank LLP	Skadden, Arps, Slate, Meagher & Flom LLP	
Bromley James L Sullivan & Cromwell LLP *	Galardi Gregg M Ropes & Gray LLP *	Wachtell, Lipton, Rosen & Katz	
Charles Scott K Wachtell, Lipton, Rosen & Katz *	Goldstein Jayme Paul Hastings LLP	Willkie Farr & Gallagher LLP	
Davis George A Latham & Watkins LLP *	Greenblatt Nicole L Kirkland & Ellis LLP *	Band 4	
Dietderich Andrew G Sullivan & Cromwell LLP *	McColm Elizabeth Paul, Weiss, Rifkind, Wharton *	Gibson, Dunn & Crutcher LLP	
Greenberg Scott J Gibson, Dunn & Crutcher LLP *	Meyer David Vinson & Elkins LLP	Greenberg Traurig, LLP	
Holtzer Gary T Weil, Gotshal & Manges LLP *	Rapisardi John J O'Melveny & Myers LLP	KTBS Law LLP	
Mason Richard G Wachtell, Lipton, Rosen & Katz *	Reckler Caroline Latham & Watkins LLP *	Sidley Austin LLP	
Rosenberg Andrew Paul, Weiss, Rifkind, Wharton *	Reisman Steven J Katten	Sullivan & Cromwell LLP	
Stamer Michael S Akin *	Resnick Brian M Davis Polk & Wardwell LLP *	Band 5	
Stark Robert J Brown Rudnick LLP	Schonholtz Margot Linklaters (ORL) ◇ *	McDermott Will & Emery LLP	
Strickland Rachel C Willkie Farr & Gallagher LLP *	Singerman Paul Steven Berger Singerman (ORL) ◇ *	O'Melveny & Myers LLP	
Tuchin Michael L KTBS Law LLP	Stang James Pachulski Stang Ziehl & Jones LLP	Ropes & Gray LLP	
Band 3	Walper Thomas Munger, Tolles & Olson LLP (ORL) ◇	Schulte Roth & Zabel LLP	
Davis Jones Laura Pachulski Stang Ziehl & Jones LLP		Vinson & Elkins LLP	

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

Band 1 Bankruptcy/Restructuring: The Elite

Akin

What the team is known for Akin is an impressive performer in key jurisdictions across the USA and around the globe, with distinguished attorneys handling the full array of bankruptcy and restructuring matters. The team has extensive strength in acting for creditors, as well as increasing debtor-side capabilities, and is well reputed for its representation of key parties in energy sector insolvencies. The group is further experienced in negotiations related to the pharmaceutical and technology industries.

Strengths

"They work very well together in seamless coordination."

"They are subject matter experts. They're really practical and know what levers to pull to get the best result."

Work highlights Akin represented the official committee of unsecured creditors in the Chapter 11 cases of Diamond Sports Group and affiliates.

Notable practitioners

Ira Dizengoff (see p.2560) regularly acts for a wide range of clients, including noteholders, investors and creditors' committees, on the full range of bankruptcy matters. He offers experience across industries including oil and gas, energy and telecommunications. **Strengths:** "Ira is extremely smart, business-minded and practical." "Working alongside Ira, you immediately become impressed with how sophisticated his legal mind is."

Michael Stamer (see p.2665) acts for a variety of clients, including noteholders, bondholders, creditors' committees and acquirers. He has notable experience advising on bankruptcy proceedings in the energy sector. **Strengths:** "Michael is exceptionally commercial." "He is really good at getting to a deal and driving consensus."

Davis Polk & Wardwell LLP

What the team is known for Davis Polk offers exceptional strength in its preeminent group of bankruptcy and restructuring attorneys. The team is prominent on a wide range of insolvency cases, with considerable experience advising on DIP and

exit financings, as well as the facilitation of distressed M&A. The firm's broad client list includes financial institutions, ad hoc creditor groups, municipalities and both US-based and international corporations, who turn to its experienced counsel in matters pertaining to the energy and natural resources sector, while also noted for its handling of sovereign debt matters.

Strengths

"The team as a whole is first rate. They work together in a way that is seamless to the client."

"From top to bottom, the Davis Polk team is responsive and easy to work with."

"Top-tier restructuring lawyers with deep subject matter expertise."

Notable practitioners

Donald Bernstein (see p.2535) is a distinguished practitioner noted for his expertise acting on behalf of both debtors and bondholders on various bankruptcy matters. He also serves as chair of the firm's restructuring group. **Marshall Huebner** (see p.2592) enjoys a stellar reputation for his vast experience in handling a broad range of bankruptcy matters, including Chapter 11 cases and distressed M&A. He offers experience acting for both debtors and lenders, alongside his current role as global cohead of the firm's restructuring department. **Strengths:** "Marshall

**Bankruptcy/Restructuring
Highly Regarded****Leading Firms****Band 1**

Arnold & Porter

BakerHostetler LLP

Katten

King & Spalding LLP

Norton Rose Fulbright

Reed Smith LLP

Band 2

Blank Rome LLP

Cole Schotz P.C.

Dentons

DLA Piper LLP (US)

Fox Rothschild

Hogan Lovells US LLP

McGuireWoods LLP

Morgan, Lewis & Bockius LLP

Simpson Thacher & Bartlett LLP

Alphabetical order within each band. Band 1 is highest.

is uniquely extraordinary. His energy level and unmatched passion for the client is unlike anything I have ever seen." "He is a phenomenal lawyer." **Damian Schaible** (see p.2652) is highly regarded for his bankruptcy practice. He regularly acts for lenders and noteholders, with experience across industries including construction, financial services and energy. **Strengths:** "He is sophisticated and knowledgeable." "Damian is incredibly commercial and understands what is necessary to get a deal done." **Brian Resnick** (see p.2643) is sought after by noteholders and lenders for his experience handling Chapter 11 cases and municipal bankruptcies. **Strengths:** "Brian is an extremely talented and experienced bankruptcy partner. He has a genuine passion for his work." "He is one of the very finest technical lawyers out there."

Kirkland & Ellis

What the team is known for Kirkland & Ellis offers an outstanding practice with a deep bench that remains a popular choice for distressed companies seeking top quality representation on high profile bankruptcy and restructuring cases. It is also regularly engaged by major creditors, including private equity and hedge funds, and regarded as a dominant presence in Chapter 11 cases involving distressed energy sector clients. A strong presence across the firm's European and Asian offices enables the restructuring group to handle the most complex of cross-border cases.

Strengths

"They are incredibly responsive and bring in expertise across various offices. That level of integration is not to be taken for granted."

"The team goes above and beyond in terms of client service."

Work highlights Kirkland & Ellis represented Bed Bath & Beyond and its subsidiaries in their Chapter 11 cases.

Notable practitioners

Edward Sassower (see p.2651) enjoys a leading reputation for his bankruptcy practice, advising debtors on matters such as Chapter 11 proceedings and out-of-court restructurings. His broad client base includes a number of significant corporations in the retail sector. **Strengths:** "His

wise counsel and leadership have always produced extraordinary results." **Joshua Sussberg** (see p.2667) is known for his skilled handling of high profile bankruptcy proceedings. He routinely advises on Chapter 11 proceedings and offers notable expertise in acting for clients in the retail sector. **Strengths:** "He jumps into a crisis with a calming demeanor, quickly wins the confidence of stakeholders and becomes a confidant." "Joshua is incredible. He's a true force of intellect and experience in this field." "Josh is one of the smartest and most practical attorneys I have worked with. He is able to succinctly summarize very complicated issues both to the client and the court." **Patrick Nash** (see p.1747) is regularly called upon to assist clients with a range of matters, including restructurings, distressed M&A and financing issues. **Strengths:** "He is very commercial and a true thought partner." **Anup Sathy** (see p.1756) has experience handling matters across a range of industries, including the retail, energy, automotive and media sectors. His practice spans restructurings, workouts, bankruptcies and distressed M&A. **Strengths:** "Anup is outstanding. He is very level-headed and extremely practical." "Anup is incredibly bright, thoughtful and sees the big picture." **Nicole Greenblatt** (see p.2581) has a growing national reputation for her handling of domestic and international bankruptcy matters. She regularly represents debtors in Chapter 11 proceedings, and offers recent experience in the healthcare sector.

Milbank LLP

What the team is known for Milbank boasts an esteemed coast-to-coast practice with a comprehensive offering in insolvency and workout transactions. It is particularly highly rated for its creditor-side work on behalf of committees, lenders and equity security holders, among other clients, while also acting on behalf of debtors and the acquirers of distressed assets. The firm demonstrates impressive expertise in domestic and international Chapter 11 cases.

Strengths

"Milbank are excellent. They're responsive and on top of things."

"Milbank has a great global platform."

"Milbank provides a top notch service. Not only do they have the ability to handle complex issues, but they go the extra mile."

Work highlights Milbank LLP advised the official committee of unsecured creditors of Arcapita Bank in connection with its Chapter 11 restructuring.

Notable practitioners

Dennis Dunne (see p.2562) wins praise from all corners of the market for his longstanding expertise in bankruptcy issues. He advises clients including debtors, creditors' committees and noteholders on a range of restructuring matters. **Strengths:** "Dennis is phenomenal." **Evan Fleck** advises on Chapter 11 cases across a range of industries, such as retail and energy. He is adept at handling out-of-court restructurings and financings for a variety of clients including debtors, noteholders and creditors. **Strengths:** "He is great at bringing groups with competing interests together." "He is very commercial, very

constructive and a real pleasure to work with."

**Paul, Weiss, Rifkind, Wharton &
Garrison LLP**

What the team is known for Paul, Weiss, fields a standout team of dedicated bankruptcy and restructuring experts commended for its handling of creditor and debtor-side engagements as well as representations of private equity sponsors and distressed companies. The team draws on firm-wide expertise in areas such as M&A, commercial litigation and tax to provide an impressive full-service practice in domestic and cross-border work, and has handled major cases in the energy, mining, retail and technology sectors, among others.

Strengths

"Paul Weiss has a top notch team."

"The Paul Weiss team is among the best in the business. They are commercially minded and look to get client transactions to successful, commercial outcomes."

"Paul Weiss is one of the best firms in terms of the breadth and depth of talent coupled with amazing people skills."

Work highlights Paul, Weiss represented Revlon its Chapter 11 cases, filed in the US Bankruptcy Court for the Southern District of New York, concerning \$3.7 billion in liabilities.

Notable practitioners

Paul Basta (see p.2533) is cochair of the firm's restructuring department. He continues to be a popular choice for high profile bankruptcy matters. He represents a range of clients, including debtors, lenders and boards of directors. He is adept at handling Chapter 11 proceedings, as well as bankruptcy-related acquisitions. **Strengths:** "Paul is one of the best restructuring lawyers in America." "He is unbelievably smart and strategic." "He is extremely skilled and savvy." **Andrew Rosenberg** (see p.2647) comes recommended for his significant expertise in restructuring matters, with notable experience in the retail and pharmaceutical sectors. He acts for a variety of clients including bondholders, noteholders and creditors. **Strengths:** "Andy is my go-to lawyer. He is creative and thoughtful, and designs novel approaches to situations. His service to his clients is superb." "He is extremely talented and knowledgeable." **Brian Hermann** (see p.2587) enjoys a growing reputation in the market for his bankruptcy expertise. He routinely handles Chapter 11 cases and out-of-court restructurings for a variety of clients, including lenders, debtors and noteholders. **Strengths:** "Brian is very strong technically, and also able to look at things in a commercial way." "Brian provides highly thoughtful and valuable advice." **Alice Belisle Eaton** (see p.2563) is a renowned practitioner for her representation of creditors and debtors in high profile Chapter 11 cases. She has recent experience advising clients in the energy and retail sectors. **Strengths:** "Alice is an extremely thoughtful, intelligent and creative lawyer." "Alice is able to explain complicated issues in a way the non-legal clients can understand. She is adept at handling different constituencies in bankruptcy and finding a path to compromise." **Elizabeth McColm** (see p.2619) is highly regarded for her experience advising on a range of restruc-

turing issues. She acts for clients from a variety of industries, such as the retail and energy sectors. **Strengths:** “Elizabeth is very commercial, knows the market well and is adept at navigating complex situations.” “She is tenacious and creative.”

Weil, Gotshal & Manges LLP

What the team is known for Weil Gotshal offers a versatile team with significant expertise on major debtor workouts as well as the representation of creditors and asset purchasers. The group regularly handles complex restructurings with a contentious component, while its strong cross-border capabilities see it attract a broad client base, including hedge funds, financial institutions and blue-chip multinationals.

Strengths

“The team at Weil is experienced, well-informed and wise. The attorneys are available and experienced in a broad range of practice areas.”

“Weil is one of the top shops. They’re good lawyers and smart people.”

“Their client service is excellent and they do a really good job.”

Work highlights Weil, Gotshal & Manges LLP represented SoftBank in connection with the Chapter 11 cases of WeWork, and certain of its affiliates.

Notable practitioners

Ray Schrock (see p.2654) maintains a highly regarded bankruptcy practice. He is noted for his expertise in Chapter 11 cases, acting for debtors in industries ranging from retail to healthcare. **Strengths:** “Ray is extremely knowledgeable and commands respect, but is also very empathetic. He gets great results while caring about the people involved in the process.” “Ray is the ultimate professional.” “He deals with boards with such expertise.”

Matt Barr (see p.2532) is noted for his expertise in acting on behalf of lenders in bankruptcy matters, with additional experience representing debtors and noteholders. He offers experience in high profile issues across a range of sectors, including energy and entertainment. **Strengths:** “Matt is a smart, practical and business-oriented restructuring lawyer.” **Gary Holtzer** (see p.2590) provides clients with restructuring advice both in and out of court, with particular expertise in Chapter 11 cases. His client base covers a wide range of industries, including the pharmaceutical, media and utilities sectors. He also serves as cochair of the firm’s business finance and restructuring team.

Band 2 Bankruptcy/Restructuring: The Elite

Kramer Levin Naftalis & Frankel LLP

What the team is known for Kramer Levin has an excellent reputation for its representation of creditors and debtors in complex Chapter 9 and 11 engagements, and is particularly identified by market observers for the primacy of its creditors’ committee practice. It is also widely praised for its strong bankruptcy litigation offering and ability to draw on additional strength in real estate and energy. The firm boasts an enviable client list of national and multinational corporates, hedge funds and distressed municipalities and has been

active in a number of the largest and most complex matters of late, including major domestic and cross-border bankruptcies in the retail and energy sectors.

Strengths

“Kramer Levin is consistently responsive to client demands and needs.”

Work highlights Kramer Levin Naftalis & Frankel LLP represented the official creditors’ committee in the bankruptcy case of Endo International.

Notable practitioners

Thomas Mayer (see p.2618) wins praise from all corners of the market for his expertise in complex bankruptcy matters. He is adept at handling both Chapter 9 and 11 proceedings. **Strengths:** “He has such a brilliant mind.” “Thomas is one of the finest lawyers in the bankruptcy world. He is detailed, confident and willing to give tough feedback.” **Kenneth Eckstein** (see p.2563) advises clients on both the debtor and creditor sides of bankruptcy matters.

His longstanding experience spans Chapter 11 proceedings, out-of-court restructurings and litigation. He has recently advised on matters in the pharmaceutical, energy and retail sectors. **Strengths:** “He has tremendous experience and judgment, and drives cases effectively.” “Ken provides excellent client service. He makes clear recommendations and executes client directives in an effective manner.” “Ken pairs decades of experience with exceptional client service, room presence and a deal-focused mentality to deliver exceptional advice and representation to clients.”

Latham & Watkins LLP **What the team is known for** Latham & Watkins boasts a strong bench of bankruptcy attorneys advising stakeholders in restructurings on both the creditor and company sides. The team offers notable expertise in cross-border assignments spanning sectors such as retail and energy, where its enviable nationwide presence leads to an impressive skillset in international bankruptcies. Other areas of strength include prepackaged reorganizations, distressed M&A and bankruptcy litigation.

Strengths “Latham is a top notch law firm with deep knowledge across transactional and litigation matters.” “They are extremely accessible and responsive.” “From a client perspective, they are extraordinary. Day and night, they are always available. The service is responsive, quick and thoughtful.” **Work highlights** Latham & Watkins represented Monitronics International in its Chapter 11 proceedings.

Notable practitioners

George Davis (see p.2556) wins praise for his representation of both debtors and creditors in matters including Chapter 11 cases and out-of-court restructurings. He offers experience across a range of sectors, including retail, energy and pharmaceuticals. **Strengths:** “George is amongst the very best practitioners in the field of restructuring. He is very thoughtful, very responsive and very knowledgeable.” “George provides wisdom and knows how to counsel a board and navigate difficult situations.” “He is one of the most practical and business-oriented restructuring lawyers.”

Jeffrey Bjork (see p.1003) is experienced across

both international and domestic bankruptcy matters, including out-of-court restructurings and Chapter 11 proceedings. He plays a role in notable bankruptcies with mass tort aspects as well as high-profile cases in the retail and pharmaceutical sectors. **Strengths:** “Jeff Bjork is a super star. He really commands a case and brings deals together.” “He is knowledgeable and responsive.” “Jeff is a uniquely talented lawyer.” **Caroline Reckler** (see p.1751) acts for retail and energy clients, as part of a broad client base. She works on Chapter 11 restructuring and distressed M&A. **Strengths:** “Caroline is one of the best company-side lawyers in the restructuring business.” “She is very effective.” “She is a consummate professional who has vision and is commercial.” “When representing a company, she has a plan and executes it flawlessly.”

Paul Hastings LLP

What the team is known for Paul Hastings boasts highly rated practice groups with a proven track record in high-stakes, complicated bankruptcy proceedings, including those with cross-border elements involving Latin America. Clients benefit from a deep pool of industry experts across the United States, with expertise in committee, debtor and lender-side engagements.

Strengths

“One area that stands out is the boutique attention from senior members of the team. The resources that are deployed are both effective and efficient.”

“Their ability to draw on prior transactions and relationships allows for efficient coordination and highly commercial problem-solving for clients.”

“Paul Hastings has a deep team with talent from the partner through to associate level.”

Work highlights Paul Hastings represented the official committee of unsecured creditors in the Chapter 11 case of FTX.

Notable practitioners

Kristopher Hansen garners praise for his strong expertise in the full range of bankruptcy matters, and routinely acts for clients including banks, lenders and creditors in Chapter 11 proceedings. He also serves as cochair of the firm’s financial restructuring group. **Strengths:** “Kris is the leader in his field. He excels in his ability to see the risks and opportunities, and is exceedingly helpful in complex negotiations and transactions.” “He is a very knowledgeable and a strategic thinker.” “Kris is a strong leader and an extraordinary negotiator. He proposes tactics that are a few steps ahead.”

Jayme Goldstein acts for a broad array of clients including creditors’ committees, lenders and noteholders in Chapter 11 cases and bankruptcy transactions. He has significant experience handling matters relating to the retail and oil and gas sectors. **Strengths:** “Jayme is very knowledgeable, insightful and resourceful. He knows the law and how to apply it in a manner that helps his clients achieve the maximum desired outcome.” “Jayme suggests practical solutions aimed at mutual resolution, and is always available and ready to work through problems real-time as they arise.” “He is very client-friendly and acts to build relationships and trust.”

White & Case LLP

What the team is known for White & Case is an established name in bankruptcy and restructuring law, particularly in relation to significant Chapter 11 and 15 filings. The firm's diverse client base spans creditor-side parties and debtors involved in both domestic and international proceedings. Additionally, its established contentious practice makes frequent appearances in high-stakes bankruptcy litigation, including those with mass tort aspects.

Strengths

"They decipher details quickly and effectively, and offer creative and innovative solutions."

"White & Case has a highly technical team that is always available and ready to help."

"The team has strong advocates who will fight for a great outcome."

Work highlights White & Case represented 245 Park Avenue Property LLC and its affiliates in the multibillion-dollar restructuring of funded indebtedness related to the commercial office tower.

Notable practitioners

Thomas Lauria has extensive experience in bankruptcy matters, including Chapter 11 proceedings. He also leads the firm's financial restructuring and insolvency group from its Miami and New York offices.

Band 3 Bankruptcy/Restructuring: The Elite

Brown Rudnick LLP

What the team is known for Brown Rudnick is considered a premier player in the area of bankruptcy litigation, frequently engaged by creditors and debtors on complex Chapter 11 cases. The team is often called upon by distressed investors to provide guidance in bankruptcy filings and is active across a range of sectors, including energy, hospitality, real estate and pharmaceuticals.

Strengths

"The firm has a broad team with a diverse and deep skill set. The team is capable of handling even the most complex of issues."

"The team is good and has a thorough grasp of technical legal issues. The lawyers give sound, practical and thoughtful business advice and are always able to bring the right expertise to bear on a matter."

"Brown Rudnick produces exceptional, high quality legal analysis and advocacy. The depth of expertise is nothing short of exceptional."

Work highlights Brown Rudnick LLP represented the official creditors committee in the Chapter 11 bankruptcy of BlockFi.

Notable practitioners

Robert Stark acts for clients in Chapter 11 cases and other restructuring matters across industries including oil and gas, energy and pharmaceuticals. He is recognized in the market for his strong creditor-side practice. **Strengths:** *"He is simply excellent in all respects." "His best strength is that he understands the strategy, its limits and its risks."*

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb is widely recognized for its expert work on behalf of significant creditors, debtors and government

agencies. The team is regularly called upon for its formidable expertise in cross-border restructurings, as well as demonstrating significant strength in bankruptcy litigation and sovereign debt restructurings, particularly those involving Latin American parties.

Strengths

"I think the team's strengths are their ability to find creative solutions to problems, to advocate on our behalf and to be efficient while staying thorough."

"Cleary has a deep bench of smart and pragmatic bankruptcy professionals who thrive in challenging and complex situations."

"Cleary works very closely with management to learn about the business quickly and integrate that knowledge in revising the best strategies for the case."

Work highlights Cleary Gottlieb Steen & Hamilton LLP continued to represent LATAM Airlines Group in its Chapter 11 filing.

Notable practitioners

Lisa Schweitzer (see p.2655) is a well-regarded practitioner who is noted for her impressive experience in complex cross-border issues, including Chapter 15 cases. She acts for clients from a variety of sectors, including retail and aviation.

Strengths: *"Her unique ability to apply pragmatism to solve even the most complex problems sets her apart and provides tremendous value in challenging situations."*

Jones Day

What the team is known for Jones Day is recognized as a global powerhouse with formidable capabilities in reorganizations, workouts and creditor claims. It is experienced in handling both debtor- and creditor-side mandates, advising across areas such as distressed M&A, mass tort-related restructurings and CDO issues. The firm counts leading hedge funds and multinational companies among its regular client roster.

Strengths

"The team is extremely knowledgeable and provides the highest degree of professional service."

"The firm has talented and sophisticated lawyers."

"Their experience and ability to digest matters quickly and provide advice under tight timeframes is critical when in a restructuring situation."

Work highlights Jones Day continued to act as restructuring counsel to the Diocese of Rockville Centre in connection with its Chapter 11 case.

Notable practitioners

Corinne Ball is highly regarded in the market for her wealth of expertise in complex restructurings. She has notable experience acting for clients on bankruptcy matters arising from significant litigation. **Strengths:** *"Corinne is a tremendous lawyer. She is definitely the person you want to lead you in a complex restructuring." "Bruce Bennett routinely acts for clients including shareholders, lenders, creditors and bondholders, and offers significant experience in Chapter 9 and Chapter 11 proceedings. Strengths: "Bruce is a superstar bankruptcy lawyer. He's really good in court, he's strategic and he gives sound advice." "Bruce is the premier restructuring lawyer." "Bruce has a wealth of knowledge and experience." Heather Lennox regularly acts for both debtors and creditors on Chapter 11 cases, and her recent work includes matters in*

the energy and media industries. She also serves as the partner-in-charge of the Cleveland office.

Strengths: *"Her level of sophistication sets her apart from others." "Heather is very business-oriented, practical and able to analyze risks."*

Morrison Foerster

What the team is known for Morrison Foerster offers a highly commended practice that assists a wide range of clients on the lender and company sides, but is particularly noted for its work with creditors' committees. It maintains a sterling reputation in US-based and multijurisdictional Chapter 11 proceedings, and also brings to bear extensive firmwide strength in tax, litigation and employee benefits when handling complex restructuring mandates.

Strengths

"Their ability to anticipate outcomes and argue positions was very impressive."

"Morrison Foerster had a good sense of what was happening in the market."

Work highlights Morrison Foerster represented the official committee of unsecured creditors in the Chapter 11 case of Incora.

Notable practitioners

Jennifer Marines and **Lorenzo Marinuzzi** are key contacts. They are based in the firm's New York office.

Pachulski Stang Ziehl & Jones LLP

What the team is known for Pachulski Stang Ziehl & Jones boasts a comprehensive Los Angeles-headquartered bankruptcy and restructuring team with a broad clientele encompassing debtors, creditors, trustees and asset purchasers. The group offers notable strength in complex cross-border insolvencies and multijurisdictional Chapter 11 filings, while other areas of significant expertise include insolvency litigation, distressed M&A and out-of-court workouts.

Strengths

"They are efficient and strategic. I consider them to be the gold standard of creditor committee firms."

"The Pachulski team provides sharp, effective and immediate responsiveness."

Work highlights Pachulski Stang Ziehl & Jones LLP represented the official committee of unsecured creditors in the \$834 million Chapter 11 bankruptcy of Vice Media.

Notable practitioners

Laura Davis Jones is regularly engaged to represent clients in high profile Chapter 11 proceedings, with significant experience in the retail and restaurant sectors, among others. She offers particular expertise in debtor-side representations. **Strengths:** *"Laura is legendary in the bankruptcy community. She is efficient and smart, and everyone has so much respect for her." "I have never met such a responsive and accessible lawyer as her. She is absolutely committed and delivers great results."*

Richard Pachulski is sought after for his expertise acting on behalf of debtors in Chapter 11 proceedings. He also acts for investors, acquirers and creditors in restructurings and distressed M&A. **Strengths:** *"He is the master of difficult cases." "He is incredibly smart, commercial and effective. He brings the perfect combination of skill, finesse and stature to every situation." "Richard provides expert*

knowledge and excellent rapport.” “He is extraordinarily creative and so he thinks outside the box and comes up with legal strategies and solutions that others have not thought of.” **James Stang** is nationally recognized for his representation of clients in high stakes Chapter 11 cases. **Strengths:** “He has great negotiation skills.”

Proskauer Rose LLP

What the team is known for Proskauer advises across the full spectrum of bankruptcy and restructuring law for creditors, debtors and senior lenders, as well as private equity funds. It offers impressive strength in bankruptcy litigation, complemented by notable corporate governance capabilities, as well as additional capabilities in handling liquidations for entities such as offshore and onshore hedge funds and boards of directors.

Strengths

“The Proskauer team provided a comprehensive perspective on all elements of the bankruptcy process, and demonstrated a profound level of sophistication and understanding of complex issues.”

“Proskauer has some of the most knowledgeable attorneys in the bankruptcy field.”

Work highlights Proskauer Rose LLP represented Sixth Street in its capacity as DIP Agent and FILO Agent in the Chapter 11 case of Bed Bath & Beyond.

Notable practitioners

Martin Bienenstock (see p.2537) comes recommended for his extensive experience in bankruptcy matters. He is recognized in the market for his role acting for the Financial Oversight and Management Board for Puerto Rico. **Strengths:** “Marty is a great legal resource and is very good to work with.”

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel is home to a high-caliber bankruptcy litigation team often sought after by stakeholders in precedent-setting Chapter 11 filings. The firm houses recognized experts in the area of DIP financing and asset acquisition in contentious case and is also able to draw on notable cross-border experience, particularly in oil and gas bankruptcies.

Strengths

“The Quinn team has quality lawyers and is very strong on a national basis.”

“I have never seen a firm with deeper talent or a team that collaborates as well as the team at Quinn Emanuel does.”

“Quinn Emanuel are one of the top firms in complex bankruptcy and commercial litigation matters.”

Work highlights Quinn Emanuel Urquhart & Sullivan served as co-counsel to FTX Trading and its affiliates as Chapter 11 debtors in possession.

Notable practitioners

Susheel Kirpalani is well regarded for his experience representing bondholders and creditors in bankruptcy litigation. He is highlighted for his skilled handling of cross-border matters. **Strengths:** “He is the best overall restructuring and bankruptcy lawyer in the country today.” “He is a tremendous litigator.”

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden is known for regularly acting on engagements covering multiple jurisdictions. The group is well equipped to undertake complex bankruptcy litigation on behalf of high profile clients, with an impressive track record in debtor-side representations. It provides expert counsel to distressed companies on pre-bankruptcy concerns, including planning for market illiquidity, as well as appearing in high profile Chapter 11 cases. **Strengths**

“The team has an excellent understanding of the issues. They are on top of changes in the law and current trends, and are very creative in finding solutions.”

“The Skadden team is very determined, creative and ready to go the extra mile for their clients.”

“The Skadden team is hyper-focused on providing outstanding client service.”

Work highlights Skadden continued to represent Endo International, and its affiliates, in its Chapter 11 cases.

Notable practitioners

Paul Leake (see p.2606) acts for clients on both the debtor and creditor sides on matters across industries including healthcare, retail and media. He is adept at handling out-of-court restructurings as well as Chapter 11 proceedings and related transactions. **Strengths:** “He sees the whole scene and is always a couple of steps ahead.” “Paul is an amazing service provider.” “Paul is the consummate strategist.”

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell houses significant transactional capabilities, acting on distressed M&A and leveraged deals for an impressive range of acquirers and creditors, including financial institutions and private equity funds. It frequently advises on out-of-court restructurings while bringing its litigation strength to bear on contentious cases.

Strengths

“They are incredibly smart and effective.”

“The quality of lawyering is excellent from top to bottom.”

Work highlights Wachtell, Lipton, Rosen & Katz represented Mitel, and its private equity sponsor Searchlight Capital, in connection with Mitel’s out-of-court restructuring.

Notable practitioners

Scott Charles (see p.2546) acts for clients in bankruptcy matters including Chapter 11 proceedings and distressed M&A. He offers particular expertise in the retail sector. **Richard Mason** (see p.2617) is a distinguished lawyer that acts for debtors, lenders and creditors on restructuring matters relating to the energy sector, with additional experience in the aviation industry.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr offers a talented group of restructuring attorneys with extensive experience in handling debtor-side engagements. It undertakes a broad range of Chapter 11 representations, and is a popular choice for parties to distressed investments. It is also noted for its creditor-side expertise, acting

for financial institutions and private equity funds in courtroom and out-of-court proceedings.

Strengths

“The Willkie attorneys are extremely well versed in applicable and current law, and provide outstanding, timely advice and suggestions.”

“I have found the Willkie team to be knowledgeable, commercial and at the cutting edge.”

Work highlights Willkie Farr & Gallagher LLP acted as counsel for Clovis Oncology in its Chapter 11 proceedings.

Notable practitioners

Matthew Feldman (see p.2567) is cochair of the firm. He regularly handles Chapter 11 proceedings and distressed M&A, and has recent experience acting for clients in the retail and energy sectors. **Strengths:** “Matthew is a very experienced bankruptcy lawyer. He is very knowledgeable, responsive and practical.” **Rachel Strickland** (see p.2667) is noted for her expertise in bankruptcy matters, such as Chapter 11 proceedings and restructurings. She acts for a range of clients including bondholders, lenders and committees of mass tort claimants. **Strengths:** “Rachel is fantastic. She can command a room and drive the process.” “I think Rachel is amazing. She is smart and effective.” **Brett Miller** (see p.2622) is recognized for his expertise acting on behalf of noteholders in Chapter 11 cases, with experience across the energy, retail, aviation and manufacturing sectors. **Strengths:** “Brett is a very intelligent and capable attorney.”

Band 4 Bankruptcy/Restructuring: The Elite

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn has established itself as a high quality national team, garnering particular recognition for its creditor-side practice, often representing ad hoc lender groups. The group also offers experience acting on Chapter 11 proceedings across a range of industries, including manufacturing, media and entertainment, and pharmaceuticals.

Strengths

“It’s an excellent team that provides a full service.”

“The Gibson Dunn team has highly sophisticated and responsive attorneys.”

“They are top notch on client service.”

Work highlights Gibson Dunn acted as restructuring counsel to an ad hoc group of secured creditors in the Chapter 11 case of Diamond Sports Group.

Notable practitioners

Scott Greenberg (see p.2580) offers strong expertise representing lenders in connection with Chapter 11 cases. He has significant experience acting on notable cases in the retail and pharmaceutical sectors. **Strengths:** “I think Scott is a great deal lawyer. He has great instincts and is really one of the best in the market at navigating complex situations.” “He is very commercial and understands the technical aspects.”

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig leverages strength across the USA to advise on

restructurings arising from the energy, healthcare and telecommunications sectors, among others. It also offers clients notable cross-border capabilities, showcasing particular expertise in cases involving Latin America. The firm's broad practice sees it advising debtors, sponsors and creditors' committees on Chapter 11 proceedings, insolvency-related litigation and distressed M&A.

Strengths

"Greenberg Traurig has a deep bench of experienced lawyers capable of handling very complex and sophisticated restructuring matters."

"The team provides a strong combination of both tactical and technical expertise."

"They are always responsive, open and on top of urgent matters that need action."

Work highlights Greenberg Traurig represented the official committee of unsecured creditors in the chapter 11 case of Vesttoo.

Notable practitioners

Houston-based Shari Heyen is a key contact.

KTBS Law LLP

What the team is known for KTBS Law is an agile West Coast firm focusing on corporate restructurings, workouts and distressed asset acquisitions. It regularly brings its bankruptcy litigation strength to bear on headline matters, as well as offering additional capabilities in ancillary areas such as commercial litigation, appellate litigation and corporate finance.

Strengths

"They are experts in bankruptcy law, and are very well respected by the bankruptcy bar and judges."

"KTBS care about your problems and call you back immediately. They are totally customer-focused."

"Their lawyers are very sophisticated."

"KTBS was able to cut through the noise, identify the best plan and then execute."

Work highlights KTBS Law served as special counsel to the official committee of unsecured creditors in the Kidde-Fenwal Chapter 11 case.

Notable practitioners

Michael Tuchin is sought after by clients for his broad expertise, with recent work including litigation and Chapter 11 cases. **Strengths:** *"Michael is fantastic. He really is at the top of bankruptcy."* *"Michael is super intelligent, very analytical and a pleasure to deal with."* *"He is a smart and savvy lawyer."*

Sidley Austin LLP

What the team is known for Sidley Austin undertakes representations on behalf of stakeholders on both the creditor and debtor sides across a broad range of complex reorganization and insolvency matters, as well as distressed M&A. The group demonstrates particular strength in oil and gas, real estate and mining matters and is also noted for its expert handling of cross-border mandates.

Strengths

"They have a diverse practice and call on their colleagues as needed for the specialized skills required when representing their clients in various complex industries."

"They are incredibly clear not only on the letter of the law but how to apply it in the most commercial and advantageous ways for their clients."

"They stay on top of things and know what their clients are thinking."

Work highlights Sidley Austin represented Sunac China Holdings in the restructuring of its offshore debt, valued at over \$10.2 billion.

Notable practitioners

New York-based Stephen Hessler is a key contact.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell is a strong firm with a growing bankruptcy presence, with experience acting for clients including debtors, lenders and government organizations. It provides strength domestically in Chapter 11 cases and litigation across industries such as oil and gas and retail. The firm is experienced across international bankruptcy matters in Chapter 15 proceedings.

Strengths

"They have a deep dedication to the client. I get immediate access to experts in every space."

"The team is strategic and creative. They can bridge the gap with creative solutions and come to an outcome that everyone can deal with."

"They have a rare business perspective, understanding our goals and expectations and acting as an adviser."

Work highlights Sullivan & Cromwell represented SVB Financial Group in its Chapter 11 proceedings.

Notable practitioners

James Bromley (see p.2541) enjoys an excellent reputation for his broad practice, covering the likes of municipal bankruptcies, Chapter 11 cases and out-of-court restructurings as well as related transactions. **Strengths:** *"Jim is an extremely intelligent and experienced attorney who brings a fresh perspective and decisiveness to challenging situations."* *"He is one of the best courtroom lawyers."* **Andrew Dietderich** (see p.2559) acts for clients on the debtor and creditor sides of bankruptcy matters, including both Chapter 11 and 15 cases, and offers notable experience in issues with cross-border elements. **Strengths:** *"Andrew is an expert in restructuring. He has a lot of experience and the ability to manage multiple competing stakeholders."* *"Andy is wildly smart and has a unique ability to develop solutions to some of the most complex problems in restructuring."* *"Andrew's strength is his creative thinking."*

Band 5 Bankruptcy/Restructuring: The Elite

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery is a destination practice for high stakes restructuring matters. Its lawyers are capable across a broad swathe of industries, and excel in particular in the life sciences and healthcare spaces.

Strengths

"They are extremely commercial when dealing with complex matters and always have the client's interest in mind."

"The depth and breadth of their team is excellent."

"The McDermott team has good judgment, works hard and is very efficient, even in the most complex of cases."

Work highlights McDermott Will & Emery LLP represented Prime Trust in its Chapter 11 proceedings.

Notable practitioners

Darren Azman, Charles Gibbs, Kristin Going and Felicia Gerber Perlman are key contacts.

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers has a solid bankruptcy and restructuring group that handles a broad range of matters, including Chapter 11 bankruptcy filings and complex debt recapitalizations. It draws on extensive tax, finance and commercial litigation expertise when advising its strong debtor- and creditor-side client base.

Strengths

"The O'Melveny team demonstrates very good core bankruptcy skills and are outstanding litigators."

"O'Melveny has a significant depth of expertise across many aspects and nuances of bankruptcy, combined with deep industry knowledge."

Work highlights O'Melveny & Myers represented Morgan Stanley as the principal defendant in connection with a fraudulent transfer suit brought by the liquidating trustee of Tops Groceries.

Notable practitioners

Louis Strubeck provides notable expertise in Chapter 11 cases, with recent experience in both the energy and telecommunications sectors.

Strengths: *"Lou is very experienced and is a calm, strategic operator. He is an effective negotiator who is able to earn the trust of those he works with."* *"He is extremely knowledgeable."* *"He has decades of experience and is an excellent communicator."* **John Rapisardi** is recognized for his representation of the Puerto Rico Fiscal Agency and Financial Advisory Authority in relation to its restructuring. He also regularly acts for creditors and debtors on complex bankruptcy matters, as well as serving as the firm's global chair of restructuring. **Strengths:** *"John demonstrates good judgment, which is exactly what you are looking for in big situations."*

Ropes & Gray LLP

What the team is known for Ropes & Gray is highly regarded for its handling of distressed M&A and complex bankruptcy litigation. It houses noteworthy expertise in lender-side engagements and offers significant experience in matters pertaining to the energy, media and healthcare industries, among others.

Strengths

"They are unbelievably business-savvy and deal-oriented."

"The Ropes & Gray team understands the bigger picture and the goal to drive solutions which are best for their clients."

"Ropes & Gray are always available on our transactions and are timely in their response to our needs."

Work highlights Ropes & Gray represented Vesta, and certain of its affiliates, in connection with its Chapter 11 filing and postpetition sale process.

Notable practitioners

Gregg Galardi (see p.2573) is adept at handling bankruptcy matters for a range of clients, including creditors' committees, debtors and investors. He offers substantial experience in Chapter 11 proceedings and out-of-court restructuring.

turings across a variety of sectors, including retail and leisure and entertainment. **Strengths:** “Gregg is an outstanding restructuring lawyer.” “I have never met anyone who is more intelligent and can think outside the box as Gregg can.”

Schulte Roth & Zabel LLP

What the team is known for Schulte offers a reputable bankruptcy and restructuring team noted for its expertise in private equity and hedge fund representations. The team is adept in handling both courtroom and out-of-court restructuring proceedings. Also noted for its handling of distressed M&A.

Strengths

“Schulte lawyers are very proactive, commercial and knowledgeable.”

“They are aware of all developments in the market.”

“They worked hard to expediently answer our questions and add additional color and context around the key issues. They were always available any time they were needed.”

Work highlights Schulte Roth & Zabel LLP represented Kidde-Fenwal in connection with its bankruptcy case and internal investigation of claims related to fire suppression chemicals.

Notable practitioners

Adam Harris is highly experienced in representing lenders and debtors in a range of matters, including Chapter 11 cases and workouts. He offers particular expertise acting for financial institutions and investment funds, including alternative investors. **Strengths:** “Working with Adam is always a positive experience. He provides great service, market awareness and communication.” “Adam is super smart, thorough and creative. He provides a business approach to our representations.”

Vinson & Elkins LLP

What the team is known for Vinson & Elkins enjoys an excellent reputation in the energy sector, acting on in-court and out-of-court restructuring as well as distressed M&A. It often represents companies and affiliated debtors, as well as lenders and noteholder, and is noted for advising financial institutions, including banks and private equity firms.

Strengths

“Vinson & Elkins is a responsive and highly knowledgeable firm.”

“Vinson & Elkins are able to bring in specialists to advise on complex and unique matters. The team deliver results and sound advice.”

Work highlights Vinson & Elkins LLP represented advised Barclays in connection with the Chapter 11 plan of Wynyard.

Notable practitioners

David Meyer has a standout profile in the energy and mining sector. He regularly handles Chapter 11 proceedings, out-of-court restructurings and distressed M&A. **Strengths:** “David is a brilliant, highly experienced bankruptcy lawyer.” “He’s a great adviser.”

Band 1 Bankruptcy/Restructuring: Highly Regarded

Arnold & Porter

What the team is known for Arnold & Porter houses a well-regarded practice with notable experience in creditor-side representation. The practice often handles high profile restructurings across a range of different industries, including the energy and manufacturing sectors.

Strengths

“Arnold & Porter attorneys bring deep experience and provide creative and solutions to their clients.”

“Arnold & Porter is one of our top legal advisors. The depth and breadth of their services makes it a one-stop shop.”

“The team is well versed on current trends and deals within the market.”

Notable practitioners

Chicago-based Michael Messersmith is a key contact.

BakerHostetler LLP

What the team is known for BakerHostetler is a strong group with experience across the full range of bankruptcy matters, including Chapter 11 proceedings, distressed M&A and out-of-court restructurings. It offers expertise in fraud-related insolvency matters as well as litigation arising from bankruptcies.

Strengths

“The BakerHostetler team is first class. They are responsive and thoughtful at all times.”

“BakerHostetler has highly capable, skilled bankruptcy and restructuring attorneys. Its team is experienced in a wide range of industries and issues.”

Notable practitioners

Orlando-based Elizabeth Green is a key contact.

Katten

What the team is known for Katten is a respected firm with significant experience across a wide range of bankruptcy matters, including Chapter 11 proceedings and out-of-court restructurings. It routinely acts for independent directors, debtors and lenders.

Strengths

“The depth of their team allows for very experienced and efficient representation.”

“They anticipated potential issues and got back to us on a timely basis. They are good partners.”

Work highlights Katten represented GWG in the company’s Chapter 11 cases.

Notable practitioners

Steven Reisman cochairs Katten’s insolvency and restructuring practice and has recent experience in matters related to the energy and retail industries. He is also highly recommended for his expertise in representing independent directors in high-stakes bankruptcy proceedings. **Strengths:** “He is very commercial and is always thinking about the directors’ needs.” “Steve is one of the best in the business. He provides excellent, strategic guidance and people skills.” “Having his judgment is extremely valuable given his experience.”

King & Spalding LLP

What the team is known for King & Spalding houses a well-regarded practice which is high-

lighted for its depth of experience advising lenders on a variety of bankruptcy matters. The team often handles out-of-court restructurings and bankruptcy-related transactions.

Strengths

“The partners I have worked with were very quick to get up to speed and come up with creative solutions to handle a myriad of complex problems.”

“The firm is particularly adept in understanding and working through complex issues.”

“They are creative problem-solvers and tireless advocates for their clients. It’s the most responsive firm I have ever worked with.”

Work highlights King & Spalding continued to represent an ad hoc group of senior secured noteholders and term loan lenders in connection with the Chapter 11 bankruptcy of Talen Energy Supply.

Notable practitioners

Todd Holleman is a key contact in the New York office.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright offers a well-regarded restructuring team with a strong Texas base and a national profile. The team offers notable cross-border capabilities, including handling Chapter 15 proceedings relating to Latin America, and advises on cases concerning a range of industries, such as retail, healthcare and the aviation sector.

Strengths

“Norton Rose Fulbright has a deep bench of lawyers who are well positioned to handle complex and sophisticated bankruptcy matters.”

“The team at Norton Rose Fulbright are super responsive and able to address all our needs. Everyone is incredibly helpful and well informed.”

Work highlights Norton Rose Fulbright represented JPMorgan Chase Bank as senior secured lender in the Chapter 11 case of the Boy Scouts of America.

Notable practitioners

Houston-based Jason Boland is a key contact.

Reed Smith LLP

What the team is known for Reed Smith is home to an impressive team with notable experience advising on a broad range of bankruptcy matters. It routinely acts for financial institutions in Chapter 11 proceedings and is noted for its cross-border capabilities.

Strengths

“Reed Smith has an expert team with decades of experience and that is capable of handling complex cases.”

“The entire Reed Smith team is instrumental in navigating challenging matters. Across the board, the depth and talent of the team is exceptional.”

“Reed Smith brings top professionalism and legal skill to every matter, every time. They have an extremely strong and deep team and they are always promptly responsive.”

Notable practitioners

Wilmington-based Kurt Gwynne is a key contact.

**Band 2 Bankruptcy/Restructuring:
Highly Regarded****Blank Rome LLP**

What the team is known for Blank Rome fields a solid bankruptcy group with a comprehensive national footprint. It acts for an impressive stable of clients including financial institutions and private equity funds in domestic and cross-border matters. The firm offers substantial expertise in Chapter 11 cases and bankruptcy-related litigation.

Strengths

"Blank Rome delivers excellent results."

"Blank Rome offer a variety of options to their clients to ensure the best outcome possible."

"Blank Rome is able to get great outcomes in bad situations. They are all about the client and have a team of really excellent lawyers."

Notable practitioners

Regina Stango Kelbon is a key contact. She splits her time between the firm's Wilmington and Philadelphia offices.

Cole Schotz P.C.

What the team is known for Cole Schotz is recognized for its national profile, the group acts for both debtors and creditors on a broad array of bankruptcy matters, including Chapter 11 proceedings and out-of-court restructurings. It also offers substantial expertise in bankruptcy-related litigation.

Strengths

"Cole Schotz's work is spectacular, its opinions are outstanding and its accessibility makes them special."

"Cole Schotz possesses a deep bench of experienced professionals providing expert legal counsel who are always responsive to questions and provide a high level of service."

"Cole Schotz has deep technical expertise, strong commercial judgment and deep experience. They are responsive and attentive, and their team is business-oriented and attentive to practical considerations."

Notable practitioners

Wilmington-based Norman Pernick is a key contact.

Dentons

What the team is known for Dentons' bankruptcy practice is sought after by debtor and creditor clients from across a broad range of industries. Its extensive national and international network of offices allows it to advise on domestic and cross-border Chapter 11 proceedings, out-of-court workouts and Chapter 15 cases, among other matters.

Strengths

"They provide an excellent command of the law, great advice on strategic options and opportunities and very good execution."

"They understand the various people at the table, their incentives and what we can do to put ourselves in the best position."

"The team's ability to call on experts in their field both nationally and internationally stands out."

Work highlights Dentons represented Curitec in its Chapter 11 bankruptcy case.

Notable practitioners

Los Angeles-based Tania Moyron is a key contact.

DLA Piper LLP (US)

What the team is known for DLA Piper houses an excellent group who benefit from the firm's extensive network of offices to facilitate cross-border work. Its broad sector expertise includes deep experience in retail, energy and healthcare restructurings.

Strengths

"They bring a strategic mindset to matters in order to develop creative solutions."

"The team demonstrates a high level of expertise and collaboration, and a client-focused approach."

"DLA consistently brings the right team across functional and geographic areas to deliver the right solution to complex and multifaceted issues."

Work highlights DLA Piper advised Vesttoo, and affiliates, in their Chapter 11 proceedings.

Notable practitioners

New York-based Rachel Ehrlich Albanese is a key contact.

Fox Rothschild

What the team is known for Fox Rothschild acts for a range of clients in complex bankruptcy and restructuring matters. The firm is well-versed in a wide range of sectors, and are trusted advisors to both debtor and creditor clients.

Strengths

"Fox Rothschild provides excellent legal advice to the issues presented, and it is prompt in its response."

"An excellent group of bankruptcy and creditors' rights attorneys."

Work highlights Fox Rothschild represented the official committee of unsecured creditors in the Chapter 11 of Boxed.

Notable practitioners

San Francisco-based Michael Sweet is a key contact.

Hogan Lovells US LLP

What the team is known for Hogan Lovells offers a broad practice with notable experience advising on Chapter 11 proceedings and sovereign restructuring matters. The team often acts for creditors and offers significant expertise in cross-border issues, such as Chapter 15 cases.

Strengths

"They handle cross-border restructurings very well."

"They are technically astute, commercial in their approach and very client-focused."

Notable practitioners

New York-based Christopher Donoho is a key contact.

McGuireWoods LLP

What the team is known for McGuireWoods is noted for its representation of banks in restructurings, workouts and insolvency-related matters. It offers experience across a range of industries, such as healthcare and manufacturing.

Strengths

"McGuireWoods is able to advise on very complex matters leveraging decades of case experience."

"All team members at McGuireWoods provide a top service."

"The team is good at working through tough details."

Work highlights McGuireWoods represented Houston NFL Holdings and Acuren Inspection Incorporated as creditors in the Strike LLC bankruptcy.

Notable practitioners

Pittsburgh-based Mark Freedlander is a key contact.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan Lewis provides significant experience in workouts, restructurings and in-court bankruptcy proceedings. Its impressive client base includes noteholders, trustees, lenders and creditors' committees active across a variety of industries, including the energy and retail sectors.

Strengths

"Their ability to solve problems, find practical solutions and negotiate a result is excellent."

"Their advice is practical, focused and driven towards consummating transactions."

"The partners have an incredible ability to take huge amounts of data and weave the applicable pieces into a coherent story that is digestible to the court."

Notable practitioners

Boston-based Andrew Gallo is a key contact.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher is a well-resourced outfit that acts on a variety of complex bankruptcy and insolvency matters. The firm possesses expertise in a broad range of issues faced by distressed entities, and is regularly engaged in Chapter 11 proceedings and out-of-court workouts.

Notable practitioners

New York-based Sandeep Qusba is a key contact.

Other Ranked Lawyers

Derek Abbott (see p.1186) is a foremost bankruptcy practitioner whose practice exhibits strength advising clients in significant Chapter 11 cases. **Strengths:** *"He is very responsive and is able to navigate the local court system which is highly important. He keeps us apprised of everything we need to be aware of."* *"Derek a very well seasoned lawyer. He is a good negotiator and mediator, and is able to provide insight as to how judges deal with issues."* *"Derek is a smart and very practical attorney."*

Mark Collins maintains a destination practice for clients seeking counsel in major Chapter 11 filings.

Strengths: *"He has good insight and judgment."*

Kelley Cornish (see p.2553) acts for clients including debtors, lenders and boards of directors, with recent experience in the retail and automotive industries. She offers notable expertise in Chapter 11 proceedings. **Strengths:** *"Kelley is very smart, practical and effective. She does a fantastic job navigating tough situations with a steady hand."*

Margot Schonholtz (see p.2654) of Linklaters is an experienced practitioner who regularly acts for clients including banks, trustees and noteholders on an array of bankruptcy matters. She is adept

at handling matters with cross-border elements as well as issues concerning the energy sector. **Strengths:** “Margot is an expert in her field who gets things done.”

Paul Singerman (see p.1495) of Berger Singerman offers broad experience in bankruptcy matters, including Chapter 7 and 11 cases, across a wide range of sectors. **Strengths:** “Working with Paul is an absolute pleasure. He’s a straight shooter

who knows the law and the bankruptcy judges exceptionally well.” “Paul is an excellent lawyer. He is business-minded, cares about the substance and achieves good results.” “Paul has mastered the heart of legal thinking and analysis and synthesis of case facts. He leaves you feeling confident that he has his eye and fingerprints on your case from its inception to its final closing.”

Thomas Walper of Munger Tolles is recognized

for his skilled handling of restructuring matters. He acts for notable clients in the entertainment, retail and technology sectors. **Strengths:** “Tom is just extraordinary, both in the courtroom and in the conference room.” “Everyone respects Tom. People are happy to see him on a matter because he is commercial and gets to a decent outcome.”

Cannabis Law Nationwide

Cannabis Law	Cannabis Law: Eastern United States	
Leading Firms	Leading Individuals	
Band 1	Band 1	McKee James Foley & Lardner LLP
Akerman LLP	Alderman Jesse Foley Hoag LLP	Schwamm Michael Duane Morris LLP *
Duane Morris LLP	Berlin Eric P Dentons	Band 4
Fox Rothschild	Bogot William Fox Rothschild *	Artiles Guillermo C. McCarter & English, LLP
Husch Blackwell LLP	Havens Jonathan Saul Ewing LLP	Blau Richard M GrayRobinson, PA (ORL) ◇ *
Vicente LLP	Horn Joshua Fox Rothschild *	Caceres Joanne Dentons
Band 2	Robbins Jonathan S Akerman LLP *	Crow Scot Dickinson Wright PLLC *
Dentons	Band 2	Dashevsky Irina Greenspoon Marder LLP *
Dorsey & Whitney LLP	Dahlin Bryna Benesch	Garvin William A. Buchanan Ingersoll & Rooney PC
Farella Braun + Martel LLP	DiPisa Robert Cole Schotz PC. (ORL) ◇	Jackim Janet Zuber Lawler LLP
Foley Hoag LLP	Fayne Adam Saul Ewing LLP *	Josephson Paul P. Duane Morris LLP
Greenspoon Marder LLP	Glass Martin Jenner & Block LLP (ORL) ◇	Kim Ji Berkowitz, Trager & Trager, LLC (ORL) ◇
Harris Sliwoski LLP	Goldberg Seth Duane Morris LLP *	McQueeny Michael Foley Hoag LLP
Saul Ewing LLP	Kittay Matthew Fox Rothschild *	Rice Erica Foley Hoag LLP
Band 3	Vartan Lee Chiesa Shahinian & Giantomasi PC	Steineker Whitt Bradley Arant Boult (ORL) ◇
Benesch	Band 3	Up-and-coming individuals
Buchanan Ingersoll & Rooney PC	Bedwick Joseph Cozen O'Connor *	Choksi Vijay Fox Rothschild *
Clark Hill PLC	Boldrey R Lance Dykema Gossett PLLC	Gleit Samantha Feuerstein Kulick
Cozen O'Connor	Cohen Barak Perkins Coie LLP *	Magee Ryan McCarter & English, LLP
Davis Wright Tremaine LLP	Conroy Kevin Foley Hoag LLP	Meltzer Bryan Feuerstein Kulick
Dickinson Wright PLLC	Feldman David N Feldman Legal Advisors, PLLC *	Singer Justin Feuerstein Kulick
DLA Piper LLP (US)	Ginder Matthew Greenspoon Marder LLP *	Associates to watch
Fennemore Craig	Haren Tom Frantz Ward LLP	Willner Neil Royer Cooper Cohen Braunfeld LLC (ORL) ◇ *
Feuerstein Kulick		
Foley & Lardner LLP		
Goodwin		
Lane Powell PC		
McGlinchey Stafford		
Miller Nash LLP		
Wilson Elser Moskowitz Edelman & Dicker LLP		
Zuber Lawler LLP		
Band 4		
Chiesa Shahinian & Giantomasi PC		
Dykema Gossett PLLC		
Frantz Ward LLP		
McCarter & English, LLP		
McGuireWoods LLP		
Perkins Coie LLP		
Reed Smith LLP		
Sheppard, Mullin, Richter & Hampton LLP		
* Indicates individual with profile.		
◇ (ORL) = Other Ranked Lawyer.		
Alphabetical order within each band. Band 1 is highest.		

The editorial is in alphabetical order by firm name.

Akerman LLP

What the team is known for The Akerman team is highly respected with strength in depth, representing businesses and investors operating in the arena of cannabis production and distribution. It marries regulatory expertise with transactional corporate and real estate capabilities in the sector, and it also has ample experience in dispute resolution.

Strengths

“The Akerman team is very knowledgeable in both cannabis and corporate transactions.”

“Akerman handles complex negotiations efficiently and on tight timeframes.”

“The group excels at navigating complex structural and regulatory questions.”

“Every member of their team is top-notch.”

Work highlights Akerman provided counsel to BuzzFeed on advertising guidelines and protocols, to ensure compliance with multiple federal and state laws and regulations governing media content and advertising.

Notable practitioners

Jonathan Robbins (see p.681) deploys his regulatory expertise in the context of both compliance and litigation, including ground-breaking challenges to state cannabis laws. **Strengths:** “Jonathan’s extremely knowledgeable in the space.” “He is a high-quality attorney.” **Iran Hopkins** has the capacity to effectively handle cannabis-related transactions and licensing. **Joshua Mandell** (see p.630) is noted for his ability to provide counsel on an array of issues, including regulatory compliance, joint ventures and financings, to name a few. **Strengths:** “He is knowledgeable and well

Cannabis Law: Western United States
Leading Individuals
Band 1
Alovisetti Charles <i>Vicente LLP*</i>
Bricken Hilary <i>Husch Blackwell LLP</i>
Gillette Rachel K <i>Holland & Hart LLP (ORL) ◇</i>
Levine Steve <i>Husch Blackwell LLP</i>
Lowther Ryan <i>Farella Braun + Martel LLP</i>
Sederberg Christian <i>Vicente LLP*</i>
Stewart Ian <i>Wilson Elser Moskowitz Edelman & Dicker</i>
Vicente Brian <i>Vicente LLP*</i>
Band 2
Benda Jennifer <i>Holland & Hart LLP (ORL) ◇</i>
Custer Marshall <i>Husch Blackwell LLP</i>
DeCaro Lara <i>Leland, Parachini, Steinberg (ORL) ◇</i>
Figueroa Omar <i>Law Offices of Omar Figueroa (ORL) ◇</i>
Gallegos Tracy <i>Duane Morris LLP*</i>
Harris Gant Emily <i>Foster Garvey PC (ORL) ◇</i>
Richardson Dean <i>Fennemore Craig</i>
Band 3
Abbott Barry <i>Lane Powell PC</i>
Burke Heather <i>Origin Group Law LLP (ORL) ◇</i>
Famili Anita <i>Manatt Phelps & Phillips LLP (ORL) ◇</i>
Fisher Jennifer <i>Goodwin*</i>
Graff Garrett <i>Gould & Ratner LLP (ORL) ◇</i>
Hauser Shawn <i>Vicente LLP*</i>
Liebman Eric B. <i>Fennemore Craig</i>
Masse Christine <i>Miller Nash LLP</i>
Pirie Benjamin <i>Miller Nash LLP</i>
Rocco Dean <i>Wilson Elser Moskowitz Edelman & Dicker</i>
Sliwoski Vincent <i>Harris Sliwoski LLP*</i>
Treppa Julie <i>Farella Braun + Martel LLP</i>
Zuber Tom <i>Zuber Lawler LLP</i>
Band 4
Ashcraft Alicia <i>Ashcraft & Barr LLP (ORL) ◇</i>
Becher Robert <i>Quinn Emanuel Urquhart (ORL) ◇</i>
DeWeese Andrew <i>Andrew DeWeese, PC (ORL) ◇</i>
Furman Cassia <i>Vicente LLP*</i>
Hoban Robert <i>Clark Hill PLC</i>
Hopkins Iran <i>Akerman LLP</i>
Horowitz Lewis M <i>Lane Powell PC</i>
Kline Andrew <i>Perkins Coie*</i>
Mandell Joshua <i>Akerman LLP*</i>
Richards Nick J. <i>Greenspoon Marder LLP*</i>
Schuman Brett <i>Goodwin*</i>
Sopori Priya <i>Greenberg Glusker Fields Claman (ORL) ◇*</i>
Up-and-coming individuals
Hamilton Jeffrey <i>Farella Braun + Martel LLP</i>
Steinberg Alexa <i>Greenberg Glusker Fields (ORL) ◇*</i>
Star associates
Rasmussen Sativa <i>Dorsey & Whitney LLP</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

regarded in the industry."

Benesch

What the team is known for Benesch is a full-service firm that combines its multi-practice strength with a growing roster of clients in the cannabis sector. Particularly highly regarded for its bench of corporate lawyers with experience in guiding cannabis brands through transactions. Equally capable in matters intrinsic to the industry, such as licensing and regulatory challenges.

Strengths

"Benesch is a terrific law firm with excellent lawyers."

Psychedelics Law
Leading Firms
Band 1
Feldman Legal Advisors, PLLC
McAllister Garfield, PC
Vicente LLP
Yetter Coleman LLP
Leading Individuals
Band 1
Barnes Courtney <i>Feldman Legal Advisors, PLLC*</i>
Gelbord Brett M <i>Dykema Gossett PLLC</i>
Hauser Shawn <i>Vicente LLP*</i>
Kline Andrew <i>Perkins Coie*</i>
McAllister Sean <i>McAllister Garfield, PC</i>
Zorn Matthew <i>Yetter Coleman LLP</i>

"The team has a broad range of talent with extensive experience."

"Its practitioners are always very responsive and proactive in their support and counsel."

Work highlights Benesch was lead corporate and intellectual property counsel to TPCO's restructuring of its business relationships with Roc Nation and Sean Carter.

Notable practitioners

Bryna Dahlin is highly experienced in advising businesses on Ohio and federal cannabis regulations. **Strengths:** "Bryna is an outstanding attorney – extremely knowledgeable in all aspects of cannabis legal and compliance issue. She is also thorough and responsive." "She is a great attorney to work with, with strong expertise."

Buchanan Ingersoll & Rooney PC

What the team is known for Buchanan Ingersoll & Rooney is a multistate firm with particular strength along the East Coast and an active cannabis practice. Notable for its high-level IP practice and impressive track record in regulatory matters, including applications for dispensary and grower/processor licenses.

Strengths

"The team handles issues with a high level of quality, professionalism and efficiency."

Work highlights Buchanan Ingersoll & Rooney advised Radicle on the ability to conduct studies in the consumer space, the requirements for such studies, the legality of studies involving cannabinoids, and the ability to make certain marketing claims based on research conducted.

Notable practitioners

William Garvin is particularly recommended for his expertise in the regulatory elements of edible CBD products.

Chiesa Shahinian & Giantomasi PC

What the team is known for Chiesa Shahinian & Giantomasi is a well-regarded firm, with particular expertise in the cannabis space. The group demonstrates its ability to provide counsel on a broad array of issues, including licensing and regulatory and compliance matters. The team boasts notable clients in the sector, such as high-profile investment firms.

Strengths

"It's a very strong team with expertise in many specialized facets of law."

"The group is extremely responsive."

"Chiesa is exceptional – the team has scope, depth

and breadth."

Work highlights Chiesa Shahinian represented Gotham Green Partners in a transaction to transfer an existing New Jersey medical license from iAnthus to Gotham Green Partners as majority owner.

Notable practitioners

Lee Vartan of Chiesa Shahinian & Giantomasi has expertise which is frequently sought by clients going through the process of applying for dispensary, manufacturing or cultivation licenses in the State of New Jersey. Both emerging businesses and national cannabis brands turn to him for assistance in these matters. **Strengths:** "Lee is a consummate professional with a wealth of knowledge." "He is an absolutely outstanding attorney. He is great to work with, extremely responsive and accommodating."

Clark Hill PLC

What the team is known for The Clark Hill team has deep experience in the cannabis and industrial hemp space. Particularly expert in helping businesses in these sectors to navigate regulatory and transactional matters.

Strengths

"Clark Hill's team are excellent in terms of responsiveness."

Work highlights Clark Hill's team advised Irwin Naturals on the a range of issues relating to it's THC brands, including a series of complex legal structures, sophisticated licensing schemes and strategic acquisitions in both the cannabis and psychedelics sectors.

Notable practitioners

Robert Hoban is held in high regards for his ability to handle a wide spectrum of matters, including M&A transactions, licensing and regulatory issues. **Strengths:** "He is very well respected in the space."

Cozen O'Connor

What the team is known for Cozen O'Connor is a multistate firm, offering services across a broad range of areas and jurisdictions. The team is particularly notable for its ability to handle an array of transactional issues, including financings and acquisitions. The practitioners are also highly adept at providing wide-ranging regulatory advice. The group is routinely called upon to provide guidance on legal aspects of the marketing, processing and manufacturing of cannabis.

Strengths

"Cozen has excellent practitioners."

"It's a really strong team."

"Every attorney at Cozen is highly competent and timely with their input."

Work highlights Cozen O'Connor provided counsel to Acreage Holdings on an amendment to its 2021 loan agreement with AFC Gamma and Viridescent Realty Trust.

Notable practitioners

Joseph Bedwick (see p.500) is a valuable member of the Cozen O'Connor team based in Philadelphia. He is best known for his handling of venture financing transactions in the cannabis sector. **Strengths:** "Joseph is a great communicator and he's very organized."

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine has a well-established, sector-focused group operating out of Seattle and Los Angeles. Particularly notable for its strength in contentious matters, including an array of civil litigation and challenges to federal agencies. Also highly adept in providing wide-ranging compliance advice.

Strengths

"The team provides excellent communication, they always offer a quick response."

"Davis Wright's group is efficient and responsive."

Work highlights Davis Wright represented POSaBIT in a lawsuit brought by a competitor, which alleges that POSaBIT wrongfully solicited the competitor's cannabis merchants.

Notable practitioners

John Goldmark and Nicole Phillis cochair the cannabis practice and are key contacts in the firm's cannabis group.

Dentons

What the team is known for Dentons is a global powerhouse with an increasing footprint in the cannabis world. It is best known for representing multinational businesses and investors in big-ticket buyouts and M&A. The team possesses notable strength in handling issues with Canadian elements due to its strong ties with its offices in Canada.

Strengths

"Dentons is strong and it has a deep bench."

"The firm team has the ability to handle any matter effectively and promptly."

"The team produces outstanding work."

Work highlights Dentons represented TPCO, a leading consumer-focused California cannabis company, in its merger with Gold Flora.

Notable practitioners

Eric Berlin maintains an excellent reputation for his sophisticated corporate and capital markets practice. **Strengths:** *"Eric is one of the best; he is very knowledgeable."* *"He is a brilliant attorney who is incredibly passionate and responsive."* **Joanne Caceres** is noted for her strength in handling a broad range of issues, including intellectual property and regulatory compliance matters, as well as M&A deals. **Strengths:** *"She's a very strong lawyer."*

Dickinson Wright PLLC

What the team is known for Dickinson Wright is a Michigan-centric firm with high-quality group focused on the needs of cannabis businesses in the state and further afield. Particularly skilled in handling sector-specific issues arising in the context of M&A, including regulatory and IP matters.

Strengths

"The team provides a strong level of responsiveness."

"Dickinson Wright's team is highly sophisticated and effective."

"The attorneys are experienced and very responsive."

Work highlights Dickinson Wright provided counsel to Common Citizen on the acquisition of a licensed retailer in Buchanan, including the business and interest in real estate.

Notable practitioners

Scot Crow (see p.534) is held in high regard in the cannabis market. He demonstrates considerable strength in handling transactional issues, notably M&A and financings.

DLA Piper LLP (US)

What the team is known for DLA Piper has a strong cannabis practice, with particular focus in the CBD and hemp space. The group is skilled at handling a wide spectrum of issues, including litigation, transactions and licensing matters. The team also boasts notable experience of providing regulatory advice. The practice is based in Boston but has nationwide reach.

Strengths

"DLA Piper's practitioners have a very strong command and strong skills in the area."

Work highlights DLA Piper acted on behalf of Charlotte's Web Holdings in an exclusive sponsorship arrangement with Major League Baseball.

Notable practitioners

Stefanie Fogel is the practice group's key contact.

Dorsey & Whitney LLP

What the team is known for Dorsey & Whitney is a well-regarded firm leveraging cannabis expertise in Canada and the US to provide seamless advice on cross-border mandates. Regularly consulted on the sector-specific elements of capital markets transactions, including IPOs and private placements.

Strengths

"Dorsey provides highly sophisticated legal advice."

Work highlights Dorsey & Whitney Curaleaf in its filing of a shelf registration statement on Form F-10 with the United States Securities and Exchange Commission.

Notable practitioners

Sativa Rasmussen assists clients in complying with cannabis regulations, often in a transactional context. **Strengths:** *"She's fantastic – she's very professional and knowledgeable."* *"Sativa has a very good reputation in the market."*

Duane Morris LLP

What the team is known for Duane Morris utilizes cannabis expertise on a nationwide basis and across a broad spectrum of practice areas, with practitioners specializing in IP, corporate transactions and regulatory advice within the sector. Offers expanded capabilities in the wake of the 2018 Farm Bill for clients trading in hemp and hemp-derived CBD products. Also boasts litigators able to handle contentious issues for producers and distributors across the industry.

Strengths

"Client service is really one of their strengths. Duane Morris' practitioners are also subject matter experts."

"The team at Duane Morris helps companies navigate and shape a complex legal environment."

Work highlights Duane Morris represented BGP Acquisition in its acquisition of Craft 1861 Global Holdings via reverse merger.

Notable practitioners

Tracy Gallegos (see p.562) has extensive experience in the cannabis sector. Her practice covers regulatory issues, including licensing, in addition to corporate structuring and transactions.

Strengths: *"She's excellent – she's wonderfully commercial and responsive. A terrific lawyer."* **Seth Goldberg** (see p.568) boasts high-level experience advising cannabis businesses throughout their life cycle. **Strengths:** *"Seth is a very skilled and knowledgeable lawyer."* New York-based practitioner **Michael Schwamm** (see p.694) advises cannabis businesses on a range of issues including licensing, business structures and transactional matters. **Strengths:** *"Michael is a fantastic adviser."* **Paul Josephson** is recognized for his ability to provide counsel on a range of issues, including licensing, financings and business strategies.

Dykema Gossett PLLC

What the team is known for Dykema Gossett has a Detroit-based cannabis group designed to offer a full range of legal services to cannabis businesses. Combines experience in navigating licensing and regulatory regimes with a track record of guiding clients through real estate and corporate deals.

Work highlights Dykema Gossett provided counsel to Green Medicine Shop through a legal and lobbying process to successfully secure a state operating license to operate a medical marijuana provisioning center in Greenville.

Notable practitioners

Brett Gelbord has considerable experience in the space. He routinely provides counsel on policies and legislation related to the psychedelics space. **Strengths:** *"He is very responsive and a skilled negotiator."* **Lance Boldrey** is regularly called upon to provide whole-business advice to cannabis businesses. Recent work has involved advising on licensing agreements and regulatory compliance matters.

Farella Braun + Martel LLP

What the team is known for Farella Braun + Martel is a Northern California firm with a roster of clients relying on its attorneys' in-depth knowledge of cannabis regulations in the state. Particularly suited to a role as outside general counsel, with capabilities in both litigious and transactional matters affecting clients in this sector.

Strengths

"Farella Braun has a very smart and deep team of expertise that is very effective in getting the outcome desired for their clients."

"The group is efficient, proficient, timely and communicative."

Work highlights Farella Braun + Martel advised TILT Holdings on a series of transactions to refinance its \$86.7 million legacy debt.

Notable practitioners

Ryan Lowther maintains a broad practice covering transactional, regulatory and licensing matters. **Strengths:** *"He's very personable and professional."* *"Ryan is a fantastic lawyer."* **Julie Treppa**'s work in the cannabis market largely revolves around her strengths in tax law. She is highly regarded for her capabilities in business structuring in this highly regulated space. **Jeffrey Hamilton** has a burgeoning cannabis-focused practice. He demonstrates his ability to provide counsel on a wide spectrum of issues including acquisitions and joint ventures.

Feldman Legal Advisors, PLLC

What the team is known for Feldman Legal Advisors is a highly regarded cannabis and psychedelics law firm. The team is noted for its ability to provide counsel on mergers, acquisitions and complex disputes. Its practitioners also demonstrate considerable strength in advising clients on regulatory compliance.

Notable practitioners

Courtney Barnes (see p.497) is renowned for her expertise in the psychedelics space, notably in relation to the decriminalization of psychedelics.

David Feldman (see p.552) of Feldman Legal Advisors is well known for his corporate and finance expertise, acting regularly for both businesses and investors in the cannabis sector. He receives particular praise for his work on capital markets transactions. **Strengths:** *"David is a great lawyer who is very passionate about this space."*

Fennemore Craig

What the team is known for Fennemore offers a strong platform for cannabis law issues, regularly advising manufacturers, retailers and processors on the full gamut of corporate, commercial and state and federal regulatory compliance and enforcement. Its offers additional expertise in hemp-related matters.

Notable practitioners

Dean Richardson is a highly respected member of the Colorado Bar, with a niche in representing parties in cannabis-related disputes. **Eric Liebman** is a renowned litigator based in Denver, with deep expertise in the cannabis industry. **Strengths:** *"He's a very good lawyer."*

Feuerstein Kulick

What the team is known for Feuerstein Kulick is a well-regarded boutique firm. The team demonstrates the ability to handle a range of issues, such as high-profile M&A deals and licensing issues. The group has a broad client base that includes multistate operators and investors.

Strengths

"Feuerstein Kulick is an excellent firm, the group is very knowledgeable on a whole range of issues." "The team is quick with responses and they take a tactical and strategic approach with their clients." "The group is fantastic – it's practical, responsive and collaborative."

Work highlights Feuerstein Kulick successfully represented holders of conditional adult-use cannabis cultivation licenses in obtaining a preliminary injunction against Sindica Holdings Corporation.

Notable practitioners

Samantha Gleit routinely advises clients on complex transactional issues, including loan structures, investments and acquisition strategies. Her clients including private equity funds and investment managers, among others. **Strengths:** *"Samantha is a sought-after and well-respected attorney in the space." "She is great to work with – commercial, efficient and responsive."* **Bryan Meltzer** boasts an enviable client list, including technology organizations, funds and investors. He routinely handles M&A deals, investments and joint ventures. **Strengths:** *"Bryan is a very strong attorney – he is informed, thorough, detailed,*

responsive and strategic." *"He's an excellent lawyer."* **Justin Singer** is adept at handling a range of issues in the space, including licensing, joint ventures and acquisitions, as well as complex regulatory matters. **Strengths:** *"Justin is amazing – he is technically very proficient and has a great practical understanding."*

Foley & Lardner LLP

What the team is known for Foley & Lardner is a nationwide firm with considerable ties to the life sciences industry and an impressive track record of cannabis-related intellectual property mandates. Highly recommended for transactional work in this market, acting for both companies and investment funds. Equally capable of providing day-to-day regulatory and licensing advice.

Strengths

"The team does an excellent job and they are very responsive."

"The group offers clear and thoughtful guidance."

Work highlights Foley & Lardner is advised FarmaceuticalRX on multiple buy-side transactions for additional retail dispensary facilities, among other matters.

Notable practitioners

James McKee is a highly regarded member of Florida's cannabis Bar. He is equally capable in both standalone compliance matters and the regulatory aspects of transactions. **Strengths:** *"James is an excellent lawyer."*

Foley Hoag LLP

What the team is known for Foley Hoag is a preeminent Northeastern firm with an enviable client base drawn from Massachusetts' rapidly expanding cannabis marketplace. Suitably positioned to liaise with regulatory bodies in addition to advising firms undertaking major transactions.

Strengths

"Foley Hoag has a really solid group."

"The team work hard and always deliver a quality work product."

"The group's service levels and responsiveness are excellent."

Work highlights Foley Hoag represented MariMed in its acquisition of Ermont.

Notable practitioners

Jesse Alderman has a broad range of expertise in the cannabis sector. He demonstrates his ability to handle regulatory matters, licensing, real estate and litigation. **Strengths:** *"He provides exceptional overall counsel." "Jesse is an excellent lawyer, he's very knowledgeable and he provides solid and practical advice."* **Kevin Conroy** regularly advises businesses in their application for dispensary and other licenses, including appeals to the Massachusetts Cannabis Control Commission. **Strengths:** *"He's an excellent lawyer."* **Michael McQueeney's** practice encompasses a broad range of matters regulatory and transactional matters. His recent work has involved providing counsel on complex licensing issues, joint ventures and high-value acquisitions. **Strengths:** *"Michael has a high-caliber legal mind." "He's a very knowledgeable lawyer."* **Erica Rice** is noted for her strength in advising clients on transactional issues, including high-profile acquisitions and financings. **Strengths:** *"She's a sophisticated and smart*

attorney." *"Erica's a really good lawyer."*

Fox Rothschild

What the team is known for Fox Rothschild is a full-service firm with a notable focus on the cannabis sector, covering civil litigation, regulatory mandates and corporate transactions. The team represents companies involved in the production and distribution of both medical and recreational products.

Strengths

"All of the practitioners at Fox Rothschild are fantastic."

"The team provides excellent guidance on how to manage rough waters and they are fierce advocates."

"Fox has a deep bench of experts in a variety of areas."

Work highlights Fox Rothschild advised MariMed on closing a \$35 million secured credit facility with Chicago Atlantic Advisors.

Notable practitioners

William Bogot (see p.508) is recognized in the market for his sophisticated regulatory practice.

Strengths: *"He is a cannabis expert who is solutions-oriented."* As cochair of the practice, **Joshua Horn** (see p.588) regularly handles a range of corporate, real estate and licensing issues for clients in the cannabis industry. **Strengths:** *"Joshua provides excellent service." "He is one of the leaders in the space."* **Matthew Kittay** (see p.609)'s deal sheet in the cannabis sector covers both venture capital financings and later-stage M&A. **Vijay Choksi** (see p.525) routinely provides counsel on compliance with a broad array of federal and state regulations in the cannabis space. He has notable experience of assisting clients during complex M&A deals. **Strengths:** *"He is a very well-respected cannabis regulatory attorney." "Vijay is excellent, he achieves outstanding results. He is also very responsive and knowledgeable."*

Frantz Ward LLP

What the team is known for Frantz Ward boasts a distinguished practice in the cannabis space. The team has considerable experience of assisting clients with licensing applications as well complex acquisitions, among other issues. The group is also renowned for its strength in representing organizations facing litigation in the market.

Strengths

"It's an incredible firm in the the cannabis space."

"Frantz Ward contains quality attorneys and it's a quality firm."

Work highlights Frantz Ward represented Open Book Extracts in litigation brought by a customer, relating to an alleged oral contract for the production of hemp material.

Notable practitioners

Tom Haren of Frantz Ward regularly handles licensing and wider business issues for Ohio's medical-use cannabis dispensaries and producers. **Strengths:** *"Tom is a really great lawyer who is practical and solutions-oriented." "He's an excellent lawyer."*

Goodwin

What the team is known for Goodwin has a strong cannabis practice that has particular expertise in

acquisitions and other corporate matters. The group is also adept at handling licensing matters. It has an impressive client list which is largely composed of technology and private equity organizations.

Strengths

"The team achieves strong results and the practitioners are all helpful on a wide range of issues."

"Goodwin is a significant player in the industry."

"The group is great, they are very knowledgeable."

Work highlights Goodwin advised on a definitive agreement to acquire certain New York, Illinois and Massachusetts assets from Cresco Labs and Columbia Care.

Notable practitioners

Cohead of the cannabis practice, **Jennifer Fisher** (see p.554) is renowned in the market for her ability to assist clients with a broad array of issues, ranging from transactions to commercial disputes. **Strengths:** *"Jennifer is a really strong lawyer."* **Brett Schuman** (see p.693) demonstrates considerable strength in handling IP issues in the cannabis space. He has further experience in providing counsel on state regulatory regimes and litigation matters. **Strengths:** *"He is one of the most versatile attorneys in the space. If there is anything you need done in the cannabis and/or hemp space, Brett can handle it."*

Greenspoon Marder LLP

What the team is known for Greenspoon Marder has a broad-based team with substantial capabilities in a number of regulatory areas relevant to cannabis producers and distributors. Also boasts corporate and transactional strength in the sector, advising marijuana businesses as well as investors.

Strengths

"The Greenspoon team is very knowledgeable and works on highly complex issues."

"The team has strong expertise and long-standing experience in the industry."

"The firm's practitioners are a pleasure to work with and very experienced and knowledgeable."

Work highlights Greenspoon Marder represented Seven Point Dispensing of Michigan in the application process and subsequent administrative review process regarding a dispensing license in Berkley.

Notable practitioners

Matthew Ginder (see p.566) guides clients through compliance with Florida regulations and assists in their applications for licenses. **Strengths:** *"He's an excellent lawyer."*

Irina Dashevsky (see p.537) boasts notable strength in advising clients on transactional issues in the cannabis sector. She is adept at assisting clients on M&A deals. **Strengths:** *"She is terrific and has a fantastic reputation."* *"Irina is a great lawyer."* Chair of the cannabis law practice group, **Nick Richards** (see p.1130) is routinely called upon to represent organizations during mergers and acquisitions. He also has extensive experience of providing counsel on regulatory compliance. **Strengths:** *"Nick is a knowledgeable attorney."* *"He is a great lawyer."*

Harris Sliwoski LLP

What the team is known for Harris Sliwoski is a highly focused team with a reputation as a center of thought leadership on the changing regulations governing the cannabis industry. Boasts a network of offices in the USA and abroad, with an especially strong reputation for its West Coast adult and medical use offering.

Strengths

"The group offers great regulatory counsel."

Notable practitioners

Vincent Sliwoski (see p.704)'s practice is centered around serving cannabis producers and brands, both in transactions and as outside general counsel. **Strengths:** *"Vincent is a brilliant attorney."*

Husch Blackwell LLP

What the team is known for Husch Blackwell has a cross-disciplinary team that guides clients operating and investing in the cannabis sector. Utilizes its well-established base in regulatory compliance to advise on a range of transactions and business structuring matters.

Strengths

"Husch Blackwell has attorneys at all levels and experts in a wide variety of practice areas. They are a full service firm."

"The firm has a very sophisticated bench of attorneys."

"It's a great team, the practitioners have excellent knowledge of all aspects of cannabis and business issues."

Work highlights Husch Blackwell advised Medicine Man on a number of matters including cannabis regulatory, corporate and securities and real estate, to name a few.

Notable practitioners

Hilary Bricken is recognized for her experience of advising clients at the cutting edge of cannabis regulation. **Strengths:** *"Hilary is very knowledgeable in the space."* *"She is very strong in the market and has a lot of experience."* **Steve Levine** is a vastly experienced member of the cannabis Bar and is recognized as such both in his state of Colorado and nationally. **Strengths:** *"Steve is one of the top lawyers in the space."* *"He's a deeply knowledgeable resource."* **Marshall Custer** applies his knowledge of the cannabis legal landscape as an ongoing business adviser as well as in the context of transactions. **Strengths:** *"Marshall is extremely knowledgeable about the cannabis rules and regulations."*

Lane Powell PC

What the team is known for Lane Powell has a high-class team in the Pacific Northwest that is focused on serving cannabis businesses and their investors. Boasts individuals, both in Portland and Seattle, with notable experience in capital markets and private equity deals in the sector. Also provides business structuring, regulatory and intellectual property advice to cultivators and other companies.

Strengths

"The team is great in the cannabis space."

Notable practitioners

Barry Abbott is a valued member of the firm's Seattle office. He boasts specialist knowledge

of the banking and payments elements of the cannabis industry. **Lewis Horowitz** particularly focuses his practice on tax matters for cannabis companies.

McAllister Garfield, PC

What the team is known for McAllister Garfield is dedicated to advising clients on the complex field of psychedelics and cannabis law. Its clients include medical practitioners and pharmaceutical companies. The firm's lawyers assist organizations in navigating this complex field throughout their life cycle. The team routinely provides counsel on obtaining state or local licensing for psychedelic projects, as well as real estate and intellectual property issues.

Notable practitioners

Sean McAllister is renowned in the field of psychedelics law. His practice involves advising clients on a wide spectrum of issues, including the Natural Medicine Health Act, DEA licensure matters and intellectual property issues.

McCarter & English, LLP

What the team is known for McCarter & English's team is notably adept at advising clients on complex transactional matters, including M&A deals and financings. Its practitioners also boast considerable strength in assisting with licensing applications, real estate transactions and IP issues. The firm's clients include renowned investors as well as startup organizations.

Strengths

"McCarter & English is a great firm."

"The firm has a strong team."

"The practitioners at McCarter & English have excellent knowledge of the law and are very responsive to client needs."

Work highlights McCarter & English acted as government affairs and investigations counsel to King Distribution, a privately held maker and distributor of portable pod vaping systems.

Notable practitioners

Guillermo Artiles leads the cannabis group at McCarter & English as part of his broad litigation and government affairs practice. **Strengths:** *"Guillermo is a great lawyer."* *"He produces really great work."* **Ryan Magee** of McCarter & English has built an impressive cannabis practice. He is particularly adept at handling licensing agreements. He has further experience of acting on behalf of clients facing litigation in the space. **Strengths:** *"Ryan is outstanding to work with."* *"He has regulatory expertise and is well connected in this space."*

McGlinchey Stafford

What the team is known for McGlinchey Stafford offers robust strengths in its handling of transactional, regulatory and disputes work in the cannabis sector. The firm offers significant expertise on the West Coast, augmented by the recent arrival of a team from the Green Light Law Group.

Strengths

"McGlinchey Stafford has a dynamic team."

Work highlights McGlinchey Stafford advised Synergy Skin Worx on a multi-state co-manufacturing agreement.

Notable practitioners

Cochairs of the cannabis practice, Perry Salzhauser and Heidi Urness, are key contacts for the firm.

McGuireWoods LLP

What the team is known for McGuireWoods is a distinguished firm with a strong team in the cannabis space. The group boasts an enviable client list that includes private equity investors, financial institutions and food manufacturers. The team handles a wide spectrum of matters, including licensing, intellectual property and regulatory issues.

Strengths

"McGuireWoods has a fantastic team."

Notable practitioners

Royce DuBiner, colead of the cannabis, hemp and CBD industry team, is a key contact for the firm.

Miller Nash LLP

What the team is known for Miller Nash has a prominent West Coast team serving various parties involved in the cannabis space, including emerging businesses, investors and Native American tribes. Combines day-to-day counsel with an ability to mobilize the firm's strengths in multiple practice areas on transactions.

Notable practitioners

Christine Masse is able to combine her regulatory knowledge with the full range of commercial matters encountered by expanding cannabis businesses. She is especially well regarded for providing advice to Native American tribes. **Strengths:** *"Christine is a great lawyer."* **Benjamin Pirie** offers corporate expertise to businesses in the cannabis field. He is able to offer ongoing business structuring advice in addition to his experience in M&A and other transactional mandates.

Perkins Coie LLP

What the team is known for Perkins Coie's team is noted for its strength in advising client on both regulatory and transactional issues in the space. The group is relied upon to assist clients on mergers, acquisitions and financings. Its practitioners have further experience in handling with employment and intellectual property matters, as well as complex litigation.

Strengths

"A core strength of Perkins Coie is customer service and it shows."

"The team has great expertise and they do a great job."

Work highlights Perkins Coie filed a complaint for copyright and trade dress infringement on behalf of Wyld against Canopy Growth and Martha Stewart.

Notable practitioners

Barak Cohen (see p.529) of Perkins Coie is recommended for his specialized knowledge of cannabis regulations and experience in providing compliance advice. **Strengths:** *"Barak is a fantastic lawyer."* Cochair of the cannabis industry group, **Andrew Kline** (see p.609) is noted for his strength in handling a wide spectrum of complex matters, including intellectual property issues, as well as complex regulatory and compliance matters. **Strengths:** *"He's very knowledgeable and a pleasure to work with."* *"Andrew is a great lawyer."*

Reed Smith LLP

What the team is known for Full-service firm with offices across the USA, with practice area specialists coming together to serve the needs of CBD, hemp and cannabis businesses. Noted for guiding investors and businesses in these spheres through M&A and other corporate transactions, bringing to bear its sizable life sciences offering.

Notable practitioners

New York-based Cori Annapolen Goldberg is a key contact.

Saul Ewing LLP

What the team is known for Saul Ewing Arnstein & Lehr has a strong national cannabis group with particular strength in Delaware and Chicago. Handles both corporate and litigious matters for cannabis growers, dispensaries and brands in addition to those investing in the space.

Strengths

"Saul Ewing's team have always been incredibly responsive and attentive."

"It's a solid law firm with deep experience across the spectrum of cannabis-related activities."

"The practitioners are smart and provide quality advice."

Work highlights Saul Ewing represented Fyllo and Regs Technology in a securities fraud matter filed in the Southern District of New York.

Notable practitioners

Jonathan Havens is highly regarded for his work navigating the complexities of the cannabis regulatory environment. **Strengths:** *"Jonathan is very knowledgeable."* *"He is one of the industry leaders."*

Adam Fayne (see p.551) is commended for handling financing, M&A and joint ventures in the cannabis sphere. **Strengths:** *"Adam's an excellent attorney who's easy to work with."* *"He's a very practical in his approach and he has deep knowledge."*

Sheppard, Mullin, Richter & Hampton LLP

What the team is known for Sheppard, Mullin, Richter & Hampton is a well-regarded firm that leverages on cannabis expertise across the nation. The group is noted for its particular expertise in acquisitions and other transactional matters. The team is also adept at providing counsel on regulatory compliance and litigation in the cannabis space.

Notable practitioners

Sarah Blitz and Whitney Hodges are key contacts for the firm.

Vicente LLP

What the team is known for Vicente is one of the country's few law firms specializing in providing advice to businesses operating in the cannabis sector. Headquartered in Denver since its foundation in 2010, it also has expanded to locations in Boston, Los Angeles and Jacksonville.

Strengths

"Vicente is a fantastic firm."

"It has a robust team in place who can handle everything. It's one of the best law firms I have ever worked with."

"The team is incredibly responsive and provide super high service levels."

Work highlights Vicente advised TRP Partners on

securing a \$10 million loan from a regional bank, allowing for expansion nationwide.

Notable practitioners

Charles Aloviseti (see p.490)'s practice focuses on the regulations affecting cannabis businesses, including those engaging in cross-border M&A.

Strengths: *"He's an absolute pleasure to work with. He is commercial, practical, responsive and incredibly knowledgeable."* *"Charles is excellent, he is very responsive and a skilled negotiator."*

Christian Sederberg (see p.695) is known for his considerable contribution to the State of Colorado's regulatory environment. **Strengths:** *"He has a strong presence in the industry."* *"Christian has a great reputation in the industry."* Denver-based practitioner

Brian Vicente (see p.727) is a leading light in the cannabis market, where his practice focuses on assisting clients with license and permit applications.

Strengths: *"Brian's experience and thoughtfulness is invaluable."* *"He's a terrific person and an incredibly smart industry leader."*

Shawn Hauser (see p.579) specializes in advising producers and manufacturers in the industrial hemp industry.

Strengths: *"She is extremely professional, knowledgeable and hard-working."* *"Shawn has a deep understanding of the industry and the regulatory landscape."* **Cassia Furman** (see p.560) is particularly strong in guiding cannabis businesses through the framework of industry-specific regulations at the state and federal level. **Strengths:** *"Cassia is fantastic, she is extremely knowledgeable."*

Wilson Elser Moskowitz Edelman & Dicker LLP

What the team is known for Wilson Elser Moskowitz has a uniquely positioned team within the cannabis landscape, utilizing an enviable contentious bench. Regularly handles breach of contract disputes in addition to advising the firm's established clientele in the insurance industry on claims and coverage matters.

Strengths

"The team produces really good work in the space."

"The entire team is very strong and the practitioners are co-ordinated in their efforts."

"It's a very talented group that is always timely and responsive."

Work highlights Wilson Elser defended 2020 Long Beach in three related product liability matters an incident where cannabis extraction equipment exploded and caused severe burn injuries to multiple plaintiffs.

Notable practitioners

Ian Stewart advises both cannabis businesses and financial institutions on regulatory and contentious matters. **Strengths:** *"He provides great insights into important cannabis industry developments and finances."* *"Ian has a strong command of his practice area. He takes pride in being well connected in the industry and always provides timely, concise counsel. He is an invaluable partner in the cannabis space."* **Dean Rocco** is a litigator with substantial experience in the representation of companies operating in the cannabis sector.

Strengths: *"Dean is a great lawyer."*

Yetter Coleman LLP

What the team is known for Yetter Coleman's group is noted for its extensive experience of advising clients in the burgeoning psychedelics space. The team are called upon to provide counsel on FDA and DEA regulatory submissions, as well as complex disputes in this space.

Strengths

"The firm is an excellent boutique litigation firm that routinely handles complex and specialized matters."

Work highlights Yetter Coleman acted as co-lead litigator on behalf of AIMS Institute in a lawsuit seeking to reverse denial of petition to reschedule psilocybin entitled AIMS v DEA.

Notable practitioners

Matthew Zorn is a highly respected litigator with considerable experience in the psychedelics and cannabis space. He routinely assists clients in challenges to DEA proposed rules, among other issues. **Strengths:** *"Matt is a brilliant litigator and an attorney whom I deeply respect."*

Zuber Lawler LLP

What the team is known for Zuber Lawler is well known for its expertise in the cannabis industry. The group assists businesses with their compliance, real estate, regulatory and licensing needs. The team is based in Los Angeles, although it draws strength from its nationwide presence to effectively handle complex cross-border issues.

Strengths

"Zuber is a fantastic firm."

"The team's customer service is excellent. The practitioners have years of experience and they are very efficient and timely."

"Zuber has a very strong team and its attorneys are very well versed in the space."

Notable practitioners

Managing partner **Tom Zuber** is sought after by cannabis companies for his advice on a range of issues, such as real estate, licensing and regulatory matters. His practice is based in Los Angeles although he routinely demonstrates his ability to handle complex cross-border issues. **Strengths:** *"Tom is an indispensable adviser and legal counsel, he brings depth and clarity to every situation."* *"He's an outstanding attorney who produces really great work product."* **Janet Jackim** has a broad range of experience in the cannabis sector, representing a range of clients including multistate operators, investors and startups. She is noted for her skills in licensing and business restructurings. **Strengths:** *"Janet is very knowledgeable and timely."* *"She is fantastic in every respect."*

Other Ranked Lawyers

Alicia Ashcraft is noted for her ability to advise clients on a wide range of matters in the cannabis space, including regulatory issues, acquisitions and business restructurings. She is managing partner of Ashcraft & Barr LLP. **Strengths:** *"She's a strong, capable and effective attorney."* *"Alicia is a great advocate for her clients."*

Robert Becher of Quinn Emanuel has a strong practice in the cannabis space. He is highlighted for his ability to represent clients in disputes concerning breach of contract claims and those related to licensing agreements. **Strengths:** *"He's fantastic; I have nothing but great things to say; he has a lot of experience and he's really great to work with."* *"Robert's dedication, strategic brilliance and advocacy skills make his an invaluable asset for clients."*

Jennifer Benda of Holland & Hart has a practice focused in the cannabis sector which is centered around complex transactional tax matters. **Strengths:** *"Jennifer is highly regarded by clients and great expertise in tax."* *"She is great - she's very knowledgeable and responsive."*

Richard Blau (see p.507) of GrayRobinson is routinely called upon to provide counsel on regulatory compliance for early-stage businesses and investors in addition to licensing applications. He brings to the practice his substantial expertise in dealing with the FDA.

Heather Burke of Origin Group Law commands respect for her early involvement in California's cannabis legislation. Her largely regulatory practice includes handling licensing applications and transactional matters.

Lara DeCaro of Leland, Parachini, Steinberg is notable for her ability to advise cannabis businesses on a broad range of corporate and regulatory issues. **Strengths:** *"She is an excellent regulatory lawyer."*

Portland-based, **Andrew DeWeese** of Andrew DeWeese, PC is a renowned litigator in the cannabis market. He routinely represents high-profile clients in arbitration proceedings and regulatory litigation.

Robert DiPisa of Cole Schotz is particularly notable for his real estate expertise as it pertains to the CBD and cannabis industries. **Strengths:** *"Robert is a great attorney. He is responsive, effective and provides invaluable advice."* *"He is very knowledgeable and it's clear that he has had much experience in the industry."*

Anita Sabine of Manatt Phelps & Phillips is routinely called upon to provide counsel on regulatory matters in the cannabis space. She also has extensive experience of handling licensing issues.

Omar Figueroa of the Law Offices of Omar Figueroa is highly regarded for his contribution to

thought leadership and the progression of state-wide cannabis legislation. **Strengths:** *"Omar is a fantastic cannabis attorney."*

Rachel Gillette of Holland & Hart has a high-profile practice that covers a wide range of regulatory advice for cannabis businesses, including in the contexts of licensing applications and corporate transactions. **Strengths:** *"Rachel is an excellent lawyer."* *"She is a caring attorney who is able to manage complicated issues with grace and professionalism."*

Martin Glass of Jenner & Block is highly regarded for applying his corporate expertise in the cannabis space. **Strengths:** *"Martin is incredibly responsive and knowledgeable."* *"He provides good attention to detail and expertise in cannabis."*

Garrett Graff of Gould & Ratner LLP frequently advises clients in a range of cannabis and hemp matters, including licensing, acquisitions and regulatory compliance. **Strengths:** *"Garrett is a very solid lawyer who's known in the space."*

Emily Harris Gant of Foster Garvey utilizes her knowledge of the cannabis regulatory landscape to advise both emerging and established businesses in the sector. **Strengths:** *"Emily is a total pleasure to work with and her knowledge of cannabis law is great."* *"She's extremely knowledgeable."*

Ji Kim of Berkowitz, Trager & Trager is held in high regard for his ability to provide counsel to financial sponsors and investor groups on a range of transactional matters, including offerings and venture capital investments. He is adept at handling issues with cross-border elements.

Priya Sopori (see p.707) is cochair of the cannabis industry group at Greenberg Glusker Fields. She is noted for her wide-ranging practice. Her experience includes handling real estate lease issues, as well as trademark infringement matters and enforcement proceedings. **Strengths:** *"Priya is an accomplished and professional attorney."* *"She's an excellent lawyer."*

Alexa Steinberg (see p.710) of Greenberg Glusker Fields Claman & Machtinger is skilled at assisting clients in the CBD and hemp space. She has considerable experience of providing counsel on high-value acquisitions and complex licensing issues.

Whitt Steineker of Bradley Arant Boult Cummings advises businesses on a wide spectrum of regulatory, transactional and litigation matters. He demonstrates considerable strength in handling issues related to hemp.

Neil Willner (see p.735) of Royer Cooper Cohen Braunfeld is an associate who is successfully leading matters in the cannabis sector. He has considerable experience of providing regulatory advice. **Strengths:** *"He's an excellent cannabis lawyer."* *"Neil has a deep knowledge of the industry."*

Capital Markets Convertible Debt Nationwide

Capital Markets: Convertible Debt	
Leading Firms	
Band 1	
Davis Polk & Wardwell LLP	
Latham & Watkins LLP	
Band 2	
Cooley LLP	
Fenwick	
Goodwin	
Simpson Thacher & Bartlett LLP	
Leading Individuals	
Star individuals	
Mendez Mark <i>Davis Polk & Wardwell LLP *</i>	
Band 1	
a Marca Gian-Michele <i>Cooley LLP</i>	
Barri James <i>Goodwin *</i>	
Denenberg Alan <i>Davis Polk & Wardwell LLP *</i>	
Franks Erik <i>Wilson Sonsini Goodrich & Rosati (ORL) ◇</i>	
Occhiolini Michael <i>Wilson Sonsini Goodrich (ORL) ◇</i>	
Rodgers Greg <i>Latham & Watkins LLP *</i>	
Vebman Yossi <i>Skadden, Arps, Slate, Meagher (ORL) ◇ *</i>	
Band 2	
Aminian Baghai Arash <i>Latham & Watkins LLP *</i>	
Balaban Witold <i>Latham & Watkins LLP *</i>	
DiFiore Mark <i>Davis Polk & Wardwell LLP *</i>	
Michaels David <i>Fenwick</i>	
Mojtabaee-Zamani Reza <i>Latham & Watkins LLP *</i>	
Pitts Andrew J <i>Cravath, Swaine & Moore LLP (ORL) ◇ *</i>	
Reardon Roxane F <i>Simpson Thacher & Bartlett LLP *</i>	
Savich Jason <i>Cooley LLP</i>	
Servidio John <i>Goodwin *</i>	
Up-and-coming individuals	
Wood Caitlin <i>Davis Polk & Wardwell LLP *</i>	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP boasts a deep bench of experts, well placed to advise on equity-linked securities offerings. The firm is able to act for issuers and managers and the convertible debt team is supported by an extensive capital markets practice.

Strengths

"Davis Polk is a go-to firm for our most complicated transactions. They have a deep bench."
 "The David Polk team is extremely reliable and responsive with a great focus on quality control."
 "It is a world-class team with very seasoned lawyers."

Work highlights Davis Polk & Wardwell LLP advised the representatives of the initial purchasers on the \$1.75 billion Rule 144A offering by Wolfspeed of its 1.875% convertible senior notes due 2029.

Notable practitioners

Mark Mendez (see p.641) is a distinguished leader in the field for his ability to assist clients with convertible debt, which he combines with a deep knowledge of derivatives, making him a leading choice for clients seeking advice on structures requiring this joint expertise. **Strengths:** "Mark

has the most profound knowledge in derivatives and convertibles." "He is just outstanding. Mark is not only knowledgeable about the nuances, but he also puts himself in your position so he's more than a lawyer." "Mark is incredibly well plugged-in and his deep knowledge of precedents is invaluable."

Alan Denenberg (see p.540) complements his comprehensive understanding of debt and equity transactions with market-leading expertise in convertible debt offerings. **Strengths:** "Alan is one of the best in the convertible business." "Alan is a thought leader." **Mark DiFiore** (see p.541) is highly praised for his ability to handle complex convertible debt matters. **Strengths:** "Mark is a high-level performer and has strong commercial awareness." "Mark is an absolutely outstanding lawyer." **Caitlin Wood** (see p.737) is an up-and-coming partner with strong recommendations for her convertible debt practice. **Strengths:** "Caitlin is a very astute lawyer." "She is a high-calibre attorney." "Caitlin has strong commercial awareness."

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a premier choice for issuers and investment banks seeking advice on complex convertible offerings. The firm draws upon broad capital markets and securities expertise when advising on bulge bracket deals.

Strengths

"Latham always delivers top-notch client service. I love having the team on our side on any intricate transaction with unique features."
 "Latham & Watkins has a phenomenal bench with outstanding partners."
 "The Latham lawyers are incredibly thoughtful and industry-leading with an ability to cover a wide range of products."

Work highlights Latham & Watkins LLP advised Bank of America as initial purchaser in iQIYI's offering of \$600 million aggregate principal amount of 6.5% convertible senior notes due 2028.

Notable practitioners

Greg Rodgers (see p.681) is highly regarded in the convertible debt space. He is particularly recommended for his ability to structure convertible bond documents. **Strengths:** "Greg is a preeminent expert in convertible debt." "He is a go-to call for issuers and banks alike. Greg is a leader in the space." **Arash Aminian Baghai** (see p.490) is praised for his expert knowledge of convertible bonds. **Strengths:** "He is a very detailed-oriented partner who is incredibly strong mechanically and commercially." "He is innovative. Arash is always a first call given his level of expertise and willingness to solve issues." "Arash has extensive knowledge and is able to streamline complex transactions." **Witold** (see p.496) **Balaban** (see p.496) comes highly praised by clients and market insiders alike for his longstanding experience in the convertible debt market. **Strengths:** "Witold has great judgment. He understands issues quickly and thinks expansively about solutions." "He is an excellent partner to work with." **Reza Mojtabaee-Zamani** (see p.645) complements a strong knowledge of

equity capital markets with expertise in convertible notes. **Strengths:** "Reza is always proactive and has both a creative and surgical approach to problem-solving." "Reza instills confidence in his clients." "He is an excellent partner."

Band 2

Cooley LLP

What the team is known for Cooley LLP comes recommended for its strong knowledge of convertible debt, which it combines with expertise in the technology and life sciences sectors. The firm is well placed to advise a breadth of clients, including issuers, underwriters and private equity clients. It is also able to leverage a strong global network to deftly handle cross-border transactions.

Strengths

"Cooley has a very capable team with strong experience in complicated transactions."
Work highlights Cooley LLP represented Arctic Wolf Networks on its issuance of \$401 million aggregate principal amount of pre-IPO convertible notes.

Notable practitioners

Gian-Michele a Marca is widely held to be a leading lawyer in the convertible debt market, boasting the ability to structure these bonds and their related derivative components. **Strengths:** "He is a master of convertible debt markets, with an excellent understanding of very complicated instruments." "Mischi always provides first-rate advice." **Jason Savich** earns excellent praise for his representation of issuers in convertible debt transactions. **Strengths:** "Jason is a very impressive convertible debt lawyer who understands both the legal and business perspectives." "He is an excellent and strong debt attorney." "Jason is always an absolute pleasure to work with on complicated debt financings."

Fenwick

What the team is known for Fenwick's team demonstrates strength in advising leading companies on a range of transactions including convertible bonds. The firm is a strong choice for investment banking funds and privately held businesses. The group has notable expertise in advising clients in the technology space.

Notable practitioners

David Michaels is often called upon to advise underwriters and issuers on convertible debt transactions, with deal experience across a range of industries, from the technology market to the life sciences sector. **Strengths:** "David is really top-notch. He knows his area very well and has amazing client service." "David is an industry expert with answers at his fingertips."

Goodwin

What the team is known for Goodwin has a strong reputation for advising public companies on a wide range of capital markets transactions, including convertible offerings. The firm is also a

go-to choice for major investment banks, given its strong domestic and cross-border capabilities.

Strengths

"Goodwin is easy to work with, the team knows the market well and is commercially exceptional."

"The Goodwin team is trusted and well respected in the convertible debt space."

"The lawyers at Goodwin are very responsive and offer very commercial advice."

Notable practitioners

Cochair of the capital markets practice **James Barri** (see p.498) provides expert convertible debt advice to issuing companies and their underwriters. **Strengths:** *"James is very knowledgeable in convertible debt and particularly good at complicated transactions."* *"James is a really strong attorney with very good expertise in this market."*

John Servidio (see p.697) demonstrates a strong understanding of convertible debt, with a particular aptitude for the derivative requirements of these transactions.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is an elite choice for convertible debt. The firm regularly advises both issuers and underwriters on a range of debt and equity-linked transactions.

Strengths

"Simpson Thacher handles complicated transactions with ease."

"The Simpson team is very knowledgeable, experienced and commercial."

"The lawyers at Simpson Thacher are super responsive and navigate complex legal and business issues without any problems."

Notable practitioners

Roxane Reardon (see p.676) is sought out for her experience advising on convertible debt offerings.

Strengths: *"Roxane is a standout in the convertible debt market. She understands both the legal elements and business implications."* *"Roxane is an extremely responsive and thorough lawyer when navigating complex transactions."* *"She is very commercial and a go-to for complicated deals."*

Other Ranked Lawyers

Erik Franks of Wilson Sonsini Goodrich & Rosati has a noteworthy command of convertible offerings, including assisting with the call spread overlays which often accompany these bonds.

Michael Occhiolini of Wilson Sonsini Goodrich & Rosati has established himself as a key figure in the convertible debt market, assisting with the issuance of bond offerings and their related derivative overlays. **Strengths:** *"Michael is on top of everything. He really knows the space and is incredibly persuasive."*

Andrew Pitts (see p.670) is cohead of Cravath, Swaine & Moore LLP's capital markets practice and brings to bear a strong understanding of convertible debt. **Strengths:** *"He is a very knowledgeable lawyer and does a fantastic job."* *"Andrew has a ton of experience."*

Yossi Vebman (see p.726) of Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates is recognized for his leading convertible debt practice, advising both issuers and financial investors on transactions. **Strengths:** *"Yossi is very creative and a great guy."* *"He is very thoughtful and commercial."*

Capital Markets Debt & Equity Nationwide

Capital Markets: Equity: Issuer Counsel
Leading Firms
Band 1
Davis Polk & Wardwell LLP
Latham & Watkins LLP
Simpson Thacher & Bartlett LLP
Band 2
Cleary Gottlieb Steen & Hamilton LLP
Cooley LLP
Kirkland & Ellis LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Wilson Sonsini Goodrich & Rosati
Band 3
Debevoise & Plimpton LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Goodwin
Ropes & Gray LLP
Sidley Austin LLP
Vinson & Elkins LLP
Band 4
Cravath, Swaine & Moore LLP
Fenwick
Weil, Gotshal & Manges LLP
White & Case LLP

Alphabetical order within each band. Band 1 is highest.

Capital Markets: Equity: Manager Counsel
Leading Firms
Band 1
Davis Polk & Wardwell LLP
Latham & Watkins LLP
Band 2
Cravath, Swaine & Moore LLP
Simpson Thacher & Bartlett LLP
Sullivan & Cromwell LLP
Band 3
A&O Shearman
Cahill Gordon & Reindel LLP
Cleary Gottlieb Steen & Hamilton LLP
Cooley LLP
Goodwin
Ropes & Gray LLP
Sidley Austin LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Vinson & Elkins LLP
White & Case LLP

The editorial is in alphabetical order by firm name.

A&O Shearman

What the team is known for A&O Shearman acts for both issuers and underwriters on a range of corporate and securities matters. The attorneys are able to advise on a wide variety of capital markets deals, ranging from high-yield debt offerings

Capital Markets: High-Yield Debt
Leading Firms
Band 1
Cahill Gordon & Reindel LLP
Davis Polk & Wardwell LLP
Latham & Watkins LLP
Band 2
Kirkland & Ellis LLP
Paul Hastings LLP
Simpson Thacher & Bartlett LLP
Band 3
Cleary Gottlieb Steen & Hamilton LLP
Cravath, Swaine & Moore LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
White & Case LLP
Band 4
A&O Shearman
Debevoise & Plimpton LLP
Mayer Brown LLP
Milbank LLP
Ropes & Gray LLP
Sidley Austin LLP
Vinson & Elkins LLP
Weil, Gotshal & Manges LLP

to IPOs. The team utilizes its notable cross-border capability in advising international banks on their most complex transactions and possesses

Capital Markets Investment Grade Debt: Issuer Counsel
Leading Firms
Band 1
Cleary Gottlieb Steen & Hamilton LLP
Cravath, Swaine & Moore LLP
Davis Polk & Wardwell LLP
Band 2
Latham & Watkins LLP
Simpson Thacher & Bartlett LLP
Sullivan & Cromwell LLP
Band 3
A&O Shearman
Fried, Frank, Harris, Shriver & Jacobson LLP
Gibson, Dunn & Crutcher LLP
Sidley Austin LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Band 4
Faegre Drinker Biddle & Reath, LLP
Hunton Andrews Kurth LLP
Jones Day
Kirkland & Ellis LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

industry specialization in the technology, telecommunications and healthcare sectors, among others.

On 1 May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"The team is extremely experienced and always on top of all tasks helping us navigate complex matters."

"The firm is our trusted counsel on our largest transactions."

"The team is super focused on client service and protecting the client."

Work highlights The firm represented Citigroup, BofA Securities, Goldman Sachs and Mizuho as the joint book-running managers and representatives of the underwriters in connection with Amgen's registered \$24 billion notes offering.

Notable practitioners

Taylor Landry has a growing reputation for his work representing MLPs, public and private companies. He has notable experience of providing counsel on complex IPOs. **Strengths:** "Taylor is a very commercial lawyer." "Taylor is responsive and a very smart attorney. He is very on top of everything." "He has a great work product and has a good sense of the market. Taylor also does a great job of translating technical terms to clients." **Ilir Mujalovic** is adept at the representation of both issuers and underwriters on a broad array of capital markets transactions. **Strengths:** "He is a very thoughtful and very sharp partner." "Ilir is very comprehensive and commercial in his regulatory knowledge." **Bill Nelson** (see p.3252) adeptly supports a variety of clients, particularly SPACs and major investment banks. **Strengths:** "Bill is exceptional at gaining client confidence and has a strong ability to explain complex matters in simple terms." "He has very practical business advice and always brings a business solution to any issue. Bill is very smart and always available." "Bill is a subject matter expert who brings clarity to our deals." **Lona Nallengara** (see p.650) is well regarded for his representation

Capital Markets Investment Grade Debt: Manager Counsel
Leading Firms
Band 1
Cravath, Swaine & Moore LLP
Davis Polk & Wardwell LLP
Simpson Thacher & Bartlett LLP
Band 2
Cahill Gordon & Reindel LLP
Cleary Gottlieb Steen & Hamilton LLP
Sidley Austin LLP
Sullivan & Cromwell LLP
Band 3
A&O Shearman
Fried, Frank, Harris, Shriver & Jacobson LLP
Latham & Watkins LLP
Mayer Brown LLP
Skadden, Arps, Slate, Meagher & Flom LLP

of issuers in capital market transactions, in particular advising on investment grade debt offerings. **Strengths:** "He is an excellent, wonderful and thoughtful partner." "Lona is a go-to for capital market transactions."

Cahill Gordon & Reindel LLP

What the team is known for Cahill Gordon & Reindel LLP is a highly respected team with enviable strength in high-yield offerings as well as extensive expertise in some of the most complex investment-grade debt matters. The firm possesses a strong equity division, advising on an extensive array of high value public stock issuances. Cahill attorneys represent a raft of underwriters and maintain an impressive client roster of the most active investment banks across the market.

Strengths

"Cahill has a deep bench with strong partners who have a wide breadth of expertise."

"The Cahill team is incredibly good in capital markets law. The lawyers are proactive, exceptional and will go above and beyond."

"The team are subject matter experts and there is nothing they have not seen."

Work highlights Cahill Gordon & Reindel LLP represented Credit Suisse Securities, as initial purchasers, in connection with Central Parent and Central Merger Sub's \$750 million Rule 144A notes offering.

Notable practitioners

James Clark maintains a market-leading practice focused on the representation of investment banks in major debt and equity offerings, with a particular strength in the handling of high-yield debt mandates. **Strengths:** "James is a great lawyer and one of the best at finding solutions."

William Hartnett is highly regarded for his seasoned expertise in advising issuing companies and investment banks on major bond and stock offerings. **John Tripodoro** offers clients comprehensive expertise in debt transactions, from high-yield to investment grade, as well as complex equity offerings. **William Miller** advises clients on a range of debt matters, including high-yield and investment grade bonds. He is also well versed in equity mandates. **Strengths:** "Bill is our go-to problem solver." "He is super practical, very knowledgeable and creative with complicated deals." "Bill

Capital Markets Debt & Equity: Central United States
Senior Statespeople
Senior Statespeople: distinguished older partners
Finnegan IV William N Latham & Watkins LLP*
Kelly T Mark Vinson & Elkins LLP
Leading Individuals
Band 1
Chambers J Michael Latham & Watkins LLP*
Davidson Joshua Baker Botts L.L.P. (ORL) ◇ *
Holmes Hillary H. Gibson, Dunn & Crutcher LLP*
Maieron Ryan Latham & Watkins LLP*
McWilliams Douglas E Vinson & Elkins LLP
Morgan Sarah Vinson & Elkins LLP
O'Leary Michael Hunton Andrews Kurth LLP*
Oelman David Vinson & Elkins LLP
Pacey Matthew Kirkland & Ellis LLP
Band 2
Buck David Sidley Austin LLP*
Duckworth Mollie Latham & Watkins LLP*
Ericksen A.J. White & Case LLP
Layne Ramey Vinson & Elkins LLP
Miller David Latham & Watkins LLP*
Rayburn Douglass M Gibson, Dunn & Crutcher LLP*
Seiguer Julian J. Kirkland & Ellis LLP*
Wheeler Sean T Kirkland & Ellis LLP*
Band 3
Greer John Latham & Watkins LLP*
Landry Taylor A&O Shearman
Rocha Jason White & Case LLP
Rosenzweig Brian Simpson Thacher & Bartlett LLP*
Spedale Gerald Gibson, Dunn & Crutcher LLP*
Telle Michael S Vinson & Elkins LLP
Vlahakos George Sidley Austin LLP*
Yee Debbie Kirkland & Ellis LLP*
Band 4
Burns Will Paul Hastings LLP*
Dhesi Nick Latham & Watkins LLP*
Florey Tull Gibson, Dunn & Crutcher LLP*
Goodgame John Akin (ORL) ◇ *
Harder Troy Bracewell LLP (ORL) ◇
Mabry Cynthia Gibson, Dunn & Crutcher LLP*
Nelson Bill A&O Shearman *
Stone David Vinson & Elkins LLP*
Up-and-coming individuals
Antweil Carina Baker Botts L.L.P. (ORL) ◇ *
Lavelle Trevor J. Clifford Chance US LLP (ORL) ◇
Mann Laura Katherine White & Case LLP*
O'Maley Jackson Vinson & Elkins LLP*
Rigdon Michael Kirkland & Ellis LLP*

is an excellent partner, both technically and commercially. He is fantastic overall."

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP is a fully integrated capital markets practice whose lawyers are able to draw upon specialties and experience from the firm's tax, bankruptcy, and M&A teams. The attorneys are adept at handling a variety of high value transactional matters for a broad client base, possessing significant capacity in complex cross-border transactions. The firm possesses notable experience advising on both SEC-registered and private securities offerings.

Strengths

"Cleary's advice is always insightful, helpful and

Capital Markets: Debt & Equity: Eastern United States	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Hartnett William M <i>Cahill Gordon & Reindel LLP</i>
Buckholz Jr Robert E <i>Sullivan & Cromwell LLP</i> *	Jacob Valerie Ford <i>Freshfields Bruckhaus (ORL)</i> ◇ *
Clark James <i>Cahill Gordon & Reindel LLP</i>	Korff Phyllis G <i>Mayer Brown LLP</i> *
Leading Individuals	
Star individuals	Best Edward S <i>Mayer Brown LLP</i> *
Jaffe Marc D <i>Latham & Watkins LLP</i> *	Bischoff Senet S. <i>Latham & Watkins LLP</i> *
Kaplan Michael <i>Davis Polk & Wardwell LLP</i> *	Bloom Mitchell S <i>Goodwin</i>
Truesdell Richard D <i>Davis Polk & Wardwell LLP</i> *	DeSantis Jonathan <i>Proskauer Rose LLP (ORL)</i> ◇ *
Band 1	Dorsey Nicholas <i>Cravath, Swaine & Moore LLP</i> *
Karpf Jeffrey D <i>Cleary Gottlieb Steen & Hamilton LLP</i> *	Dostal Derek <i>Davis Polk & Wardwell LLP</i> *
Lopez David <i>Cleary Gottlieb Steen & Hamilton LLP</i> *	Fausten Marcel <i>Davis Polk & Wardwell LLP</i> *
Pitts Andrew J <i>Cravath, Swaine & Moore LLP</i> *	Fenyes Richard <i>Simpson Thacher & Bartlett LLP</i>
Robinson Arthur D <i>Simpson Thacher & Bartlett LLP</i> *	Fernicola Gregory <i>Skadden, Arps, Slate, Meagher</i> *
Schuman Ian <i>Latham & Watkins LLP</i> *	Grabar Nicolas <i>Cleary Gottlieb Steen & Hamilton LLP</i> *
Band 2	Handrinos Peter N <i>Latham & Watkins LLP</i> *
Arcella Craig F <i>Cravath, Swaine & Moore LLP</i> *	Hudson Sophia <i>Kirkland & Ellis LLP</i> *
Bonnie Joshua Ford <i>Simpson Thacher & Bartlett LLP</i> *	Johnson Merritt <i>Weil, Gotshal & Manges LLP</i> *
Burns Stephen L <i>Cravath, Swaine & Moore LLP</i> *	Kaplan Matthew E <i>Debevoise & Plimpton LLP</i>
Fabens Andrew <i>Gibson, Dunn & Crutcher LLP</i> *	Kaufmann Belkhatay Laura <i>Skadden, Arps, Slate</i> *
Fogg William V <i>Cravath, Swaine & Moore LLP</i> *	Loughran Peter J <i>Debevoise & Plimpton LLP</i>
Gandhi Samir A <i>Sidley Austin LLP</i> *	Lynch Alexander <i>Weil, Gotshal & Manges LLP</i> *
Goldschmidt David J <i>Skadden, Arps, Slate, Meagher</i> *	Miller William <i>Cahill Gordon & Reindel LLP</i>
Horowitz Douglas S <i>Gibson, Dunn & Crutcher LLP</i> *	Mujalovic Ilir <i>A&O Shearman</i>
Kirkpatrick Deanna <i>Davis Polk & Wardwell LLP</i> *	Sheridan Rachel <i>Kirkland & Ellis LLP</i> *
Korff Joshua N <i>Kirkland & Ellis LLP</i> *	Skumpija Johnny G. <i>Sidley Austin LLP</i> *
Meade John <i>Davis Polk & Wardwell LLP</i> *	Weinberg Erika <i>Latham & Watkins LLP</i> *
Rodgers Greg <i>Latham & Watkins LLP</i> *	Wright Corey <i>Latham & Watkins LLP</i> *
Band 3	Band 5
Ajiashvili Nathan <i>Latham & Watkins LLP</i> *	Bressman Stuart <i>White & Case LLP</i>
Barkan Andrew B. <i>Fried, Frank, Harris, Shriver</i>	Burke Kerry <i>Covington & Burling LLP (ORL)</i> ◇ *
Benjamin Michael <i>Latham & Watkins LLP</i> *	Cobb John <i>Paul Hastings LLP</i> *
Blanchard Eric W <i>Cooley LLP</i>	Cohen Benjamin J <i>Latham & Watkins</i> *
Brod Craig B <i>Cleary Gottlieb Steen & Hamilton LLP</i> *	Emmel Heather <i>Weil, Gotshal & Manges LLP</i> *
Bursky Daniel J <i>Fried, Frank, Harris, Shriver & Jacobson</i>	Ericson John C <i>Simpson Thacher & Bartlett LLP</i> *
Clarkin Catherine M <i>Sullivan & Cromwell LLP</i> *	Fleisher Adam <i>Cleary Gottlieb Steen & Hamilton LLP</i> *
Diamond Colin <i>Paul Hastings LLP</i> *	Hayek Mark S. <i>Fried, Frank, Harris, Shriver & Jacobson</i>
Downes Robert W <i>Sullivan & Cromwell LLP</i> *	Janson Brian M. <i>Paul, Weiss, Rifkind, Wharton</i> *
Dzierniejko Ryan <i>Skadden, Arps, Slate, Meagher</i> *	Keshvargar Yasin <i>Davis Polk & Wardwell LLP</i> *
Ezring Gregory <i>Paul, Weiss, Rifkind, Wharton</i> *	Mariani Michael E. <i>Cravath, Swaine & Moore LLP</i> *
Gupta Divakar <i>Cooley LLP</i>	Michels Jonathan <i>White & Case LLP</i>
Kaufman Joseph H <i>Simpson Thacher & Bartlett LLP</i> *	Nallengara Lona <i>A&O Shearman</i> *
Kennedy John C <i>Paul, Weiss, Rifkind, Wharton</i> *	Peng Lesley C <i>Simpson Thacher & Bartlett LLP</i> *
Lopez Frank <i>Paul Hastings LLP</i>	Rahman Faiza N <i>Ropes & Gray LLP</i> *
Miller Rod <i>Milbank LLP</i>	Rodel Paul <i>Debevoise & Plimpton LLP</i>
Petrosky Edward F <i>Sidley Austin LLP</i> *	Rosenzweig Brian K <i>Covington & Burling LLP (ORL)</i> ◇ *
Pinedo Anna <i>Mayer Brown LLP</i> *	Ryan Robert A <i>Sidley Austin LLP</i> *
Reardon Roxane F <i>Simpson Thacher & Bartlett LLP</i> *	Salimi Seo <i>Paul Hastings LLP</i> *
Rooney Byron <i>Davis Polk & Wardwell LLP</i> *	Segal Richard <i>Cooley LLP</i>
Saffos Stelios <i>Latham & Watkins LLP</i> *	Shannon Patrick <i>Latham & Watkins LLP</i> *
Slutzky Steven J <i>Debevoise & Plimpton LLP</i>	Stavenas Marisa D <i>Simpson Thacher & Bartlett LLP</i> *
Tripodoro John A <i>Cahill Gordon & Reindel LLP</i>	Thurmond Monica <i>Fried, Frank, Harris, Shriver</i> *
Tropp Paul D <i>Ropes & Gray LLP</i> *	Zavaglia Joseph D. <i>Cravath, Swaine & Moore LLP</i> *
Wallach Kenneth <i>Simpson Thacher & Bartlett LLP</i> *	Up-and-coming individuals
Zeidel Michael <i>Skadden, Arps, Slate, Meagher & Flom</i> *	Haggerty Alison <i>Latham & Watkins LLP</i> *
Band 4	Pedersen Benjamin <i>Debevoise & Plimpton LLP</i>
Azarkh David <i>Simpson Thacher & Bartlett LLP</i> *	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

practical. The lawyers are very diligent.”

“The firm’s unwavering dedication and legal prowess is truly impressive and their quality is astounding.”

“Cleary is an outstanding firm with super sophisticated lawyers who understand the client and

deeply analyze issues.”

Work highlights Cleary Gottlieb Steen & Hamilton LLP represented the initial purchasers, led by BofA Securities and Morgan Stanley, in connection with GE Healthcare’s Senior Notes offering totalling \$8.25 billion.

Capital Markets Debt & Equity: Western United States	
Senior Statespeople & Eminent Practitioners	
Senior Statespeople: distinguished older partners	
Bochner Steven <i>Wilson Sonsini Goodrich & Rosati</i>	
Davidson Gordon K <i>Fenwick</i>	
Saper Jeff <i>Wilson Sonsini Goodrich & Rosati</i>	
Sonsini Larry W <i>Wilson Sonsini Goodrich & Rosati</i>	
Eminent Practitioners	
Martin Katharine A <i>Wilson Sonsini Goodrich & Rosati</i>	
Leading Individuals	
Band 1	
Brentani William B <i>Simpson Thacher & Bartlett LLP</i>	
Denenberg Alan <i>Davis Polk & Wardwell LLP</i> *	
Jensen Eric <i>Cooley LLP</i>	
Kim Charlie <i>Cooley LLP</i>	
Kline Richard A <i>Latham & Watkins LLP</i> *	
Noel Gregg A <i>Skadden, Arps, Slate, Meagher & Flom</i> *	
Pavri Rezwan <i>Wilson Sonsini Goodrich & Rosati</i>	
Peinsipp David <i>Cooley LLP</i>	
Solum Sarah K <i>Freshfields Bruckhaus Deringer (ORL)</i> ◇ *	
Band 2	
Avina Jon <i>Cooley LLP</i>	
Evans James <i>Orrick, Herrington & Sutcliffe LLP (ORL)</i> ◇	
Freese Tad <i>Latham & Watkins LLP</i> *	
Jeffries Tony <i>Wilson Sonsini Goodrich & Rosati</i>	
Kennedy Shayne <i>Latham & Watkins LLP</i> *	
McDowell Stewart L <i>Gibson, Dunn & Crutcher LLP</i> *	
Occhiolini Michael <i>Wilson Sonsini Goodrich & Rosati</i>	
Payne Sarah P. <i>Sullivan & Cromwell LLP</i> *	
Savva John L <i>Sullivan & Cromwell LLP</i> *	
Spinner Allison <i>Wilson Sonsini Goodrich & Rosati</i>	
Stokdyk Steven B <i>Latham & Watkins LLP</i> *	
Vetter Jeffrey R <i>Gunderson Dettmer Stough (ORL)</i> ◇	
Webb Dan <i>Simpson Thacher & Bartlett LLP</i> *	
Band 3	
a Marca Gian-Michele <i>Cooley LLP</i>	
Bond Pippa <i>Kirkland & Ellis LLP</i> *	
Brown Patrick S <i>Sullivan & Cromwell LLP</i> *	
Cooper Brett <i>Orrick, Herrington & Sutcliffe LLP (ORL)</i> ◇	
Flanagan Sharon R <i>Sidley Austin LLP</i> *	
Franks Erik <i>Wilson Sonsini Goodrich & Rosati</i>	
Freedman Robert A <i>Fenwick</i>	
Gasaway Michelle <i>Skadden, Arps, Slate, Meagher</i> *	
Hughes Bill <i>Orrick, Herrington & Sutcliffe LLP (ORL)</i> ◇	
Ivey Thomas J. <i>Skadden, Arps, Slate, Meagher & Flom</i> *	
Larson Cheston <i>Latham & Watkins LLP</i> *	
Mayon Heidi <i>Simpson Thacher & Bartlett LLP</i> *	
Motley John-Paul <i>Cooley LLP</i>	
Murr Ryan A <i>Gibson, Dunn & Crutcher LLP</i> *	
Ressler Alison S <i>Sullivan & Cromwell LLP</i> *	
Roberts Emily <i>Davis Polk & Wardwell LLP</i> *	
Shilling Monica J <i>Kirkland & Ellis LLP</i> *	
Weber Bradley <i>Goodwin</i> *	
Band 4	
Axtell Sarah <i>Latham & Watkins LLP</i> *	
Ben-Tzur Ran <i>Fenwick</i>	
Cheng Calise <i>Cooley LLP</i>	
Hartlin Jeffrey T. <i>Paul Hastings LLP</i> *	
Kneib Lewis <i>Latham & Watkins LLP</i> *	
Kondracki Jonie <i>Cooley LLP</i>	
Rose Amanda <i>Fenwick</i>	
VanderPas Kristin <i>Cooley LLP</i>	
Won Denny <i>Cooley LLP</i>	
Up-and-coming individuals	
Forbess Julia <i>Fenwick</i>	
Stimmell Lisa <i>Wilson Sonsini Goodrich & Rosati</i>	
Yu Milson <i>Cooley LLP</i>	

Notable practitioners

Jeffrey Karpf (see p.602) maintains an excellent reputation for his work on high-yield and investment-grade debt transactions, representing both investment banks and issuing companies. He balances his leading role in debt capital markets with an active equity practice. **Strengths:** “Jeffrey is a world class lawyer.” “He is an experienced capital markets lawyer who helps create solutions for deals that have unique issues. He is a highly valued partner.” “Jeffrey is a great thought partner.” **David Lopez** (see p.625) stands out for his high quality representation of major companies and dealer-managers on complex bond and stock offerings. He is especially sought after for his expertise in liability management. **Strengths:** “He is super responsive and sharp.” “David’s level of advice is very strong.” **Craig Brod** (see p.513) is renowned for his versatile practice, which sees him acting for issuers and underwriters on the full spectrum of capital markets matters. **Strengths:** “Craig is very responsive and knowledgeable in securities laws.” **Nicolas Grabar** (see p.572) is distinguished by his specialized expertise in cross-border transactions, often advising Brazilian and Mexican clients on significant debt and equity offerings. **Strengths:** “He is absolutely outstanding, Nicolas delivers great work and knows the client very well.” **Adam Fleisher** (see p.556) is revered for his capital markets practice, which forms a key component of his wider corporate practice. **Strengths:** “He is an excellent attorney. Adam is helpful, intelligent and experienced.” “Adam has a thorough understanding of the law and the practical aspects of capital markets. He is skillful at communicating complex legal issues.”

Cooley LLP

What the team is known for Cooley LLP is an enviable life sciences and technology practice, representing some of the fastest-growing startups in the country on capital markets transactions. On the East and West coasts, the firm maintains a comprehensive overview of the market, working with companies and investment banks on sophisticated equity offerings, showing considerable strength in IPOs. The attorneys also offer specialist knowledge of convertible debt and SPACs. **Strengths**

“The firm is incredibly capable in the equity capital market space, with vast experience and provides differentiated insights.”

“Cooley is expert at handling the most complex and sophisticated matters with excellent depth in every field.”

“Cooley has a deep team that is flexible, nimble and creative with solutions for situations.”

Work highlights Cooley LLP advised ACELYRIN on its \$621 million IPO.

Notable practitioners

Eric Jensen is a recommended choice of counsel for issuers and underwriters on a broad range of capital markets transactions, from IPOs to debt mandates. **Strengths:** “Eric is an experienced and distinguished expert.” **Charlie Kim** is best known for his expertise in the life sciences and technology sectors, where he frequently advises underwriters and issuers on IPOs and debt offerings. **Strengths:** “Charlie is a fantastic attorney.”

David Peinsipp is held in high esteem for his standout experience handling high value IPOs and major debt offerings on behalf of technology and life sciences companies. **Strengths:** “David always has creative solutions for the more complex and bespoke issues. He has a reputation for being the go-to for answers to the hardest questions.” “David is a practical lawyer who is highly recommended for IPOs.” “David has a superior presence in capital markets. He is amazing in the boardroom.”

Jon Avina is sought after by leading tech companies, and their underwriters, for his knowledge of debt and equity transactions. **Strengths:** “Jon is super practical and has a calming and executive presence that is so valuable.” “Jon Avina is an excellent business partner who understands strategies, priorities and challenges, and tailors his counsel accordingly.” “Jon operates at a very high level in a collaborative way. He provides valuable insights.”

Gian-Michele a Marca attracts widespread praise for his debt capital markets practice, with notable expertise in convertible debt transactions. He routinely offers counsel to clients within the technology and pharmaceutical sectors. **Eric Blanchard** is commended for his deep capital markets expertise, with experience advising issuing companies and underwriters on investment-grade debt and equity offerings in the life sciences industry. **Strengths:** “Eric is a fantastic partner that consistently delivers for the team.” “He is a go-to practitioner and is extremely helpful.”

Divakar Gupta is a noted expert in the handling of equity transactions, offering particular experience in the biopharmaceutical sector. **Strengths:** “Divakar is an excellent attorney with an extremely strong grasp of the law and the sector.” “He is a fantastic partner and has tremendous experience.” “He is an exceptional legal partner.” **John-Paul Motley** is praised for his securities law practice, which encompasses the representation of issuers and underwriters on the comprehensive range of debt and equity transactions. **Strengths:** “John-Paul is a great advisor who deals with issues extremely effectively.”

Calise Cheng in the Palo Alto office is adept on matters across the spectrum of debt and equity, with a particular expertise in advising issuers on equity offerings. **Strengths:** “Calise is a very bright and very practical lawyer.” “Calise provides tailored advice in the company’s best interests.” **Jonie Kondracki** is often called upon by clients in the life sciences and technology markets for her advice on debt and equity transactions. **Strengths:** “Jonie is driven and super technical.” “She ensures the process moves quickly and smoothly. Jonie is a great extension of the Cooley brand.”

Kristin VanderPas has a strong client base of leading investment banks and companies in the tech and life sciences sectors. **Denny Won** regularly acts on significant capital markets transactions for a number of leading investment banks. **Strengths:** “Denny is excellent at executing processes and he is very diligent.” “Denny is well organized, always on top of items and super responsive.” “He has unbelievable firepower and work ethic. Denny is a fantastic partner.” **Richard Segal** acts for both underwriters and issuers in high value capital markets transactions. He offers notable skill in IPOs. **Strengths:** “The level of diligence Rich has is beyond impressive and he

works through some of the most complex matters.” “Richard is highly skilled, practical and solutions-oriented.” “He has incredibly deep knowledge and is incredibly sophisticated in finding the right way to move forward.” **Milson Yu** frequently acts on behalf of companies and investment banks in a variety of capital market transactions. **Strengths:** “Milson is an incredible and creative partner. He is amazing and especially good dealing with the toughest deals.” “Milson understands our business very deeply and on a practical level. He knows every answer.” “He is a talented capital markets attorney who is very technical.”

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP is experienced in handling high level matters for a significant book of issuer and underwriter clients. The firm is regularly sought for advice on complex or esoteric capital markets issues and gains recognition for its expertise in high-yield and investment grade debt offerings. An impressive equity practice arises out of strong links with institutional corporate clients, granting the team an enviable level of market awareness.

Strengths

“The lawyers’ anticipatory guidance is expert and invaluable.”

“Cravath’s longstanding reputation as the one of the most capable and prestigious law firms is well deserved.”

“Cravath is a large team of seasoned professionals that provide security and assurance on very complicated, time consuming and sensitive projects.”

Work highlights Cravath, Swaine & Moore LLP represented Kenvue and Johnson & Johnson in connection with Kenvue’s issuance of \$7.75 billion in aggregate principal amount of senior unsecured notes in a private placement.

Notable practitioners

Andrew Pitts (see p.670) is skilled at handling major debt and equity transactions in a wide range of sectors, including financial services, energy and technology. **Strengths:** “He is one of the most sophisticated issuer and bank counsel, Andrew is solutions-focused on complicated transactions.” “Andrew is a very good strategic thinker in unique situations.” “Andrew is a very practical and level-headed lawyer.”

Craig Arcella (see p.492) stands out for his expertise in issuer and underwriter representation, frequently advising on high value debt and equity offerings. **Strengths:** “He is a fantastic debt and equity lawyer. Craig is very user-friendly and gets straight to the heart of the issue.” “Craig is a thoughtful and engaged partner.”

Stephen Burns (see p.517) is highly regarded for his extensive capital markets expertise. He regularly serves as both issuer’s and underwriter’s counsel on bond and stock offerings by corporations in the energy, financial services and healthcare sectors. **Strengths:** “Stephen is very knowledgeable and commercial. He focuses on the big issues and works collaboratively.” “Steve is always on top of things. He is a great partner.”

William Fogg (see p.556) attracts praise for the strength of his debt and equity-based capital markets practice. He regularly advises clients on IPOs and a wide range of underwritten investment-grade and high-yield bond transactions.

Strengths: “Will is a very high quality and talented lawyer.” **Nicholas Dorsey** (see p.543) frequently counsels high profile issuers and underwriters on capital markets transactions. Clients turn to him for his expertise on both stock and bond offerings. **Strengths:** “Nick is extremely knowledgeable about every aspect of capital markets.” “Nick is client-centered and practical.” “He knows the market inside out and is very skilled at guiding his clients.” Issuers and managers regularly turn to **Michael Mariani** (see p.631) for advice on both debt and equity transactions. **Strengths:** “Michael is sharp and has nuanced knowledge of his clients.” “He is a real problem solver and an absolutely terrific resource.” **Joseph Zavaglia** (see p.741) is adept in the full span of debt and equity offerings, including high-yield transactions. **Strengths:** “Joseph is amazing and very business-oriented.” “He is very smart and thorough.” “Joseph provides extremely informed, diligent and thoughtful advice on complex situations.”

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP demonstrates prowess in a range of capital markets transactions, both domestically and on an international scale, with a host of talented and experienced associates supporting a team of renowned partners in the space. The team acts for an enviable roster of clients and is particularly adept at handling the largest traditional IPOs in the market, as well as assisting on transactions involving SPACs. The attorneys also have experience in high-yield and investment grade debt offerings and provide complementary advice on convertible debt transactions.

Strengths

“The team has a deep understanding of the legal landscape and translates this to specific business situations.”

“The Davis Polk team is perfectly coordinated and possesses all of the nuanced legal expertise.”

“The firm is incredibly sophisticated, with a strong grasp of technical points and great insights into implications of various paths.”

Work highlights Davis Polk & Wardwell LLP advised Meta Platforms on its Rule 144A/Regulation S debt offering, with an aggregate value of \$10 billion.

Notable practitioners

Michael Kaplan (see p.601) stands out for his market-leading practice, which encompasses the representation of issuers and managers in high-yield and investment-grade debt issuances, as well as equity offerings. **Strengths:** “Michael is one of the best and most experienced underwriters counsel in the market.” “He is unquestionably a star. Michael is a real pleasure to work with.” “Michael’s advice is particularly valuable for navigating complex situations.” **Richard Truesdell** (see p.721) wins broad acclaim as an industry-leading name for securities transactions. His stellar practice runs the full gamut of issuer and manager representation, advising on debt and equity offerings by companies in diverse industries. **Strengths:** “Richard is the epitome of a trusted advisor. He is in the trenches with you on any complex problem.” “He always provides commercial, pragmatic advice and is unbelievably insightful.” **Alan Denenberg** (see

p.540) impresses with his experience handling significant IPOs and other equity offerings, as well as high profile debt transactions, ranging from high-yield bonds to convertible debt. **Strengths:** “He is a fantastic lawyer. Alan is extraordinarily responsive and epitomizes good judgment and expertise.” “Alan is excellent. He is a leader in this field.” “Alan is very practical and gives advice that fits in with the wider market.” **Deanna Kirkpatrick** (see p.609) is a great choice of counsel for complex debt and equity transactions, boasting an excellent track record in traditional biotechnology IPOs as well as in taking SPACs public. **Strengths:** “Deanna is an amazing partner and really well-respected across the industry.” “Deanna is very highly regarded. She is a strong and practical lawyer.” **John Meade** (see p.640) maintains a broad capital markets practice, dedicated to the representation of both issuer and manager-side clients in IPOs, and other equity offerings, as well as debt issuances.

Strengths: “John is an exceptional attorney all around, with an encyclopedic knowledge of capital markets and IPO processes.” “John has really good judgment and he is ahead of the changing rules. He is decisive, practical and hard-working.” “John executes complex transactions flawlessly. He has wisdom, leadership and problem solving skills and provides sophisticated, thoughtful and actionable advice.” **Emily Roberts** (see p.1064) is commended for her ability to advise household name issuers and high profile underwriters on the full range of debt and equity transactions. **Strengths:** “Emily is a very thoughtful lawyer.” “She is exceptional.”

Byron Rooney (see p.682) continues to impress clients with his talent at handling the full range of debt and equity securities offerings, including advising on novel transactional structures. **Strengths:** “Byron has a wealth of knowledge and is very commercial.” “He has encyclopedic knowledge of the SEC. He is a creative problem solver and helps enormously when navigating complex problems.” “Byron is an extremely intelligent and very practical partner.” **Derek Dostal** (see p.543) comes recommended for his comprehensive debt practice. He has also established himself as a key figure in equity capital markets, with a particular expertise in SPACs. **Strengths:** “Derek is always willing to think outside of the box.” “Derek has a well respected equity and SPACs practice.”

Marcel Fausten (see p.551) is developing an impressive reputation among companies and leading investment banks as a capital markets adviser of choice for debt and equity transactions. **Strengths:** “Marcel is supremely efficient and practical.” “Marcel provides solid advice, is very practical and fully aware of commercial challenges and the industry overall.” “He is excellent, very attentive and focused.” **Yasin Keshvargar** (see p.605) gains recognition from issuers and underwriters for his ability to assist with a wide range of debt and equity transactions, including IPOs. **Strengths:** “Yasin is a great partner and trusted advisor.”

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP is a respected team, particularly known for its representation of issuers. The firm has been able to remain at the forefront of regulatory changes while maintaining a strong transactional offering,

with both domestic and cross-border capabilities. The attorneys are regularly engaged by clients to advise on complex equity deals, including IPOs and secondary offerings.

Strengths

“The team are great advisors, knowledgeable about the market and proactive about giving advice.”

“Debevoise takes the time to get to know the client and business, so that the high quality lawyers can be responsive and understand our goals.”

“The Debevoise team is well-rounded and has expertise across all levels. The lawyers have a nuanced and sophisticated approach to capital markets.”

Work highlights Debevoise & Plimpton LLP advised American International Group and Corebridge Financial, its majority-owned subsidiary, on Corebridge Financial’s \$1.7 billion IPO.

Notable practitioners

Steven Slutzky is noted for his work representing issuers and underwriters in debt and equity offerings, including IPOs. He is particularly experienced in transactions relating to private equity firms and insurance companies. **Strengths:** “Steven has great subject matter expertise. He is very dedicated, proactive and has great judgement too.” **Matthew Kaplan** has a broad securities practice, regularly utilized by issuers and underwriters on complex offerings of equity and debt, including high-yield and investment-grade issuances. **Strengths:** “Matthew is an indispensable and much appreciated partner.” **Peter Loughran** focuses his practice on debt and equity securities offerings. He frequently advises both US and non-US issuers and underwriters on transactions in diverse sectors. **Strengths:** “Peter is incredibly knowledgeable.” **Paul Rodel** offers expertise in debt and equity transactions, with recent experience in the healthcare, insurance and aviation sectors. **Strengths:** “Paul is a subject matter expert who is extremely thoughtful and is very diligent. He has a good business sense of what is necessary.” “Paul is smart, experienced and pragmatic.” **Benjamin Pedersen** is an up-and-coming partner routinely called upon to support issuers on equity and debt transactions. **Strengths:** “Benjamin is a practical lawyer who goes above and beyond.” “Ben has an extremely strong understanding of capital markets and of our business.”

Faegre Drinker Biddle & Reath, LLP

What the team is known for Faegre Drinker Biddle & Reath, LLP is able to offer an enviable nationwide capital markets practice from its strong base in Minnesota. The firm regularly advises issuer clients from the financial, retail and logistics industries, among others. The practitioners are routinely called upon to provide counsel on a range of sophisticated debt offerings, as well as IPOs and secondary offerings.

Strengths

“The Faegre team has excellent expertise and always brings creative solutions to the table.”

“The Faegre lawyers provide well-balanced and business-friendly advice.”

Work highlights Faegre Drinker Biddle & Reath, LLP represented Ameriprise Financial in its public debt offering of \$750 million principal amount of its 5.150% Senior Notes due 2033.

Notable practitioners

Head of the global capital markets team, Jonathan Zimmerman, is a key contact in the Minneapolis office.

Fenwick

What the team is known for Fenwick's team boasts a strong bench of significant market players. The attorneys routinely provide counsel to clients on high profile IPOs, as well as debt offerings. The team's client base is composed of organizations in the life sciences and technology sectors. The group has considerable strength in handling matters involving cross-border elements.

Strengths

"The Fenwick team is detail-oriented and technical, providing excellent guidance on complicated matters."

"Fenwick provides seamless support and has a solid understanding both of the legal requirements and of the practical applications."

"It is a great team that has a huge amount of expertise and provides top quality advice."

Work highlights Fenwick represented Third Harmonic Bio in its \$213.1 million IPO.

Notable practitioners

Gordon Davidson has an enviable wealth of capital markets experience having acted on IPOs and other equity offerings for a variety of life sciences and technology companies. **Strengths:** *"Gordon is a legend in this space."* **Robert Freedman** is recognized for handling a comprehensive range of securities transactions, including equity-based deals, such as IPOs and follow-on offerings and extensive debt offerings. **Strengths:** *"Rob is extremely knowledgeable and has great attention to detail."* *"Robert is an exceptional lawyer whose expertise is endless. He has a great legal mind and a great grasp of the law."* **Ran Ben-Tzur** is recognized for his strong record advising clients, particularly in California's tech space, on initial public offerings and other equity and debt transactions. **Strengths:** *"Ran is an exceptional attorney and incredibly valuable to clients."* *"He is a super responsive, experienced and pragmatic lawyer."*

Amanda Rose is noted for her experience handling securities transactions by major technology and life sciences companies. She is often sought after for assistance with complex debt financings and equity offerings. **Strengths:** *"Amanda is a truly exceptional lawyer."* *"She is very pragmatic and always provides a balanced outlook."* *"Amanda is incredibly focused and solutions-oriented."* **Julia**

Forbess demonstrates a strong record advising issuer clients with a range of debt and equity offerings, with a particular aptitude on IPOs and matters pertaining to convertible debt. **Strengths:** *"Julia is an extremely knowledgeable lawyer with great attention to detail."*

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP acts for a range of clients in the capital markets space, including issuers, underwriters, dealer-managers, and private equity sponsors. The New York-based outfit is recognized for its work on debt offerings and pri-

vate placements, possessing notable experience handling IPOs and secondary offerings. Clients hail from a range of industries, notably shipping, pharmaceutical and financial services.

Strengths

"The Fried Frank team is thorough and knowledgeable about complex matters and best practices."

"The firm is phenomenal and experienced at thinking through complex situations."

"At Fried Frank, the lawyers are diligent and agile with excellent business acumen."

Work highlights Fried, Frank, Harris, Shriver & Jacobson LLP advised Merck & Co, as issuer, in its \$6 billion six-tranche registered public offering of US dollar-denominated senior notes.

Notable practitioners

Andrew Barkan is a highly accomplished practitioner, who provides clients with extensive expertise in capital markets matters. He advises issuers and underwriters on registered and private offerings of debt and equity. **Strengths:** *"Andrew is a great partner with a deep understanding of complex capital markets issues."* *"Andrew has an outstanding blend of legal mastery, business acumen and communication."* *"Andrew provides expert and well-considered advice, with a deep understanding of the industry."* **Daniel Bursky** maintains a diverse securities practice, concentrated on the representation of underwriters and issuers in a broad array of debt and equity transactions. **Strengths:** *"Daniel is a practical and wise attorney. He is a go-to for the tougher questions and for strategy."* *"Daniel is excellent at solving complex and delicate issues that arise in the capital markets context."* *"Daniel has deep experience and real time perspectives on capital markets."* **Mark Hayek** is often called upon to support leading investors and high-profile public companies on their debt and equity transactions. **Strengths:** *"Mark is very knowledgeable and practical. He has high attention to detail and a very strong sense of the importance of quality."* *"He is always willing to work through difficult situations and propose creative solutions. Mark is a fantastic business partner."* **Monica Thurmond** (see p.2670) has extensive experience advising issuers, underwriters and financial sponsors in a wide range of debt and equity transactions. **Strengths:** *"Monica has an unbelievably deep, broad and up-to-the-minute sense of where the market is."* *"Monica is creative and solution-focused."* *"She is our go-to. It is fantastic working with her because she is a laser-focused lawyer."*

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is a noted firm able to advise issuers on their capital markets transactions, with particular expertise in investment-grade debt securities offerings. Key clients include those in the food produce, energy, and healthcare sectors. The firm fields strong teams in New York, California, and Texas, ably supported by its well-regarded regulatory groups.

Strengths

"Gibson provides very pragmatic, business-savvy advice and has a good understanding of their clients' challenges."

"Gibson's work product is excellent coupled with great client service. The lawyers take the time to

know us as a client."

Work highlights Gibson Dunn & Crutcher LLP represented Amazon.com on its SEC-registered offering of \$8.25 billion aggregate principal amount of notes.

Notable practitioners

Hillary Holmes (see p.587) is a highly regarded figure in the Texas market who advises on a broad array of capital markets transactions. **Strengths:** *"Hillary is a very sharp and tactical lawyer. She is very well-connected and always puts clients first."*

"She is an exceptional capital markets lawyer." *"Hillary is very responsive to our needs."* **Andrew**

Fabens (see p.550) comes equipped with a diverse skill set in securities law matters, advising issuers and underwriters on a wide variety of debt and equity transactions. **Strengths:** *"He is an outstanding lawyer. Andrew is terrifically smart and hard-working."*

"Andrew is thoughtful and able to identify broader issues." *"Andrew is an experienced and commercial partner who delivers strong work products."* **Douglas Horowitz** (see p.589) is regularly sought after by clients for his assistance with complex debt and equity offerings, including IPOs. He is particularly recommended for his expert counsel on underwritten high-yield bond offerings. **Strengths:** *"Doug is a very talented lawyer who thinks nimbly and works on deals seamlessly."*

Stewart McDowell (see p.1049)'s capital markets expertise encompasses the representation of issuers and underwriters on the full range of equity and debt offerings. **Strengths:** *"Stewart is a creative lawyer."* *"She is a very smart and capable attorney with a breadth of talent."* *"Stewart is an excellent capital markets lawyer."* **Douglass**

Rayburn (see p.3261) is a well-regarded capital markets practitioner, recognized for his strength in a wide range of transactional matters, including IPOs and high-yield debt offerings. **Strengths:** *"Doug is very knowledgeable, very collaborative and outcome-focused."*

"He is an experienced lawyer who never gets caught in the weeds." **Ryan Murr** (see p.649) is able to advise on a variety of securities offerings and business transactions, with a focus on the life sciences and technology sectors. **Gerald Spedale** (see p.3270) is noted for his skillful representation of clients in capital markets transactions connected with the energy industry. **Strengths:** *"Gerald is very practical and easy to work with, especially with very complex securities issues. He breaks it down in an easily digestible way."*

"He has expert knowledge of securities laws, provides practical and actionable advice, and does not over-complicate issues." *"Gerald is a very patient and diligent lawyer."* **Tull Florey** (see p.3221) has significant experience advising on capital market transactions. His practise is bolstered by his notable strength in M&A. **Strengths:** *"Tull is an outstanding thought partner on all matters, from routine to the most sensitive."*

"Tull is a sharp lawyer who really knows the ins and outs." **Cynthia Mabry** (see p.3242) is an adept debt and equity practitioner who garners recognition for her representation of issuers and underwriters in capital markets transactions. **Strengths:** *"Cynthia is a talented capital markets partner."*

Goodwin

What the team is known for Goodwin covers the full spread of equity capital markets transactions, offering legal expertise in IPOs, follow-ons and refinancing. The firm acts across a range of sectors, including technology and financial services, and life sciences, with a noted specialty in REITs. Goodwin bolsters its strong equity practice with expertise in convertible debt and is able to advise on cross-border transactions owing to its international network.

Strengths

"The team is highly experienced and understands both the legal and commercial issues."

"Goodwin provides thoughtful, practical advice."

"The firm has a real knowledge of the current market, provides practical solutions and are trusted advisors."

Work highlights Goodwin advised Amylyx Pharmaceuticals on its upsized \$246.3 million follow-on offering.

Notable practitioners

Bradley Weber (see p.1083) demonstrates strength in capital markets matters and frequently represents companies and investment banks in complex securities transactions. **Strengths:** *"He is a tremendous lawyer who is very commercial and has excellent judgment. Bradley is a go-to for difficult technical questions."* **Mitchell Bloom** focuses his capital markets practice on the life sciences sector and he possesses a particular aptitude for IPOs. **Strengths:** *"Mitch is a very experienced and practical partner."*

Hunton Andrews Kurth LLP

What the team is known for With key practitioners across the USA, including strong bases in New York and Texas, Hunton Andrews Kurth LLP offers notable capital markets expertise in debt transactions. The firm is widely recognized for its knowledge of investment-grade offerings for key issuers across a range of industries, including in the energy and utilities sectors.

Strengths

"The Hunton team is extremely capable and responsive."

Work highlights Hunton Andrews Kurth LLP advised Duke Energy and its various operating subsidiaries on numerous issuances of debt securities. This included its \$1.15 billion aggregate principal amount of 4.500% Senior Notes due 2032.

Notable practitioners

Michael O'Leary (see p.657) is respected for his broad-ranging expertise in securities law. His diverse practice encompasses the representation of energy companies and investment banks in debt transactions, as well as equity offerings, such as IPOs. **Strengths:** *"Michael is a well-regarded and distinguished practitioner."* *"Michael O'Leary is one of the most experienced and knowledgeable securities lawyers."*

Jones Day

What the team is known for Jones Day is a respected capital markets shop that is able to advise on a panoply of offerings. The firm regularly acts for leading corporates, with particular

expertise in the technology, energy and financial services sectors. With an enviable global network, it is a premier choice for cross-border deals.

Strengths

"Jones Day is very commercial and extremely thorough."

"The lawyers are very responsive, practical and efficient."

"The Jones Day team is extremely thoughtful and client-focused."

Work highlights Jones Day advised MPLX LP on its public offerings of \$1.1 billion aggregate principal amount of 5.00% Senior Notes due 2033 and \$500 million aggregate principal amount of 5.65% Senior Notes due 2053.

Notable practitioners

Brett Barragate and Jayant Tambe are key contacts in the New York office.

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis is a strong team renowned for its work on traditional IPOs and in advising SPACs on their route to market. Attorneys at Kirkland are also recognized for capabilities in high-yield and investment-grade transactions. The firm brings together a suite of specializations across the firm to provide the debt and equity practice with well-rounded support. It acts for clients across a range of industries and is a popular choice for private equity funds engaging in complex capital markets transactions.

Strengths

"Kirkland & Ellis is experienced in all aspects of capital markets. The lawyers balance the unique aspects of their clients within the legal framework prescribed."

"The team has an incredible volume of experience and expertise in complex matters."

"Kirkland & Ellis lawyers are incredibly responsive and offer very thorough and creative solutions."

Work highlights Kirkland & Ellis advised Eli Lilly on a four-tranche \$4 billion registered bond offering.

Notable practitioners

Matthew Pacey is a highly regarded capital markets attorney able to assist clients, both on the issuer and underwriter side, on a range of varied and complex securities transactions. **Strengths:** *"Matt is able to give practical advice when handling complex matters. He has a good feel for the pulse of the market so gets the best deals for his clients."* *"He is the most trusted resource for capital markets."* **Joshua Korff** (see p.612)'s accomplishments in the field garner him the respect of issuers and financial sponsors in diverse securities transactions. **Strengths:** *"Joshua has a strong command of business issues. He is a sophisticated and practical problem solver."* *"He has tremendous experience and knowledge."* *"Joshua has a wealth of experience and is on the cutting edge of transactions."* **Julian Seiguer** (see p.3267) is particularly experienced in the energy industry and regularly advises on sector-related equity offerings, including IPOs. He also comes recommended for his knowledge of debt issuances. **Strengths:** *"Julian has very significant technical expertise and business acumen."*

"He is a very sharp and practical lawyer." **Sean Wheeler** (see p.3279) is regularly sought out to handle major IPOs, follow-on equity offerings and

debt transactions on behalf of issuers and investment banks. He is particularly experienced at advising on securities connected with the energy industry. **Strengths:** *"Sean is a very talented capital markets lawyer."* **Pippa Bond** (see p.1003) is highly commended for her work advising issuers and underwriters on the full range of debt and equity securities offerings. **Strengths:** *"Pippa is the prime outside counsel. She gives clients the right tools to make decisions."* *"She is a fantastic capital markets lawyer."* **Monica Shilling** (see p.1072) is noted for her expertise in capital markets law. Her experience includes handling major IPOs, follow-on offerings and investment-grade debt transactions. **Strengths:** *"Monica Shilling is fantastic. She is very intelligent and commercially practical."* **Debbie Yee** (see p.3282) brings capital markets experience to the firm with knowledge of debt and equity transactions and she particularly stands out for her busy IPO practice. **Strengths:** *"She is a really talented lawyer."* *"Debbie is a great capital markets attorney. She's hard working and experienced."* **Sophia Hudson** (see p.590) has a widely recognized practice advising on capital market transactions, boasting expertise in cross-border deals. **Strengths:** *"Sophia is a wonderful capital markets lawyer. She has key commercial judgment and good instincts."* *"Sophia is very thoughtful about the complex situations she is confronted with."* *"She is incredibly technically proficient but has a great commerciality and is a go-to thought partner for tricky situations."* **Rachel Sheridan** (see p.700) helps banks, issuing companies and private equity sponsors navigate all aspects of debt and equity capital markets, including IPOs. **Strengths:** *"Rachel is an excellent and extremely experienced lawyer who takes the time to understand her client."* *"Rachel's depth of experience allows her to bring extremely relevant perspectives. She's extremely bright and gets things done."* *"Rachel is a fabulous and very reliable lawyer."* **Michael Rigdon** (see p.3262) is an up-and-coming partner based in Houston. He has notable experience advising on a variety of debt and equity offerings. **Strengths:** *"He has very good breadth of knowledge and provides great answers efficiently."* *"He is always knowledgeable on market trends and issues. Michael is an excellent, practical lawyer."*

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP houses a deep bench of highly regarded practitioners, offering coast-to-coast expertise on the full range of capital markets matters. The attorneys are regularly sought by managers for counsel on a variety of equity transactions and possesses significant experience advising issuers from a variety of industries. With a comprehensive debt practice, Latham offers expertise in convertible debt and has a particular skill in handling high-yield offerings.

Strengths

"Latham's knowledge base goes well beyond legal matters and includes a detailed understanding of the bond and equity markets in the US and globally."

"The firm has a strong capital markets practice, particularly for highly complex and structured transactions. The lawyers have a pulse on the ever-

evolving market backdrop.”

“The Latham team is extremely experienced, knowledgeable and commercial.”

Work highlights Latham & Watkins LLP represented JP Morgan as underwriters in Savers Value Village’s \$461 million upsized initial public offering.

Notable practitioners

William Finnegan (see p.3219) continues to garner praise for his longstanding securities law practice. His work encompasses a comprehensive range of transactions, including high value debt offerings, IPOs, follow-ons and related financings.

Strengths: *“He is a great technical lawyer who is very knowledgeable and really good at thinking through complex issues.”* **Marc Jaffe** (see p.595) stands out for his talent in handling debt transactions on behalf of issuers and underwriters and he is also particularly adept at representing global clients in major IPOs. **Strengths:** *“Marc is responsive, practical and a real asset to have on your side.”*

“He is the leading capital markets lawyer.” *“Marc is brilliant and an absolute pleasure to work with. His ability to communicate and relate to clients is second to none.”*

Michael Chambers (see p.522) is widely respected for his capital markets practice, offering market-leading expertise in high yield and investment-grade debt issuances. **Strengths:** *“Michael understands everything in the debt space and cuts through all the noise.”* **Richard Kline** (see p.1039)’s capital markets practice covers both issuer and underwriter-side transactions, displaying particular strengths in handling IPOs by technology companies. **Strengths:** *“He is both collegial and knowledgeable.”* *“Richard is a terrific lawyer.”* **Ryan Maier** (see p.3243)’s broad capital markets practice runs the full gamut of debt and equity securities offerings. He often represents issuers, underwriters and private equity sponsors in transactions in the oil and gas industry. **Strengths:** *“Ryan guides clients throughout the transaction, regardless of any issues that come up.”*

Ian Schuman (see p.694) acts for issuers and underwriters in a wide range of transactions, with notable experience in debt matters, including high-yield debt offerings. He also maintains a busy equity practice and he is regularly chosen to counsel clients on IPOs. **Strengths:** *“Ian is a rock star. He is extremely knowledgeable, highly responsive and a pleasure to work with.”* *“He is incredibly bright and very knowledgeable. Ian identifies risks and provides solid solutions.”*

Mollie (see p.3215) **Duckworth** (see p.3215) is a popular choice for clients in the energy industry seeking guidance on a range of debt and equity offerings, including IPOs and follow on offerings. **Strengths:** *“Mollie is incredibly practical and unbelievably responsive.”* *“Mollie is very talented.”*

Tad Freese (see p.1021) is especially active in the technology market, advising banks and companies on their debt and equity transactions. **Strengths:** *“Tad has a phenomenal reputation. He is incredibly smart and understands this area of law very well.”* *“Tad is an amazing, practical counselor that I always consult on my most challenging matters.”* *“I appreciate Tad’s depth of experience and he always provides direct and transparent advice.”*

Shayne Kennedy (see p.1037) impresses clients with his ability to handle com-

plex debt and equity securities offerings. He is particularly experienced at advising on IPOs in the life sciences and technology industries.

Strengths: *“Shayne is thoughtful but practical. He thrives at explaining complex concepts clearly and concisely.”* *“He is a knowledgeable and fantastic partner who looks around corners.”* *“Shayne is truly phenomenal.”* *“Shayne is an experienced capital markets attorney who brings a strong business focus to his advice.”*

David Miller (see p.3249) advises on a broad range of capital markets transactions ranging from IPOs to high-yield debt offerings. **Strengths:** *“He is a very knowledgeable and practical securities lawyer with wonderful connections in the industry.”* *“David is extremely pragmatic, easy to work with and great at execution.”*

Greg Rodgers (see p.681) displays strengths across a broad range of debt and equity offerings, gaining market attention for his specialist knowledge of direct listings and convertible debt. **Strengths:** *“Greg is highly engaged on matters and has a sophisticated understanding of capital markets.”* *“He is very intelligent, thoughtful and a creative thinker.”*

“Greg is an absolute go-to for anything capital markets related.” **Steven Stokdyk** (see p.1076) is a distinguished figure in the California legal market. He focuses his practice on the representation of issuers and underwriters in transactional securities matters, such as IPOs and debt offerings. **Strengths:** *“Steven is a trusted thought partner.”*

Nathan Ajiashvili (see p.489) comes particularly recommended for debt and equity transactions in the biotech and healthcare sectors. **Strengths:** *“Nathan is a very strong financing lawyer and incredibly responsive and service-oriented.”* *“He is a fantastic senior partner with strong situational awareness.”* *“Nathan is a fabulous thought partner. He is deeply knowledgeable, thoughtful and skilled at navigating client dynamics.”*

Michael Benjamin (see p.502) has a great reputation for his work on capital markets transactions, representing companies and investment banks in varied debt and equity offerings. **Strengths:** *“Michael is able to navigate even the most complex problems to deliver commercial outcomes.”* *“Michael provides effective representation and thoughtful, commercial advice.”*

John Greer (see p.3228) has experience in debt and equity transactions across a range of industries, with a particular strength in the energy sector. **Strengths:** *“John is a very thoughtful and smart lawyer.”*

Cheston Larson (see p.1042) maintains a robust practice, which sees him advising issuing companies, and their underwriters, on diverse capital markets transactions. He is notably adept at providing counsel to organizations in the pharmaceutical sector. **Stelios Saffos** (see p.688) has established his market standing as a force in the New York capital markets space, displaying strengths in IPOs and high-yield debt, as part of a wide transactional skill set. **Strengths:** *“Stelios is a great, solutions-driven lawyer.”* *“Stelios is my first call when approaching complex situations. He brings a depth of experience and judgment to deliver exceptional outcomes.”*

“He is an exceptional lawyer. He has both a strong set of technical capabilities and is very commercial in representing his clients.”

Sarah Axtell (see p.999) handles the full range of capital markets transactions, with

clients including companies in the technology market and major investment banks. **Strengths:** *“Sarah is an amazing partner and business advisor. Her advice is practical and focused to our needs.”* *“She is a wonderful and technical attorney.”*

Senet Bischoff (see p.506) has a broad capital markets practice, acting for issuers, underwriters and private equity sponsors on diverse securities transactions. **Strengths:** *“Senet is a very practical lawyer who is focused on the important issues.”*

Nick Dhesi (see p.3214) has extensive experience advising clients on a range of capital markets transactions including IPOs, high-yield debt offerings and preferred financings. **Strengths:** *“Nick is a very good technical lawyer.”* **Peter Handrinos** (see p.577) draws widespread praise for his extensive experience advising on IPOs and other high-value capital markets transactions. He counts global financial institutions and pharmaceutical companies among his clients. Cochair of the LA and Century City corporate department, **Lewis Kneib** (see p.610) has considerable strength in the capital markets space. He is adept at handling transactions in the hospitality and real estate sectors. **Strengths:** *“Lewis is a fantastic attorney on really complicated deals.”*

Erika Weinberg (see p.732) is a respected capital markets attorney with a comprehensive securities practice. **Strengths:** *“Erika is incredibly responsive, diligent and commercial.”* *“Erika is a talented and practical lawyer.”*

Corey Wright (see p.2682) is frequently called upon to advise on underwritten debt offerings, with experience spanning high-yield and investment grade offerings. **Strengths:** *“Corey is extremely creative and thorough when working through super complex issues.”* *“Corey is a very good high-yield specialist.”*

Benjamin Cohen (see p.529) advises on both debt and equity transactions, including complex IPOs and direct listings. **Strengths:** *“Ben is excellent at boiling down complex issues.”* *“He is an outstanding advocate. Ben is a very high quality technical lawyer and incredibly client-oriented.”*

Patrick Shannon (see p.698) leads a variety of capital market transactions for a strong portfolio of private and public clients from Latham’s Washington, DC office. His experience includes advising clients on IPOs and equity and debt offerings. **Strengths:** *“He is a phenomenal and pragmatic lawyer. Patrick is a great thinker on how to structure deals.”* *“Pat has many years of experience to shape his perspectives and he consistently delivers high quality work.”*

Alison Haggerty (see p.576) is a rising star in equity capital markets, regularly advising issuers and underwriters on IPOs. **Strengths:** *“She is a fantastic partner.”*

Mayer Brown LLP

What the team is known for Mayer Brown LLP has drawn acclaim for its record acting for issuers and underwriters on a broad array of capital markets transactions. The firm regularly represents clients from the life sciences, energy and financial sectors. The team handles a wide array of matters, including debt offerings, private placements and cross-border equity offerings, as well as high-yield debt transactions.

Strengths

“Mayer Brown’s depth of knowledge and ability to

respond quickly with reasonable, pragmatic and compliant solutions is excellent."

"The Mayer Brown team is helpful at providing guidance that addresses both technical legal complexities as well as market practice and commercial concerns."

"Mayer Brown are fantastic lawyers and partners. They are practical and responsive in their approach, whip smart and a pleasure to work with."

Work highlights Mayer Brown LLP advised HSBC USA, as issuer, on its SEC-registered offering of \$1.25 billion of 5.625% Senior Notes due 2025.

Notable practitioners

Phyllis Korff (see p.613) commands respect for her longstanding experience in the New York capital markets space. She offers clients the advantage of a broad skill set in debt and equity securities transactions. **Anna Pinedo** (see p.669) has developed a diverse capital markets practice, with experience acting for US and international clients on a range of debt and equity transactions.

Strengths: "Anna is super pragmatic, very responsive and really has a finger on the pulse of the market." "Anna is an incredibly talented capital markets and financial services attorney, with an exceptional understanding of the regulatory landscape." "She consistently provides sound and sophisticated legal advice, which also takes into account the commercial aspects of the transaction." **Edward Best** (see p.505) comes equipped with wide-ranging capital markets expertise, routinely advising issuers and investment banks on securities offerings. He is particularly experienced in advising on transactions involving clients in the insurance industry. **Strengths:** "He is a very efficient partner with a practical approach." "Edward has a good reputation in this space."

Milbank LLP

What the team is known for Milbank LLP exhibits expertise in capital markets, having built a prestigious reputation advising leading investment banks and companies on high-yield debt offerings. Deals span an array of industries, with marked capabilities in the aviation sector. The attorneys regularly handle cross-border transactions, leaning on Milbank's impressive network of international offices.

Strengths

"Milbank's strategic advice in challenging situations is incredibly helpful."

Work highlights Milbank LLP represented Goldman Sachs as lead bookrunner in the inaugural high yield bond offering for equipment-share.com.

Notable practitioners

Rod Miller dedicates his practice to a broad range of securities law matters, advising both issuers and underwriters on debt and equity-related transactions. **Strengths:** "Rod is a very capable and commercial debt and equity lawyer." "Rod gives constructive and thoughtful advice and he is completely accessible."

Paul Hastings LLP

What the team is known for Paul Hastings LLP is a capable capital markets firm with a global reach, acting for issuing companies and investment banks. The firm has particular expertise in

debt offerings and garners praise for its expertise in high-yield bond mandates. The attorneys are well versed in a range of cross-border transactions and are particularly experienced in the technology, energy, and real estate industries.

Strengths

"The Paul Hastings team is very pragmatic, thorough, efficient and offers constructive and solutions-oriented advice."

"Paul Hastings delivers high quality advice and a technically excellent work product."

"The team is great at executing on complex deals and has a deep bench."

Work highlights Paul Hastings LLP advised BofA Securities, as representative of the initial purchasers, in connection with Jones DesLauriers Insurance Management's offering of \$500 million aggregate principal amount of 8.50% senior secured notes due 2030.

Notable practitioners

Colin Diamond (see p.541) stands out for his extensive representation of issuers and underwriters in complex equity transactions. **Strengths:** "Colin combines a super intelligent mind, excellent communication skills and the ability to manage capital markets transactions." "He is an exceptional lawyer across the board. Colin's views are well-conceived, thought through and researched." **Frank Lopez** concentrates his practice on securities transactions, working with issuing companies and investment banks on the full range of debt and equity financings. **Strengths:** "Frank is a great capital markets lawyer." **Will Burns** (see p.3206) of Paul Hastings LLP represents clients in a range of capital markets transactions including debt and equity offerings, SPAC transactions and high yield offerings. **Strengths:** "Will is an excellent lawyer and partner across a range of difficult situations." "Will knows what we are driving towards and he works hard to help us achieve those ends. He's quick at formulating alternative plans." "We are very pleased with Will's command of securities law and his attentiveness." **Jeffrey Hartlin** (see p.1029) has notable experience advising clients in the biopharmaceutical industry on IPOs and debt offerings, among other issues. **Strengths:** "Jeff has incredible insight and depth of knowledge." "Jeff is an exceptional lawyer." **John Cobb** (see p.2549) is cochair of the global finance practice. Based in the New York office, he regularly acts for both issuers and underwriters on sophisticated high-yield and investment-grade debt offerings.

Strengths: "John is a fantastic lawyer." "John is truly a business-minded lawyer. He has top awareness of the market and how it is evolving in the moment." "He has great judgment." **Seo Salimi** (see p.689) is held in particularly high esteem for his expertise in the life sciences sector, with clients benefiting from his impressive track record in equity capital markets work for pharmaceutical, medical companies and investment banks. **Strengths:** "Seo is efficient and knowledgeable."

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP represents issuers across a range of fields, including energy, telecommunications and leisure, as well as global investment

banks acting as underwriters on capital markets transactions. The firm brings to bear recognized strength in IPOs and high-yield debt and boasts an impressive roster of clients including household name issuers and leading private equity sponsors.

Strengths

"Paul Weiss consistently impress with its anticipation of issues, thoughtful advice and seamless resolutions."

"The seasoned Paul, Weiss team is solution-focused and uses its strong technical know-how to execute creative solutions."

"The team is very client focused and has a great depth of expertise."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP advised Savers Value Village in its \$461.4 million IPO of shares of common stock.

Notable practitioners

Gregory Ezring (see p.2566)'s practice encompasses capital markets transactions of all kinds, including registered offerings of debt, equity offerings and private investments by companies. He is particularly specialized at conducting leveraged finance transactions on behalf of private equity funds and alternative asset managers.

Strengths: "Greg knows his stuff in and out and how to get the hardest deals done." **John Kennedy** (see p.604) enjoys a fine reputation in the New York market for his work handling a wide array of securities transactions. **Strengths:** "John is a great capital markets lawyer, with deep knowledge of the law and prevailing market practices and the ability to cut to the core issues." "John always demonstrates deep institutional knowledge of his clients."

Brian Janson (see p.595)'s broad securities practice sees him acting for issuers, underwriters, and private equity sponsors on a range of debt and equity offerings. **Strengths:** "Brian is extremely well respected and a go-to strategic partner." "Brian consistently combines intelligence and commercial awareness to deliver practical solutions to transactional issues."

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP has a broad experience handling complex debt and equity matters. Clients range from private equity outfits and investment banks to corporates, including high-end companies operating in the healthcare, biotechnology and pharmaceutical sectors. The firm is particularly acknowledged for its expertise in equity transactions, including SPACs, and is often called upon to advise technology and life sciences companies.

Strengths

"Ropes & Gray are talented attorneys that make complex processes simple for clients."

"Ropes & Gray is an exceptionally knowledgeable team that handles significant work effectively and efficiently."

"The team has excellent judgment and expertise."

Work highlights Ropes & Gray LLP represented ImmunoGen in connection with its \$325 million follow-on offering.

Notable practitioners

Paul Tropp (see p.721) is noted for his broad expertise in debt securities offerings, with an especially strong underwriter's practice. He is

also highly regarded for his equity practice, with notable expertise in advising SPACs. **Strengths:** “Paul is a true and trusted advisor. He always works to do right by his clients while maintaining the highest quality of counsel.” “Paul is a very well known and excellent lawyer. He is outstanding.” “He is a key player in this space. Paul has incredibly strong relationships with the banks.” **Faiza Rahman** (see p.673) adroitly supports issuer and underwriter clients in the full range of capital markets transactions, with notable skill in equity offerings. **Strengths:** “Faiza is a great equity capital markets lawyer.” “Faiza is a very good partner. She is well respected in the equity space.”

Sidley Austin LLP

What the team is known for Sidley Austin LLP has a noted issuer practice to complement a historic strength in advising underwriters. The firm has deep industry expertise, with significant areas of focus including insurance, life sciences, energy, and real estate. The attorneys advise on a raft of investment-grade debt offerings, IPOs and transactions involving equity-linked products.

Strengths

“The firm has a significant understanding of securities law so deftly navigates complex matters. It has a strong bench too.”

“Sidley Austin handles extremely complicated issues on a broad array of topics.”

“The team are experts in this field and are very efficient.”

Work highlights Sidley Austin LLP represented Flex and Nextracker in its upsized \$638 million IPO. The underwriters exercised their option to purchase additional shares which increased the total offering to \$734 million.

Notable practitioners

David Buck (see p.3205)’s broad practice encompasses the representation of investment banks and issuers in debt transactions, as well as complex IPOs and other equity matters. **Strengths:** “He is a great capital markets lawyer.” **Samir Gandhi** (see p.562)’s wide-ranging securities practice sees him advising both underwriters and issuers on the full range of equity offerings, including IPOs, as well as various debt transactions. **Strengths:** “Samir is very strong, combines excellent judgment and practicality, and balances clients’ needs.” “Sam is exceptionally experienced and incredibly knowledgeable.” “Sam is a very talented lawyer.” **Sharon Flanagan** (see p.1020) focuses her practice on securities offerings in the technology and life sciences industries. She frequently represents issuers and underwriters in IPOs and other equity offerings, as well as various debt issuances. **Strengths:** “She is a tremendous partner with strong business acumen, deep subject matter expertise and exceptional responsiveness.” “Sharon is an extraordinary talent. She is wonderfully effective in negotiations and a very sharp minded, quick-thinking partner.” Clients seek out **Edward Petrosky** (see p.667) for his extensive expertise in securities offerings, and he frequently acts on the full range of debt and equity transactions, including IPOs. **George Vlahakos** (see p.3276) enjoys a strong reputation for his capital markets capabilities in the energy sector, with key clients including MLPs.

Strengths: “George is extremely knowledgeable and a great technical lawyer.” “George is extraordinary. He is brilliant, extremely responsive and an important part of our company.” “He is a very commercial lawyer and knows what issues are worth fighting for.” **Johnny Skumpija** (see p.704) is well regarded for his broad-based capital markets practice, which encompasses both issuer and manager representation. **Strengths:** “Johnny is extremely collaborative and enjoyable to work with.” “Johnny is very commercial and really comes through for his clients.” **Robert Ryan** (see p.687) is a capable advisor to a portfolio of high profile national and international clients on their debt and equity offerings. **Strengths:** “Rob is very efficient and commercial.” “Robert does a masterful job on sophisticated transactions.”

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is renowned for its ability to handle large and complex debt and equity transactions, representing issuers, underwriters, and private equity sponsors. The firm is particularly noted for its skill and experience advising on major IPOs and follow-ons. It also possesses a number of specialists distinguished in the high-yield and investment-grade debt space.

Strengths

“The team is incredibly thoughtful, with deep expertise and very knowledgeable lawyers.”

“Simpson Thacher & Bartlett is a go-to for complex matters because of the attorneys’ ability to think creatively and give direct and succinct feedback.”

“The firm is invaluable in assisting us in navigating deals. We can always count on them to have a specialist with strong expertise on any matter.”

Work highlights Simpson Thacher & Bartlett LLP represented CAVA in its \$340 million IPO of common stock.

Notable practitioners

Distinguished attorney **William Brentani** represents issuers, underwriters and private equity sponsors in a wide variety of debt and equity transactions. He is highly sought after for his expert counsel on transactions in diverse sectors, including healthcare, technology and retail. **Strengths:** “Bill is thoughtful and practical in his advice.” “Bill is a trusted advisor.” **Arthur Robinson** (see p.681)’s transactional experience spans the full range of capital markets matters, with a practice emphasis on high-yield debt and IPOs. **Strengths:** “He is a legend and a go-to for the most complicated and complex issues. He works through all sorts of issues creatively and thoughtfully.” “Arthur is a very prominent practitioner in the market.” “Arthur is an exceptional lawyer.” **Joshua Ford Bonnie** (see p.509) is a distinguished capital markets attorney, who regularly assists clients with high-profile IPOs, among other equity and debt financings. **Strengths:** “Joshua is a very practical and commercially-minded partner.” “Joshua is a phenomenally strong lawyer.” **Dan Webb** (see p.1083) provides counsel to industry-leading clients on a wide range of capital markets matters. His transactional skill set encompasses public and private offerings of debt and equity, including IPOs. **Joseph Kaufman** (see p.603) is recommended for his work advising healthcare

companies, REITs and underwriters on significant debt and equity offerings. He is regularly sought after by clients for guidance on major IPOs. **Heidi Mayon** (see p.1048) boasts notable experience of handling significant IPOs. Her clients stem from a broad range of industries including technology and energy sectors. **Strengths:** “Heidi is a very strong lawyer.” **Roxane Reardon** (see p.676) is a highly accomplished practitioner whose clients seek her advice on all aspects of debt and equity transactions. **Strengths:** “Roxane is great. She is fantastically smart and very collaborative.” “Roxane is a really excellent practitioner.” **Brian Rosenzweig** (see p.3263) has experience advising on debt and equity offerings. In particular, he earns market attention for his in-depth knowledge of high-yield debt. **Strengths:** “Brian is a go-to attorney that provides great insight. He is smart, service-oriented and balanced.” “He is well-regarded by banks and always hits the right balance with his commercial approach.” “Brian is an astute, creative and very thorough capital markets lawyer.” **Kenneth Wallach** (see p.729) has a wealth of experience handling major capital markets transactions on behalf of underwriters, issuers and private equity sponsors. **Strengths:** “Kenneth is really thoughtful and analytical.” “Kenneth is incredibly practical and helps navigate the nuances of capital markets.” **David Azarkh** (see p.494) is in demand for his knowledge of equity capital markets and he is also recognized for his ability to assist with debt transactions. **Strengths:** “David is a very collaborative and smart partner.” “David is very creative and thoughtful when dealing with very complex issues.” **Richard Fenyes** offers considerable strengths in high-yield debt transactions, often representing companies in the healthcare industry. He also routinely assists clients with public and private offerings of investment grade debt and equity. **Strengths:** “Richard is extremely client-focused. He solves legal issues with a business-minded approach.” “Richard is a very experienced and efficient partner.” **John Ericson** (see p.548) brings in-depth experience of corporate finance transactions and high-yield debt offerings. **Strengths:** “John is very knowledgeable and capable.” “He is an amazing and very sophisticated lawyer. John is on top of every detail.” “He is a great practitioner. John is tremendous.” **Lesley Peng** (see p.665) regularly leads issuers and underwriters through capital markets transactions, with a notable high-yield and investment-grade debt practice. **Strengths:** “She is a very seasoned partner.” “Lesley shows tremendous skill in IPOs.” **Marisa Stavenas** (see p.710) is commended for her debt and equity practice, with experience across a range of products, including recent work advising clients on complex novel structures such as green bond offerings. **Strengths:** “Marisa is always impressive with her understanding of complex matters. She provides wise legal advice and great insights.”

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates is a well-regarded capital markets team, able to bring significant prowess in the full range of debt and equity securities offerings. The firm acts for a

broad client list that includes investment banks and private equity firms, as well as public and private companies across a multitude of sectors. The team routinely receives plaudits for its strength in high-yield and investment grade debt offerings. The attorneys offer a depth of expertise in equity transactions, most notably in the SPAC market, where the group is deemed to have a particular niche.

Strengths

"Skadden is exceptionally experienced and provides creative solutions to truly unique matters."

"The Skadden team has a deep bench with extensive knowledge in the industry. The lawyers are creative problem solvers and provide business-friendly advice."

"The team is extremely proactive and understands our business very well."

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates represented Pfizer, and its subsidiary Pfizer Investment, in Pfizer Investment's \$31 billion offering of notes in eight tranches.

Notable practitioners

Gregg Noel (see p.1056) provides market-leading counsel on the thorniest capital markets transactions. His practice sees him representing global issuers and underwriters in traditional IPOs, and he has established himself as one of the foremost experts on SPACs. **Strengths:** *"Gregg brings a great perspective with unique ideas."* **David Goldschmidt** (see p.569)'s practice is informed by decades of experience handling a wide range of capital markets matters. His clients include both public and private companies in diverse sectors, as well as industry-leading investment banks.

Strengths: *"David is a very capable and experienced lawyer."* **Ryan Dzierniejko** (see p.546) is especially highlighted for his command of the debt market, including investment grade and high-yield debt, and he is also able to advise on equity transactions, including supporting clients through IPOs. **Strengths:** *"Ryan is incredible. He is a true business-minded lawyer and a clear communicator."* *"He is an outstanding partner. Ryan is highly experienced and provides strategic knowledge and advice."* *"Ryan has an encyclopedic knowledge of capital markets."* **Michelle Gasaway** (see p.1023) has a comprehensive debt and equity practice, with notable capabilities in guiding clients through their IPOs, including advising special purpose acquisition companies on going public. **Strengths:** *"Michelle provides clear and practical guidance."* **Thomas Ivey** (see p.1033) represents a broad client base, including financial advisers, investment banks and companies in the technology industry, on a diverse array of capital markets matters. **Strengths:** *"Thomas is an excellent attorney. He is able to break down incredibly complex issues into actionable advice."* **Michael Zeidel** (see p.741) frequently assists sponsors, issuers and underwriters in varied capital markets transactions. His expertise encompasses all kinds of debt and equity transactions, including IPOs and secondary offerings. Clients turn to **Gregory Fericola** (see p.553) for his experience across the debt and equity markets. His work spans a mixture of issuer and underwriter-side representation and often sees him advising on

IPOs and follow-on equity offerings. **Strengths:** *"He is extremely thorough and very helpful."* **Laura Kaufmann Belkhatay** (see p.603) is a skilled capital markets lawyer with expertise representing clients in IPOs. **Strengths:** *"Laura is always ready with answers. She is knowledgeable and experienced."* *"Laura is a very seasoned lawyer."*

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP handles a wide array of capital markets matters, offering a broad range of expertise thanks to significant related strengths in M&A, banking and regulatory law. The attorneys display capabilities in guiding managers through sophisticated equity transactions. The firm is also noted for its ability to handle major cross-border debt mandates for issuer clients across a raft of industries, as well as advising financial investors on the bond market.

Strengths

"The firm has great depth and the knowledge of the lawyers is tremendous."

"Sullivan & Cromwell is extremely knowledgeable, very proactive with ideas and able to quickly answer questions."

"The firm has a strong roster and does a good job of taking complex transactions and boiling them down to actionable basics."

Work highlights Sullivan & Cromwell LLP advised the Royal Bank of Canada in numerous SEC-registered offerings of senior medium-term notes.

Notable practitioners

Robert Buckholz (see p.516) has a wealth of excellent experience acting on complex debt and equity financing matters. **Sarah Payne** (see p.1059) is recognized for her extensive capabilities on wide-ranging capital markets matters. She is particularly skilled at advising on IPOs and secondary offerings. **Strengths:** *"Sarah is a practical lawyer."* **John Savva** (see p.1069) is recommended for his expert counsel on public and private offerings of debt and equity. He is experienced in a broad array of sectors, including technology, healthcare and life sciences. **Strengths:** *"John is truly a strong lawyer. He is very experienced and practical."* *"He provides appropriately balanced and detailed advice."* *"John is an outstanding lawyer."*

Patrick Brown (see p.1005) regularly acts for major investment banks and corporations in a wide variety of sectors, including technology, healthcare and real estate. **Strengths:** *"Patrick has impeccable judgment and a solutions-oriented approach."* Cohead of the practice **Catherine Clarkin** (see p.527) is a skilled attorney with an excellent reputation for her transactional capabilities in capital markets. **Strengths:** *"Cathy provides a high level of service, has an excellent knowledge of the law and is business-minded."* *"Cathy is a knowledgeable, practical and responsive partner."* *"She is a very intelligent lawyer and offers creative solutions."* Cohead of the firm's capital markets practice **Robert Downes** (see p.544) is highly skilled at transactions relating to high-yield and investment-grade debt, as well as equity offerings. **Strengths:** *"Robert has a very strong command of capital markets law."* *"Robert is outstanding to work with on difficult deals."* **Alison Ressler** (see p.1063) centers her practice on capital markets transactions, with an emphasis on

debt and equity-based securities offerings. Her expertise in securities law is complemented by a wider M&A and private equity-based skill set.

Strengths: *"Alison has extensive experience. She stands out for her excellent advice and pragmatic solutions."*

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP remains a top tier practice, offering expertise in a wide variety of capital markets deals. From its headquarters in Houston, the firm is particularly strong in handling MLP IPOs and fields a deep bench of highly experienced practitioners with a range of specialties in both debt and equity offerings. The attorneys provide clients with ancillary expertise in areas such as tax, regulatory and energy law and are active in the technology, aviation and real estate industries, with additional capability across the energy space.

Strengths

"The firm is extremely sophisticated and has a broad base of experience and subject matter expertise."

"Vinson & Elkins is equipped to handle the most complex and unique matters. The strong bench ensures expert coverage and great client service."

"It is a commercial and efficient team that is fantastic to work with."

Work highlights Vinson & Elkins LLP advised Atlas Energy Solutions in connection with its \$324 million IPO of Class A common stock.

Notable practitioners

Mark Kelly provides market-leading representation to issuers and underwriters on the full span of capital markets matters. **Strengths:** *"Mark's understanding of the legal landscape and the players in it is a vital asset to our company."* **Douglas McWilliams'** broad practice sees him at the service of issuers and underwriters in major offerings of debt and equity, with extensive experience in complex and high value IPOs in the energy sector.

Strengths: *"Douglas is one of the premier capital markets lawyers."* *"Doug is outstanding. He is a mover and shaker in the industry."* **Sarah Morgan** is an experienced adviser to companies and underwriters, with capabilities spanning both debt and equity transactions, including IPOs. **Strengths:** *"Sarah is a super sharp and knowledgeable lawyer who regularly handles complicated deals."* *"She has a deep knowledge of complex capital markets transactions. She stays ahead of the curve on deals and anticipates problems before they arise."*

David Oelman acts for clients in a range of capital markets matters, with an emphasis on IPOs. He brings to bear significant experience in diverse industries, including energy, biotechnology and construction. **Strengths:** *"David Oelman is an exceptional attorney. He provides smart, practical legal advice and is always available to handle legal issues as they arise."* *"David is a super valuable resource with great experience and a breadth of knowledge. He always brings a thoughtful and practical approach to issues at hand."* *"He is consistently outstanding."* **Ramey Layne** dedicates his practice to the representation of issuers and underwriters on the complete spectrum of debt and equity offerings. He is highlighted for his specialist experience advising MLPs and SPACs.

Strengths: “Ramey is an extremely smart securities lawyer and very talented with MLPs.” “He is a very creative thinker.” **Michael Telle** is regularly chosen by clients for his expert counsel on a broad range of public and private financing transactions. He is best known for his capital markets work in the energy industry, where he handles all kinds of debt and equity offerings. **Strengths:** “Mike Telle is one of our most trusted advisors.” “He is a seasoned veteran in the capital markets space.” “Michael is always calm in stressful situations and is a capital markets specialist.” **David Stone** (see p.3271) is a popular choice for oil and gas companies involved with a range of debt offerings. He has notable experience of providing counsel on high-yield debt transactions. **Strengths:** “Dave is a great debt lawyer. He is thoughtful, diligent and highly experienced.” “He is a perfect example of a lawyer that helps identify key issues.” “David is a very pragmatic high-yield debt lawyer. He is a great thinker with creative solutions always at hand.” **Jackson O’Maley** (see p.3254) is an up-and-coming partner regularly sought after for his notable experience in a range of capital market transactions, particularly in the energy industry. **Strengths:** “Jackson is knowledgeable, prompt and practical. He always provides well-reasoned analysis.” “Jackson is phenomenal. He is an extraordinarily technical capital market attorney.” “He understands the industry and is able to provide real time, practical advice.”

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP is an established capital markets practice, with particular capabilities in equity transactions, including in traditional IPOs and SPAC IPOs. The firm represents both issuers and underwriters in complex transactions, as well as possessing notable experience working with private equity firms. The capital markets team maintains close relationships with Weil’s banking and M&A departments to provide clients with a comprehensive service.

Strengths

“The Weil team is very strong and capable.” “The firm is user friendly, communicative and well versed in the current market and trends.”

Work highlights Weil, Gotshal & Manges LLP advised Getty Images Holdings in its \$865 million issuance of common stock and warrants.

Notable practitioners

Merritt Johnson (see p.597) tackles a wide range of capital markets issues, with strength in both debt and equity offerings. **Strengths:** “Merritt is commercial, smart and capable in all respects.”

Alexander Lynch (see p.627) regularly acts for public and private companies in diverse sectors, including energy, healthcare and technology. His impressive equity practice sees him advise on a range of matters, from traditional IPOs to SPACs. **Strengths:** “Alexander is an excellent partner. He is very thoughtful and approachable.” “Alexander is seasoned, knowledgeable and responsive.”

Heather Emmel (see p.547) has a flourishing capital markets practice across debt and equity. She draws particular praise for her expertise on matters involving SPACs. **Strengths:** “Heather is very thorough and extremely knowledgeable.” “She

is one of the most meticulous lawyers, her attention to detail is unparalleled.” “Heather is deeply knowledgeable and understands difficult scenarios. She has a very methodical, thoughtful approach and finds interesting solutions to problems.”

White & Case LLP

What the team is known for White & Case LLP remains a prominent firm, actively engaged in representing both issuers and underwriters on a diverse range of capital markets transactions. The attorneys are particularly skilled at advising on transactions involving high-yield debt securities. The significantly bolstered team rounds out its capital markets capabilities with standout knowledge of the SPAC market.

Strengths

“White & Case is incredibly thoughtful, understands how to tackle complex issues and has excellent lawyers.”

“White & Case develop and implement creative solutions successfully in the most complex situations.”

“The team is always extremely knowledgeable and has deep understanding of market trends.”

Work highlights White & Case LLP represented NRG Energy, as issuer, on its \$650 million preferred stock offering.

Notable practitioners

A.J. Erickson comes highly recommended for his extensive capital markets practice, which sees him advise a range of issuers to underwriters in debt and equity transactions. **Strengths:** “AJ is a really sophisticated and super responsive capital markets attorney.” “AJ is a very smart and business-minded lawyer who always provides efficient and practical advice.” **Jason Rocha** is sought out by both issuers and investment banks, regularly advising on a variety of debt and equity offerings.

Strengths: “He is a very knowledgeable capital markets lawyer for any complex issues.” **Stuart Bressman** is an experienced securities lawyer, who is respected for his work advising on debt and equity offerings in the pharmaceutical and life sciences industries. **Strengths:** “Stuart understands how to manage complex issues while delivering the best solutions for his clients.” **Jonathan Michels** is active in both debt and equity capital markets, regularly representing managers and issuers in transactions. **Strengths:** “Jonathan is the whole package. He is strategic, commercial and thorough.” “Jonathan is unbelievably creative, knowledgeable and has great client management skills.” “He has a very good command of legal issues which enables him to come up with practical and commercially viable solutions.” **Laura Katherine Mann** (see p.3244) is an up-and-coming partner in Houston. She has valuable experience advising on an array of capital market transactions. **Strengths:** “She is a great lawyer to work with and very commercial.”

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati is acknowledged as a significant market player for capital markets transactions in the technology and life sciences sectors. The firm possesses a proven track record in IPOs, as well as high value Rule 144A and SEC-regis-

tered offerings. The attorneys act for a combination of corporates and investment banks and the strong equity practice is complemented by expertise in convertible bonds.

Strengths

“Wilson Sonsini has strong experience with complicated transactions. It offers thoughtful, deep expertise across various areas.”

“It is my go-to team when we have something complex or unusual. Wilson Sonsini has great depth and often helps establish cutting edge theories.”

“The firm is incredible, with an excellent slate of partners and world-class commercial acumen.”

Work highlights Wilson Sonsini Goodrich & Rosati advised the underwriters on NextTracker’s \$662.5 million secondary public offering.

Notable practitioners

Steven Bochner has immense experience advising industry-leading companies and investment banks on the full panoply of capital markets matters. **Jeff Saper** maintains a distinguished practice focused on securities transactions by technology and emerging growth companies. His expertise encompasses both issuer and underwriter representation. **Strengths:** “Jeff is a highly seasoned and very capable attorney.” **Larry Sonsini**’s extensive knowledge of securities law makes him an asset to clients on the most complex capital markets transactions. He maintains a leading reputation for his seasoned counsel on debt offerings, as well as IPOs and other equity transactions.

Chair of the firm’s board of directors, **Katharine Martin** stands out for her ability to handle a range of complex capital markets transactions. She is especially gifted at handling significant equity offerings, including IPOs and private investments, on behalf of issuers, sponsors and investment banks. **Strengths:** “Katherine is a premier lawyer.” **Rezwan Pavri** has a wealth of experience assisting clients with a comprehensive range of capital markets matters. He dedicates a substantial portion of his practice to handling major IPOs in varied industries. **Strengths:** “Rezwan is a phenomenal and thoughtful lawyer.”

Tony Jeffries is highly regarded for his advice on capital markets transactions. He is best known for his representation of technology companies, and their underwriters, on diverse securities offerings. **Strengths:** “Tony is very collaborative and results-oriented. I always enjoy working with him.”

Michael Occhiolini boasts a noteworthy client base of widely recognized technology companies who regularly turn to him for advice on a broad range of debt and equity transactions. **Strengths:** “Michael is a terrific debt lawyer.” **Allison Spinner** displays strength in both issuer and underwriter representation on the full range of debt and equity offerings. **Strengths:** “She always impresses.” **Erik Franks** has an impressive practice that sees him advise some of the best-known technology companies and investment banks on major offerings of debt and equity, including convertible debt.

Strengths: “Erik is always very responsive and knowledgeable.” “He is a great debt specialist.” **Lisa Stimmell** is an up-and-coming partner in Wilson Sonsini’s Palo Alto office. She has broad experience in debt and equity matters, with a strong record advising on public offerings, both on the issuer and underwriter side. **Strengths:** “Lisa is a

really strong capital markets lawyer.”

Other Ranked Lawyers

Carina Antweil (see p.3198) of Baker Botts L.L.P. acts for both issuers and underwriters across a range of debt and equity transactions. She is adept at counseling clients on initial and secondary public offerings. **Strengths:** “Carina is exceptional. She is extremely responsive, client-oriented and always has substantively complete answers to our questions.” “Carina is an up-and-coming star at Baker Botts.” “She is a very efficient lawyer.”

Kerry Burke (see p.516) of Covington & Burling regularly counsels issuers on bond and stock offerings. **Strengths:** “Kerry is a phenomenally business-oriented capital markets lawyer.”

Brett Cooper of Orrick, Herrington & Sutcliffe LLP is noted for his experience in securities law. His expertise covers equity financing, debt offerings and SPAC transactions. **Strengths:** “Brett is a great advisor and partner; he truly understands his clients.”

Capital markets expert **Joshua Davidson** (see p.3213) of Baker Botts L.L.P. is respected for the depth of his expertise in many industries, including renewable energy and midstream oil and gas. **Strengths:** “Josh Davidson is a legend among Texas capital markets lawyers.” “He is the perfect lawyer to get an opinion from. There are very few things that Joshua hasn’t seen.”

Jonathan DeSantis (see p.2558) of Proskauer

Rose LLP is respected for his extensive work in the technology, healthcare and financial services industries, where he assists clients with varied capital markets transactions, most notably high-yield and investment-grade debt mandates.

James Evans of Orrick, Herrington & Sutcliffe LLP is particularly skilled at handling debt and equity transactions, with significant experience including advising technology companies on their IPOs. **Strengths:** “James always offers practical suggestions for both legal and business matters.” “He is an incredibly strong business strategist as well as technically strong.”

John Goodgame (see p.570) is particularly known for his representation of energy companies in extensive debt and equity offerings. **Strengths:** “John is a practical and detail-oriented lawyer.”

Troy Harder of Bracewell LLP is recognized for a robust capital markets practice representing issuers and underwriters on a wide range of matters, including IPOs and public and private debt offerings. **Strengths:** “Troy is a thoughtful and commercial partner with excellent client service.” “Troy is hugely knowledgeable and good at planning ahead.”

Bill Hughes of Orrick, Herrington & Sutcliffe LLP advises on an array of debt and equity offerings. His client base includes both public and private companies. **Strengths:** “Bill is a fantastic attorney.”

Valerie Ford Jacob (see p.594) is cochair of Freshfields Bruckhaus Deringer’s global capital markets group and concentrates her well-regarded practice on debt and equity financings. She reg-

ularly counsels issuers and underwriters on high value IPOs and investment-grade debt issuances.

Trevor Lavelle of Clifford Chance LLP is highlighted for his expertise in debt capital markets, particularly matters pertaining to high-yield debt. Chair of Covington & Burling’s practice **Brian Rosenzweig** (see p.683) enjoys a great reputation for his comprehensive capital markets practice, centered around the representation of life sciences and technology companies and investment banks in varied securities transactions. **Strengths:** “Brian is a very pragmatic and smart attorney who is always willing to work with us to achieve the desired result.” “Brian is very approachable and gives good timely advice.”

Sarah Solum (see p.1074) of Freshfields Bruckhaus Deringer has market-leading experience advising underwriters and companies on stock offerings and notes issuances, including advising on convertible debt transactions. **Strengths:** “Sarah regularly provides strategic and practical advice on a number of critical issues.” “Sarah is prepared, thorough and efficient.” “She is very practical, tactical and knows the markets she operates in.”

Jeffrey Vetter of Gunderson Dettmer Stough Villeneuve Franklin & Hachigian has established a broad practice involving the representation of both underwriters and issuers in a wide array of capital markets transactions.

Capital Markets Securitization Nationwide

The editorial is in alphabetical order by firm name.

A&O Shearman

What the team is known for A&O Sherman is a renowned team which is well placed to offer advice on a wide range of sophisticated securitization transactions. The firm’s extensive CLO expertise and ability to advise on an array of traditional ABS structures makes it a strong choice for clients seeking advice on international matters.

On 1st May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

“The group has a very deep bench and their wealth of experience puts them at a great advantage when resolving complicated negotiations.”

“The team is wonderful and very knowledgeable.”

“The lawyers are knowledgeable of market trends and the best way to protect the client.”

Work highlights The team represented Neuberger Berman in new issue, refinancing and reset CLO transactions.

Notable practitioners

Lawrence Berkovich (see p.503) regularly advises major financial institutions on securitization transactions, receiving abundant praise for his CLO practice. **Strengths:** “Lawrence is a great attorney to work with. He is incredibly knowledgeable.” **John Hwang**’s busy ABS practice sees him assist a range of interested parties, from issuers to underwriters, on a variety of transactions spanning credit cards, auto loans and aircraft, among other assets. **Strengths:** “John provides a wealth of knowledge and expertise.” “John provides a very high level of service and responsiveness on a broad range of ABS activities.” **Christopher Jackson** (see p.594) is admired by underwriters and collateral managers for his ability on CLO transactions. **Strengths:** “He is commercial and smart.” “Chris-

topher is very experienced, intelligent and responsive.” “Chris is a very fine lawyer and provides a high level of service.” **Derek Poon** (see p.671) gains recognition for his securitization practice, which has seen him provide guidance on a broad array of assets, from transport receivables to credit cards. **Strengths:** “Derek provides tremendous customer service. He pairs a friendly style with innovative, insightful advice.” “Derek excels at client service and brings a strong understanding of securitization requirements.” “He is very smart and organized.” **Luke Maiman** (see p.630) has earned a reputation as a noteworthy CLO associate as a result of his flourishing practice, which involves supporting numerous parties in transactions, including lenders and arrangers, and collateral managers.

Alston & Bird LLP

What the team is known for Alston & Bird LLP is a respected securitization practice able to handle

Capital Markets: Securitization: ABS
Leading Firms
Band 1
Latham & Watkins LLP
Mayer Brown LLP
Morgan, Lewis & Bockius LLP
Sidley Austin LLP
Band 2
Chapman and Cutler LLP
Katten
Kramer Levin Naftalis & Frankel LLP
Orrick, Herrington & Sutcliffe LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Weil, Gotshal & Manges LLP
Band 3
A&O Shearman
Alston & Bird LLP
Arnold & Porter
Clifford Chance US LLP
Dechert LLP
Dentons
King & Spalding LLP
Kirkland & Ellis
Milbank LLP
Schulte Roth & Zabel LLP
Skadden, Arps, Slate, Meagher & Flom LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

traditional asset and mortgage-backed transactions. The firm is a strong choice for the representation of both issuers and underwriters, and is well regarded for its role as trustees' counsel. It also draws on complementary practice strengths in banking and finance to strengthen its securitization offering.

Strengths

"Alston & Bird has a deep bench and keeps abreast of regulatory changes."

"The team has a wide breadth of experience across their large team and shows a strong commercial understanding."

"The lawyers have creative approaches to fix complex issues."

Notable practitioners

Bradley Johnson (see p.597) shows notable prowess representing trustees and agents in a variety of securities transactions, most notably CLOs. **Strengths:** *"Bradley's strengths include his ability to evaluate a situation and come up with solutions, without compromising his client's interest."* *"Brad is excellent legal counsel and an excellent partner."* **William Macurda** (see p.629) boasts experience as counsel to the trustees in securitization transactions, regularly handling major asset classes, from traditional ABS to MBS.

Strengths: *"Bill takes a very business-focused approach and makes sure his advice can be done in the real world."* **Aimee Cummo** (see p.534) acts for high profile lenders on a broad range of transactions. She demonstrates notable strength in the RMBS space. **Patrick Sargent** (see p.690) comes highly recommended for his knowledge of CMBS transactions. **Richard Simonds** (see p.703) garners praise for his long-standing experience in the securitization market, with notable capabilities in RMBS. **Tara Castillo** (see p.521) is well versed in ABS transactions, with experience that includes

Capital Markets: Securitization: ABS
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Yarett Jordan Paul, Weiss, Rifkind, Wharton *
Eminent Practitioners
Van Gorp Jon D Mayer Brown LLP *
Leading Individuals
Band 1
Auerbach Reed D Morgan, Lewis & Bockius LLP
DiAngelo Christopher Katten
Litwin Stuart M Mayer Brown LLP *
Band 2
Carlson R J Sidley Austin LLP *
Fingeret Kevin Latham & Watkins LLP *
Liu Gilbert K.S. Kramer Levin Naftalis & Frankel LLP *
Morriello Henry G Arnold & Porter
Nocco Frank Weil, Gotshal & Manges LLP *
Ulum Angela M Mayer Brown LLP *
Zochowski T Robert Paul, Weiss, Rifkind, Wharton *
Band 3
Efta Aaron Chapman and Cutler LLP
Gillespie Julie Mayer Brown LLP *
Gordon T.J. Sidley Austin LLP *
Klingenberg Erik D Dentons
Kocis Jamie Kramer Levin Naftalis & Frankel LLP *
Levitan Steve Morgan, Lewis & Bockius LLP
Mitchell Michael H Orrick, Herrington & Sutcliffe LLP
Moyle Robert Orrick, Herrington & Sutcliffe LLP
Oberkfell Keith F Mayer Brown LLP *
Pesant Charles J Paul, Weiss, Rifkind, Wharton *
Sanzari Leah P Orrick, Herrington & Sutcliffe LLP
Schickler Howard Katten
Schueler John Simpson Thacher & Bartlett LLP (ORL) ◇
Smith Jason Weil, Gotshal & Manges LLP *
Smyth Graeme P. Latham & Watkins LLP *
Stringfellow James S Skadden, Arps, Slate, Meagher *
Topolski Joseph P Katten
Urschel Michael Kirkland & Ellis LLP *
Ziser Boris Schulte Roth & Zabel LLP
Band 4
Arkins Jonathan King & Spalding LLP *
Camp Lawton Arnold & Porter
Castillo Tara Alston & Bird LLP *
Dedyo John Hunton Andrews Kurth LLP *
Hall Claire DLA Piper LLP (US) *
Hitselberger Carol A Mayer Brown LLP *
Hwang John A&O Shearman
Joseph Matthew P Morgan, Lewis & Bockius LLP
Kodes Shawn Paul Hastings LLP *
Marin Kenneth Chapman and Cutler LLP
McNaughton Ryan Cadwalader, Wickersham & Taft LLP
O'Connor Jeffrey S Kirkland & Ellis *
Pettit Laurence Kramer Levin Naftalis & Frankel LLP *
Poggi Christopher Ropes & Gray LLP *
Pontano Andrew Dechert LLP
Ridenour David King & Spalding LLP *
Up-and-coming individuals
Charles Rudgee Kirkland & Ellis *
Hays Matthew R Latham & Watkins LLP *
Min Chris Orrick, Herrington & Sutcliffe LLP
Nemeth Matthew Paul Hastings LLP
Poon Derek A&O Shearman *
Truver Kristen Alston & Bird LLP *

Capital Markets: Securitization: CLOs
Leading Firms
Band 1
Cadwalader, Wickersham & Taft LLP
Dechert LLP
Milbank LLP
Paul Hastings LLP
Band 2
A&O Shearman
Cleary Gottlieb Steen & Hamilton LLP
Clifford Chance US LLP
Latham & Watkins LLP
Schulte Roth & Zabel LLP
Band 3
Chapman and Cutler LLP
DLA Piper LLP (US)
Mayer Brown LLP
Orrick, Herrington & Sutcliffe LLP
Weil, Gotshal & Manges LLP
White & Case LLP
Winston & Strawn LLP
Leading Individuals
Band 1
Skalla Nicole Paul Hastings LLP
Timperio John M Dechert LLP
Band 2
Duerden Christopher Dechert LLP
Ferrer Eugene Paul Hastings LLP *
Jubin Gregg S Cadwalader, Wickersham & Taft LLP
Solis Sean M Milbank LLP
Stein Craig Schulte Roth & Zabel LLP
Thatch David White & Case LLP
Band 3
Berkovich Lawrence A&O Shearman *
Burnaford Douglas Latham & Watkins LLP *
Lee Mary Kathryn Paul Hastings LLP *
Oberkfell Keith F Mayer Brown LLP *
Suda Ryan Mayer Brown LLP *
Villani Robert A Clifford Chance US LLP
Band 4
Azzollini Phillip J Schulte Roth & Zabel LLP
Beach Joseph Cadwalader, Wickersham & Taft LLP
Fogarty Jim White & Case LLP
Goldwasser Howard Orrick, Herrington & Sutcliffe LLP
Jackson Christopher A&O Shearman *
Kodes Shawn Paul Hastings LLP *
Levington Macey Cleary Gottlieb Steen & Hamilton LLP *
Mullins Michael Winston & Strawn LLP
Nocco Frank Weil, Gotshal & Manges LLP *
Oshinsky Daniel Schulte Roth & Zabel LLP
Reilly Richard DLA Piper LLP (US) *
Robinson Nicholas Paul Hastings LLP *
Rublin Arthur Mayer Brown LLP *
St. Lawrence Paul R. Morgan, Lewis & Bockius LLP
Vivekananda Skanthan Orrick, Herrington & Sutcliffe
Weidner Neil Cadwalader, Wickersham & Taft LLP
Up-and-coming individuals
Feng Tracy Paul Hastings LLP *
Sterling Charles "Beau" Cleary Gottlieb Steen *
Wollis Melissa Dechert LLP
Star associates
Darr Dave Dechert LLP
Associates to watch
Ingato Carlo DLA Piper LLP (US) *
Maiman Luke A&O Shearman *

Capital Markets: Securitization: CMBS

Leading Firms
Band 1
Cadwalader, Wickersham & Taft LLP
Orrick, Herrington & Sutcliffe LLP
Band 2
Dechert LLP
Sidley Austin LLP
Leading Individuals
Band 1
Barbiere Janet A. Orrick, Herrington & Sutcliffe LLP
Cullen William J. Orrick, Herrington & Sutcliffe LLP
Gambro Michael S. Cadwalader, Wickersham & Taft LLP
Band 2
Cotins Jim. Clifford Chance US LLP
Prindle Gregory. Cadwalader, Wickersham & Taft LLP
Band 3
Pauquette Lisa. Cadwalader, Wickersham & Taft LLP
Reilly Eric M. Mayer Brown LLP*
Sargent Patrick. Alston & Bird LLP*

Capital Markets: Securitization: CRE CLOs

Leading Firms
Band 1
Cadwalader, Wickersham & Taft LLP
Dechert LLP
Band 2
Clifford Chance US LLP
Sidley Austin LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Jones Richard D. Dechert LLP
Leading Individuals
Band 1
Goldstein Stuart N. Cadwalader, Wickersham & Taft LLP
Kolyer Steven. Sidley Austin LLP*
Band 2
Cotins Jim. Clifford Chance US LLP
McQueen Stewart. Dechert LLP
Reilly Eric M. Mayer Brown LLP*
Rotblat Y. Jeffrey. Cadwalader, Wickersham & Taft LLP
Swihart Laura. Dechert LLP
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

advising on consumer receivables. **Strengths:** “Tara knows her stuff, is very accessible and works very hard.” “She is an excellent partner to work with.” **Lindsey Deere** (see p.539) advises an impressive client base of major financial services companies in various capital markets transactions. **Strengths:** “Lindsey does an excellent job explaining complicated matters in layman’s terms.” “She is a phenomenal partner and knows what is important.” **Kristen Truver** (see p.722) is particularly proficient advising underwriters on various securitization transactions. **Strengths:** “Kristen is very commercial, creative and knowledgeable.”

Arnold & Porter

What the team is known for Arnold & Porter possesses particular expertise in the marketplace loan securitization space, interfacing with SIFMA and other bodies to develop thought leadership in the area. The firm regularly advises some of the most active financial institutions in the market.

Strengths

“The team is strategic and very commercial.”

Capital Markets: Securitization: MSR

Leading Firms
Band 1
Hunton Andrews Kurth LLP
Band 2
Dentons
Lowenstein Sandler LLP
Leading Individuals
Band 1
Douma Edward L. Hunton Andrews Kurth LLP*
Hiner Thomas Y. Hunton Andrews Kurth LLP*
Klingenberg Erik D. Dentons
Nedzbala Michael. Hunton Andrews Kurth LLP*
Wishnia Jonathan C. Lowenstein Sandler LLP
Band 2
Mohler Duilio Brit. Hunton Andrews Kurth LLP*
Signoriello Meagan. Lowenstein Sandler LLP

Capital Markets: Securitization: PACE

Leading Firms
Band 1
Kramer Levin Naftalis & Frankel LLP
Orrick, Herrington & Sutcliffe LLP
Band 2
Winston & Strawn LLP
Leading Individuals
Band 1
Kocis Jamie. Kramer Levin Naftalis & Frankel LLP*
Liu Gilbert K.S. Kramer Levin Naftalis & Frankel LLP*
Pettit Laurence. Kramer Levin Naftalis & Frankel LLP*
Sanzari Leah P. Orrick, Herrington & Sutcliffe LLP
Up-and-coming individuals
Sykes David. Chapman and Cutler LLP*

Work highlights Arnold & Porter represented Car-tiga and its subsidiaries as issuer and servicer in a Rule 144A offering of asset-backed notes secured by litigation funding receivables.

Notable practitioners

Henry Morriello is credited by clients for his ability to advise on traditional and esoteric assets. **Strengths:** “Henry is supremely knowledgeable and a great lawyer.” **Lawton Camp** serves a client base of domestic and foreign financial institutions on a range of securitization matters. His experience includes advising on auto loans and consumer loans. **Strengths:** “Lawton is business-minded and works hand in hand with his clients.”

Cadwalader, Wickersham & Taft LLP

What the team is known for Cadwalader, Wickersham & Taft LLP is an industry leader in CMBS and CLOs, including standout capabilities in CRE CLOs. The firm has an exceptionally large team of securitization lawyers based across the US that are able to respond to the most complex transactional issues, as well as provide counsel on risk retention regulations. Clients include issuers, underwriters and investors, among others.

Strengths

“Cadwalader is an amazing team with lots of depth.” “The team provides invaluable guidance on complex transactions.”

“The firm is often responsible for setting market standards and has some of the best known partners in many disparate areas of the industry.”

Work highlights Cadwalader, Wickersham & Taft LLP advised Morgan Stanley as underwriter in a

Capital Markets: Securitization: RMBS

Leading Firms
Band 1
Dentons
Hunton Andrews Kurth LLP
Mayer Brown LLP
Morgan Lewis & Bockius LLP
Sidley Austin LLP
Band 2
Alston & Bird LLP
Clifford Chance US LLP
Katten
Orrick, Herrington & Sutcliffe LLP
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Kudenholdt Stephen S. Dentons
Eminent Practitioners
Van Gorp Jon D. Mayer Brown LLP*

Leading Individuals
Band 1
Carlson R.J. Sidley Austin LLP*
DiAngelo Christopher. Katten
Band 2
Askenazi Lee. Clifford Chance US LLP
Herald Asa. Morgan, Lewis & Bockius LLP
Johnson Jeffrey R. Morgan, Lewis & Bockius LLP
Jorissen Paul A. Mayer Brown LLP*
Lewis Brent A. Hunton Andrews Kurth*
Swerdlhoff Scott. Dentons
Williams Amy. Hunton Andrews Kurth LLP*
Band 3
Becker Steven H. Morgan, Lewis & Bockius LLP
Burner Eric. Hunton Andrews Kurth*
Chen-Young Claudine A. Winston & Strawn LLP*
Cummo Aimee. Alston & Bird LLP*
Gudmundsson Haukur. Mayer Brown LLP*
Haynes Rudene Mercer. Hunton Andrews Kurth LLP*
Hiner Thomas Y. Hunton Andrews Kurth LLP*
Klingenberg Erik D. Dentons
Mazzeo Ralph. Dechert LLP
Olin Robert B. Dentons
Simonds Jr Richard D. Alston & Bird LLP*
Wishnia Jonathan C. Lowenstein Sandler LLP

Capital Markets Securitization: Single Family Rental

Leading Individuals
Band 1
Barth Giselle. Sidley Austin LLP*
Band 2
Hackman Kenneth. Dechert LLP
Klingenberg Erik D. Dentons
Up-and-coming individuals
Bartosch Linda Ann. Dechert LLP

\$947.8 million CMBS multi-borrower transaction.

Notable practitioners

With a strong issuers’ and underwriters’ practice, **Michael Gambro** maintains his outstanding reputation for handling transactions involving the securitization of commercial real estate, and he is an expert on the regulations impacting this market. **Strengths:** “Michael is very bright and incredibly capable.” **Stuart Goldstein** is a leading practitioner when it comes to securitizing commercial real estate via CLOs, maintaining an impressive client base of investment banks and alternative investors. **Gregg Jubin** is recommended for his ability to handle CLO mandates

Capital Markets: Securitization: Tax
Leading Individuals
Band 1
Harris Anna-Liza B <i>Katten</i>
Kreitman Robert M <i>Sidley Austin LLP*</i>
Mandell Andrea <i>Schulte Roth & Zabel LLP</i>
Band 2
Cejudo William <i>Dechert LLP</i>
Gouwar James <i>Clifford Chance US LLP</i>
Horner Cecelia Philipps <i>Hunton Andrews Kurth LLP*</i>
Nance Russell <i>Mayer Brown LLP*</i>
Nelson Sarah A <i>Morgan, Lewis & Bockius LLP</i>
Up-and-coming individuals
Savoff Zuza <i>Sidley Austin LLP*</i>
Zucchetto Ryan J <i>Dentons*</i>

Capital Markets Securitization: Trustee Counsel
Leading Firms
Band 1
Alston & Bird LLP
Chapman and Cutler LLP
Band 2
Dentons
Seward & Kissel LLP
Leading Individuals
Band 1
Livanos Maria <i>Dentons</i>
Band 2
Hitt, Jr. John C. <i>Chapman and Cutler LLP*</i>
Johnson Bradley <i>Alston & Bird LLP*</i>
Macurda William <i>Alston & Bird LLP*</i>
Ng Catherine <i>Nixon Peabody LLP (ORL) ♦*</i>
Up-and-coming individuals
Anderson Anna <i>Chapman and Cutler LLP*</i>
Deere Lindsey L <i>Alston & Bird LLP*</i>
<i>* Indicates individual with profile.</i>
<i>♦ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

on behalf of asset managers. **Strengths:** “Gregg operates commercially and efficiently.” **Gregory Prindle** has made a name for himself in the CMBS market, advising banks and other financial investors on these transactions. **Jeffrey Rotblat** is recognized for his specialist knowledge of CRE CLOs. He comes especially recommended for his issuer-side practice. **Strengths:** “He is a great attorney to work with.” **Lisa Pauquette** is highly regarded by the market for her expertise on securities. She shows particular strength in handling CMBS transactions. **Strengths:** “Her expertise is matched only by her assiduousness.” **Joseph Beach** is particularly adept at handling midmarket CLO transactions. **Strengths:** “He really understands the space, has deep market knowledge and is very practical.” “Joseph is very commercial and smart.” **Ryan McNaughton** has demonstrated a strong skill set acting for issuers, underwriters and private equity shops on a broad range of securities transactions. He shows particular prowess on asset-backed securitizations. **Neil Weidner** has long-standing market experience, which sees him regularly act on behalf of arrangers in CLO transactions.

Chapman and Cutler LLP

What the team is known for Chapman and Cutler LLP's strengths include CLOs and ABS trans-

Capital Markets Securitization: Whole Business
Leading Firms
Band 1
Milbank LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
White & Case LLP
Band 2
Ropes & Gray LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Yarett Jordan <i>Paul, Weiss, Rifkind, Wharton & Garrison*</i>
Leading Individuals
Band 1
Thatch David <i>White & Case LLP</i>
Urschel Michael <i>Kirkland & Ellis LLP*</i>
Band 2
Devine Elizabeth <i>White & Case LLP</i>
Eid Martin <i>Milbank LLP</i>
Fogarty Jim <i>White & Case LLP</i>
Livanos Maria <i>Dentons</i>
Lynch Patricia <i>Ropes & Gray LLP*</i>
Pesant Charles J <i>Paul, Weiss, Rifkind, Wharton*</i>
Weiss Kathryn <i>Milbank LLP</i>
Zochowski T Robert <i>Paul, Weiss, Rifkind, Wharton*</i>
Up-and-coming individuals
Salvati Laura <i>Skadden, Arps, Slate, Meagher*</i>

actions. The firm advises clients on commercial paper, auto loans and leases, and trade receivables securitizations. It also provides ongoing advice and interpretation regarding developing regulatory standards. The attorneys are able to represent a broad range of clients in transactions and the firm is especially recommended for its trustee practice.

Notable practitioners

John Hitt (see p.585) regularly acts as counsel to the trustees in deals involving asset-backed securities, including traditional and esoteric assets. **Aaron Efta** is able to securitize the full range of ABS, with notable capabilities in the handling of esoteric assets. New York-based **Kenneth Marin** is recommended for his broad securitization practice. **Anna Anderson** (see p.491) is a highly regarded up-and-comer noted for her strong representation of trustees. **David Sykes** (see p.714) ‘ clients benefit from his in-house experience which he leverages to capably assist with PACE securitizations. He is based in the firm's Chicago office.

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP is praised for its work on CLOs. The firm is able to draw upon a superlative regulatory team to stay abreast of the most recent legislative developments in the field, with in-depth expertise in risk retention matters and the application of the Volcker Rule. Clients include investment banks, private equity firms and multinational conglomerates.

Strengths

“Cleary are always responsive and get up to speed quickly.”

“The Cleary team is talented and capable. They are prepared and diligent.”

Work highlights Cleary Gottlieb Steen & Hamilton LLP counseled CVC Credit Partners, as collateral manager, in CLO transactions totaling over \$1 billion.

Notable practitioners

Macey Levington (see p.621) is especially highlighted for his ability to advise global banks and alternative investors on CLOs. **Charles Sterling** (see p.711) is an up-and-coming counsel in the Washington DC office. He regularly represents underwriters on collateralized loan obligation transactions. **Strengths:** “He is incredibly smart, extremely diligent and always works hard to find the right solution to a problem.”

Clifford Chance US LLP

What the team is known for Clifford Chance LLP is a diverse practice with strength in the CLO space. It also demonstrates extensive knowledge of the mortgage market, with noted expertise in REMICs, RMBS and CMBS. The firm is capable of securitizing other traditional and novel assets and has strength in all aspects of the deal structures, including advising on the tax aspects of deals. Supported by offices in other jurisdictions, Clifford Chance is well positioned to handle a broad range of cross-border transactions.

Strengths

“The team's knowledge and capabilities always impress.”

“Clifford Chance is very strong in its ability to handle complex and sophisticated matters.”

Work highlights Clifford Chance LLP advised Credit Suisse Asset Management as portfolio manager in numerous CLO transactions, including its \$393.7 million Madison Park Funding LXII CLO transaction.

Notable practitioners

Lee Askenazi has a broad securitization practice in the mortgage market, regularly advising managers, and other deal parties, on RMBS and CMBS transactions. **Strengths:** “Lee is very knowledgeable, commercial and responsive.” “He is very practical and personable.” **Jim Cotins** is best known for advising all deal participants on the securitization of commercial real estate assets. **Strengths:** “Jim is great to work with, his knowledge and attention to detail has always impressed.” **James Gouwar** focuses his securitization practice on the tax requirements of transactions, with deal experience spanning a broad range of structures such as mortgage-backed securities and CLOs. **Strengths:** “James is very proactive and he has good judgment.” **Robert Villani** is recognized for his noteworthy securitization practice, which sees him handle CLO transactions for a range of interested parties, and he is particularly active in the representation of asset managers. **Strengths:** “He is incredibly knowledgeable and has a tremendous ability to get things done in a tight time frame.”

Dechert LLP

What the team is known for Dechert LLP is a respected team renowned for its prowess in handling CLO transactions, particularly those pertaining to the real estate market. The firm possesses additional strength in commercial mortgage-backed securities and asset-backed securities, and is able to provide thought leader-

ship on emerging and evolving regulatory requirements on a cross-border scale, with a particularly strong focus on risk retention matters.

Strengths

"Dechert provides top notch advice for complex matters. The CLO team is incredibly knowledgeable and responsive."

"The lawyers are very commercial in dealing with their clients and creative in coming up with solutions."

"The Dechert lawyers are highly experienced and well-practiced in the subject matter."

"Dechert has a deep team of associates and partners."

"The lawyers are knowledgeable of market trends."

Work highlights Dechert LLP represented MidCap Financial Trust, as collateral manager and issuer, in connection with a \$905 million CLO.

Notable practitioners

Richard Jones has exceptional securitization experience, particularly noted for his handling of high value CLOs. Co-chair of the firm's global finance practice and real estate practice, **John Timperio** has earned an impressive reputation in the market for financing new and established CLOs. **Strengths:** *"John is a great lawyer who provides excellent, commercial guidance." "He provides excellent advice. He's also a terrific problem solver and comes up with creative solutions."*

William Cejudo exhibits particular strength in advising clients on developments in the tax market and he comes recommended for his deep expertise in real estate-related transactions. **Strengths:** *"Will makes the most complex problems easy to understand." "He is a very creative and strong lawyer."*

Christopher Duerden supports clients with transactions involving midmarket CLOs. **Strengths:** *"He is really smart and conscientious." "Chris is a thoughtful and commercial lawyer."*

Kenneth Hackman boasts the ability to act for borrower and lender-side clients on single-family rental loans. **Strengths:** *"Ken is a great partner." "Ken's experience and knowledge make him a go-to for complex securitization transactions."*

Stewart McQueen is sought after by various interested parties, ranging from issuers to collateral managers, for advice on CRE CLO transactions. **Strengths:** *"Stewart is very responsive and insightful."*

Laura Swihart is the cochair of the global finance and real estate practice groups. She regularly acts for issuers and underwriters on a broad range of securitization transactions. **Ralph Mazzeo** has an established RMBS practice where he advises a variety of clients, including originators, sponsors and issuers. **Strengths:** *"Ralph is a go-to lawyer for issues that arise in this space."*

Andrew Pontano efficiently advises on a variety of ABS transactions and leads the firm's asset finance and securitization group. **Strengths:** *"Andrew is always very commercially-oriented." "He is very thorough and comes up with creative structures to help us." "Andrew is great. He is very dedicated to clients, business savvy and extremely knowledgeable in the area of securitization."*

Linda Ann Bartosch is a particularly strong advisor for placement agents in connection with single family rental mandates, as part of her broader real estate finance practice. She operates out of the firm's Philadelphia office. **Melissa Wollis** centers her practice on pro-

ficiently advising investment managers on CLO transactions. **Strengths:** *"Melissa is a great lawyer and very knowledgeable." "Dave Darr's comprehension of midmarket CLOs earns him praise from clients and peers alike." "Dave's industry knowledge is exceptionally strong." "He is a terrific lawyer all around."*

Dentons

What the team is known for Dentons represents the full range of players in the market including issuers, underwriters and originators. Attorneys from the firm act on both domestic and cross-border securitization matters, leveraging the firm's significant international standing. The firm demonstrates notable strength in real estate financings, such as RMBS transactions and single-family rentals, with additional expertise in MSRs. It also stands out for its ability to assist with the securitization of traditional and esoteric ABS.

Strengths

"Dentons is often at the leading edge of current industry knowledge concerning issues affecting the market."

"They are exceptionally talented and creative lawyers."

"The firm has a very deep bench. They are super efficient and pragmatic."

"Dentons is a go-to resource for issuers and underwriters for complex questions and transactions."

"The firm has an extremely knowledgeable team with extensive experience."

Work highlights Dentons represented JPMorgan Chase Bank, acting as lender/repurchase buyer, in a \$2.3 billion repurchase facility used to finance Apollo Group's acquisition of the Credit Suisse Securitized Products Group.

Notable practitioners

Stephen Kudenholdt is incredibly well-regarded for his securitization experience, particularly on RMBS transactions. He serves as head of the firm's structured finance group. **Strengths:** *"Stephen is knowledgeable and responsive."*

Maria Livanos' practice is broad, ranging from CLOs to whole business securitizations, making her the leading trustees' counsel in the market. **Strengths:** *"Maria provides guidance on the most complex matters and is an amazing negotiator."*

Scott Swerdloff regularly advises on RMBS transactions, with key market experience including advising on complex structures, such as non-QM mortgages. **Erik Klingenberg** advises financial institutions on transactions involving complex esoteric assets and he also boasts significant expertise in mortgage-backed securities, especially in the single-family rental market. **Strengths:** *"Erik is an outstanding practitioner." "He is a thoughtful and practical lawyer, a real pleasure to work with."*

Robert Olin shows notable strength on a variety of residential mortgage-backed securitizations representing both issuers and underwriters. **Strengths:** *"Rob is a go-to resource regarding all residential mortgage related transactions." "He provides outstanding representation."*

Ryan Zucchetto (see p.742) is a valued advisor on the tax aspects of a variety of securitizations.

DLA Piper LLP (US)

What the team is known for DLA Piper LLP (US) boasts notable expertise in CLOs, having assisted with numerous transactions in the market. The firm has a strong team that is well placed to handle new issuances and extensive expertise in deal-related risk retention rules.

Strengths

"The firm has a very strong team of experienced professionals."

"DLA Piper is very commercial, with in-depth knowledge and experience in the CLO world."

"DLA handles complex matters with efficiency and draws on its resources and experience to distil large amount of information into clear and succinct messaging."

Work highlights DLA Piper LLP (US) acted as manager counsel to MC Credit Partners in the \$401.12 million new issuance of Atlantic Avenue 2023-1 Ltd. This deal represented MC Credit Partners' first ever CLO.

Notable practitioners

Claire Hall (see p.577) has significant experience on esoteric transactions, including matters involving music royalties. **Strengths:** *"Claire takes into account business needs and knows how to navigate regulatory aspects." "Claire is very constructive when working through problems." "She is an excellent lawyer, she is good at identifying issues and explaining key points."*

Richard Reilly (see p.677) regularly acts for financial institutions and other investors in CLO transactions. **Strengths:** *"Rich is great to work with and extremely knowledgeable." "He is a good problem solver." "Rich fights hard for his clients and is always available to address any question at short notice."*

Carlo Ingato (see p.593) provides excellent support to major investment managers on CLO transactions. **Strengths:** *"Carlo is amazingly efficient and he is incredibly thorough."*

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth LLP is a highly regarded outfit with a depth of expertise across the market, including widely regarded capabilities in mortgage servicing advances and credit risk transfer securitizations, and has an excellent reputation for RMBS transactions. The practice is well supported by its tax and bankruptcy departments in offering clients a comprehensive service. The firm boasts an impressive client roster which includes leading investment banks and private equity firms, among others.

Strengths

"The lawyers provide advice consistent with the latest market developments and the attorneys have shown themselves to be experts."

"The securitization bench is very broad and deep at Hunton and they are excellent lawyers."

"Hunton Andrews Kurth is excellent at identifying risks and knows how to manage transactions from start to finish."

"Each team member demonstrates a deep understanding of complex legal matters."

Work highlights Hunton Andrews Kurth LLP represented the Government National Mortgage Association in 229 Multiclass Securities transactions. This represents the issuance of over \$108

billion of government guaranteed REMIC securities backed by government-insured mortgage loans.

Notable practitioners

Edward Douma (see p.544) is practiced in applying his knowledge of real estate to the securitization of MSRs, including in the context of financial restructurings. **Strengths:** “Ed is a seasoned veteran with outstanding intelligence.” “Ed is a master of his art; he brings many ideas to the table and deserves high praise for his efforts and commitment.”

Thomas Hiner (see p.584) is viewed as a go-to for MSR matters for his experience and relationships with key market insiders. He routinely represents financial institutions in significant MSR securitizations and has notable experience in RMBS transactions. **Strengths:** “Tom is well-connected and incredibly well respected.”

Michael Nedzbala (see p.652) has experience in a broad range of securitizations, including particular exposure to the mortgage market. **Strengths:** “Michael is an outstanding practitioner.”

Cecelia Philipps Horner (see p.588) comes especially recommended for her knowledge of tax in relation to the real estate market. **Strengths:** “Cecelia has extremely broad and deep knowledge of the technical side of tax. She is practical and informed.”

Brent Lewis (see p.622) is a talented securitization lawyer, highlighted for his strength in RMBS, and he is especially recommended by sources for his issuer-side counsel. **Strengths:** “Brent has strong breadth of knowledge and advises some of the biggest players in the securitization space.” “He is super pragmatic and really good at helping us think through things.”

Brit Mohler Duflho (see p.645) has emerged as an impressive practitioner in the securitization of MSRs, with clients including issuers and lenders. **Strengths:** “Brit is outstanding on all fronts. She has the product knowledge and provides fantastic client service.” “Her legal expertise, attention to detail and dedication are truly remarkable.”

Amy Williams (see p.734) focuses her securitization practice on mortgage-backed securities transactions, with noted capabilities in RMBS, in which she is often called upon to assist with market developments. **Strengths:** “Amy is a great advisor.”

Eric Burner (see p.516) is regularly called upon to advise on residential mortgages, leveraging his knowledge of the market to advise on new securitizations. **Strengths:** “Eric is a very commercial lawyer.”

Rudene Mercer Haynes (see p.580) has experience acting for government agencies in relation to residential mortgage-backed securitizations. **Strengths:** “She provides both excellent customer service and strong product knowledge.”

John Dedyo (see p.539) is well versed in a broad range of transactions, with his areas of expertise spanning traditional and esoteric assets. **Strengths:** “He is meticulous and very creative.” “John has the intellectual heft and flexibility to cover any asset class.”

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Katten

What the team is known for Katten is a respected team focused on issuer representation and adept at handling mortgage-based securitizations, with a particular emphasis on RMBS, as well as auto loan and lease securitizations, and marketplace

lending. The firm is able to offer specialized experience in energy and commodity structured finance deals and offers expertise on the regulatory and the tax-related aspects of transactions.

Strengths

“Katten anticipate issues and focuses on providing commercial solutions.”

“The team is exceptional and extremely knowledgeable.”

“Katten has a deep bench of attorneys with varying expertise to competently work across deal structures and underlying asset types.”

“The firm’s securitization practice stands out for its robust depth and breadth of knowledge. The firm has strong legal knowledge and a nuanced approach to navigating each transaction.”

“Katten’s specialists advise on unique aspects of transactions and are commercial in their approach.”

Work highlights Katten advised Ford Motor Credit Company on all of its US auto loan, auto lease and dealer floorplan securitization programs.

Notable practitioners

Christopher DiAngelo is widely regarded as an authority on RMBS and he is highly respected for his ability to advise on market developments. **Strengths:** “Chris brings tremendous knowledge and experience. He identifies and minimizes risk, whilst looking for commercial and efficient solutions.” “Chris is an industry leader.” “He consults on the most complicated matters and always has a practical and thoughtful solution.”

Anna-Liza Harris is a specialist adviser on the necessary tax requirements of deals. **Strengths:** “Anna-Liza’s primary strengths include great attention to detail and she provides understandable explanations on difficult tax matters.” “She has a remarkable ability to explain complex tax issues and make it understandable. She is very plugged into the industry on tax matters.”

Howard Schickler continues to garner recognition for his knowledge of a broad range of asset classes, including novel and esoteric assets. **Strengths:** “Howard is very strong.”

Joseph Topolski is a noted practitioner in the ABS market, with experience in areas ranging from marketplace lending to auto loans. **Strengths:** “Joe provides outstanding client service and has decades of industry experience.” “He quickly analyzes issues to provide succinct and wise advice.”

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King & Spalding LLP

What the team is known for King & Spalding LLP is an able securitization practice with experience across a range of traditional asset classes. The firm is also well regarded for the securitization of novel assets, with a growing reputation in the cell towers and data center market.

Strengths

“The K&S team is tremendously insightful and solutions-oriented.”

“The firm has a good range of strong lawyers who are incredibly timely and excellent at solving problems.”

“The team is always up to speed on the latest developments in the market and shares that knowledge with its clients.”

“They are able to weed through complex issues and present a practical path forward.”

Work highlights King & Spalding LLP represented Aligned Energy Data Centers Issuer in

the issuance of \$540 million principal amount of Secured Data Center Revenue Term Notes.

Notable practitioners

Jonathan Arkins (see p.492) is able to advise on a panoply of assets, spanning traditional asset-based securities and more esoteric securities. **Strengths:** “Jonathan is extremely commercially-minded.”

David Ridenour (see p.680) is particularly renowned for his strengths in digital infrastructure ABS mandates. **Strengths:** “David is an excellent lawyer and he is incredibly creative.”

“David provides excellent representation and is very practical. He is very attentive to client requests and preferences.”

Kirkland & Ellis

What the team is known for Kirkland & Ellis demonstrates notable proficiency advising issuers on high-value securitizations. Specialties include ABS, in particular auto finance, as well as equipment securitizations. The firm also demonstrates expertise in marketplace loans and credit card receivables.

Strengths

“Kirkland always does an excellent job.”

Work highlights Kirkland & Ellis represented MUFG Securities and J.P. Morgan Securities in offerings of term securities backed by equipment loan receivables.

Notable practitioners

Michael Urschel (see p.725) is a noted expert in the securitization of assets across a range of industries, from retail and hospitality to telecommunications. He is most recognized for his advice on the whole business market. **Jeffrey O’Connor** (see p.656)’s wide-ranging practice sees him advise issuers and underwriters in equipment and vehicle securitization as well as other assets. **Strengths:** “Jeffrey is a very practical and thoughtful lawyer.”

Rudgee Charles (see p.523) is noted for his impressive ABS experience, including capably advising on auto loans and dealer floorplan receivables. **Strengths:** “He is very helpful and responsive.” “Rudgee is a terrific lawyer.”

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Kramer Levin Naftalis & Frankel LLP

What the team is known for Kramer Levin Naftalis & Frankel LLP houses a bench of highly regarded practitioners who are experts in their fields. The firm stands out for its handling of esoteric transactions and is particularly recommended for the securitization of PACE. The attorneys frequently act for issuers and leading investment banks in transactions.

Strengths

“Kramer Levin is a great team from top to bottom and provide very strong insights into the current market.”

“The lawyers are well-versed in esoteric ABS transactions and have several senior partners with different areas of focus.”

“The team approaches issues from a commercial standpoint and offer creative solutions.”

Notable practitioners

Gilbert Liu (see p.624) enjoys a great reputation in the esoteric market and he has a particular aptitude for the securitization of PACE assets. **Strengths:** “He is a great business partner.” “Gil is

very much service-oriented and a helpful problem solver." **Jamie Kocis** (see p.611) has a wide-ranging practice, with the ability to help in the securitization of esoteric assets, such as life settlements, and is also well regarded for her knowledge of the clean energy market. **Strengths:** "She has a lot of great experience in the space, she is thorough, and creative in her approach to deals." **Laurence Pettit** (see p.667)'s practice incorporates an array of traditional and esoteric assets, and he is highly regarded for his notable strength in PACE transactions. **Strengths:** "Laurence is highly competent." "He is an impeccable draftsman."

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a highly regarded CLO group that frequently represents asset managers in the full range of sophisticated transactions. The firm is also noted for its expertise in dealing with innovative market products and securitization techniques. The attorneys in the securitization team are adept at handling ABS matters involving the securitization of aircraft, rental car fleets and cell tower assets, among others.

Strengths

"The Latham & Watkins partners are very experienced and able to handle all of our needs."

"The team is really practical in understanding business needs and market conditions."

"The firm has a deep bench and a really strong securitization team."

"Latham has a top securitization practice, coupled with strong industry partners, which results in very strong expertise to support clients."

Work highlights Latham & Watkins LLP represented Caerus Oil & Gas as issuer in the issuance of Class A-1 Notes and Class A-2 Notes, both due 2040, of \$565 million fully amortizing asset backed securities.

Notable practitioners

Kevin Fingeret (see p.553) is a long-standing market practitioner who attracts ample praise for his handling of transactions involving traditional and esoteric assets. **Strengths:** "Kevin has very strong knowledge, he is an excellent negotiator and client-oriented." **Douglas Burnaford** (see p.516) is a talented securitization practitioner who regularly advises US and international clients on CLOs. **Strengths:** "He is an extremely strong lawyer and always thoughtful." "Doug is excellent and a pleasure to work with." "He is knowledgeable and responsive." **Graeme Smyth** (see p.706) excels in ABS, with notable capabilities in transport and music royalty securitizations. **Strengths:** "He is very collaborative and solutions-oriented."

Matthew Hays (see p.581) is a strong up-and-comer, recommended for his expertise on ABS. **Strengths:** "He is very knowledgeable and a great problem solver."

Lowenstein Sandler LLP

What the team is known for Lowenstein Sandler LLP shows notable strength across a range of securitization transactions. With particular expertise in MSRs, the firm leverages its strong base in New Jersey to assist buyers and sellers with a variety of esoteric MSR matters, including financing, acquisitions and dispositions.

Strengths

"The team is innovative and comes up with creative solutions to problems."

"The lawyers provide business-oriented approaches and prompt, practical advice."

"Lowenstein Sandler is amazing."

Notable practitioners

Jonathan Wishnia shows notable expertise on the full spectrum of MSR transactions and provides high-end advice on the securitization of new and existing RMBS assets. **Strengths:** "He cuts to the core of issues and focuses on practical solutions for the issues that really matter." "He is an outstanding lawyer, he has limitless knowledge and an impressive breadth of experience." "Jonathan consistently provides exceptional advice and demonstrates deep knowledge of the industry." **Meagan Signorillo** is particularly noted for her skill guiding clients through excess spread servicing matters. **Strengths:** "Meagan is a tremendous lawyer, she is strategic and brilliant in assessing risks." "She is responsive and works well with opposing counsel to solve complex problems."

Mayer Brown LLP

What the team is known for Mayer Brown LLP has an impressive team with a very deep bench of lawyers advising across a broad range of securitization transactions, including mortgage-backed securities and ABS. Key areas of strength include consumer loans, most notably in the form of credit cards. The firm also possesses relevant regulatory knowledge and draws on its strong cross-border network in multicountry trade receivables securitization. Related expertise in tax makes it a destination firm for all aspects of a deal.

Strengths

"Even on the most sophisticated financing transactions, Mayer Brown always provides sound advice and they break down complex issues into digestible pieces."

"The team is stacked with experts who are extremely knowledgeable and solutions-oriented."

"The practice is robust and they have a diverse client base, which gives them extensive market insights."

"Mayer Brown's counsel is consistently detail-oriented and they provide deep commercial understanding."

"The team is excellent and on top of trends in the market."

Work highlights Mayer Brown LLP represented Unison Midgard Holdings and its affiliates in the securitization of home equity contracts.

Notable practitioners

Jon Van Gorp (see p.725) is widely viewed as an expert in securitization and he is singled out for his knowledge of issues surrounding residential mortgages and non-traditional assets. He serves as chair of the firm. **Strengths:** "Jon is an incredible attorney. He protects clients and works well with peers." As part of his wider ABS practice, **Stuart Litwin** (see p.624) is noted for his exceptional ability to advise on the securitization of new asset classes. **Paul Jorissen** (see p.598) focuses his securitization practice on complex mortgage-backed securities, including QM and non-QM mortgages. **Strengths:** "Paul's input is extremely valuable. His counsel is always

thoughtful, timely and commercial." **Russell Nance** (see p.651) provides tax advice on high profile securitization transactions and he also frequently guides clients through market developments.

Strengths: "His knowledge is strong and he also understands developments in the market." In addition to **Angela Ulum** (see p.724)'s knowledge of auto loans, she is also well regarded for her ability to advise on credit card receivables and personal loans. **Strengths:** "Angela is very practical." **Julie Gillespie** (see p.566) stands out for her knowledge of ABS, which includes advising on personal and consumer loans. **Strengths:** "Julie is a very practical lawyer." "She takes the time to understand our objectives and goes the extra mile to achieve the best possible outcome." **Haukur Gudmundsson** (see p.575) draws recognition for his ability to handle an array of securitization, including RMBS deals. **Strengths:** "He is an incredible attorney and advocates for his clients well." "Haukur is brilliant at spotting and managing a wide range of issues." "He is very experienced and always very helpful."

Keith Oberkfell (see p.658) advises on a range of securitization structures, including assisting banks and other investors with complex CLOs and ABS. **Strengths:** "He is very creative and smart." **Eric Reilly** (see p.677) is recognized for his excellent record acting for borrowers and lenders on a range of CMBS matters. He also demonstrates notable expertise on CRE CLO transactions. **Strengths:** "Eric is a true partner to our business. His insights are thoughtful, commercial and thorough." "He is a business person as well as a lawyer. He knows all the players in the game which is always helpful." "Eric explains legal matters easily and offers great representation." **Ryan Suda** (see p.713) has drawn extensive acclaim for his work in the CLO space. He regularly acts for major underwriters on new issuances and refinancings. **Strengths:** "Ryan is an excellent drafter. He understands and explains complex issues and their impact." "He is very thoughtful and commercially-oriented." "Ryan is extremely knowledgeable and is able to resolve issues quickly." **Carol Hitselberger** (see p.2740) is commended for her transactional ABS practice as well as her knowledge of regulatory requirements. **Arthur Rublin** (see p.686) shows particular strength representing asset managers on CLO matters as part of his broader securitization practice. **Strengths:** "Art's knowledge of the market from a legal and regulatory perspective is vast and his in-house experience allows him to offer really good perspectives."

Milbank LLP

What the team is known for Milbank LLP is an established market presence across the country for alternative investment structures, utilizing its strong nationwide and cross-border capabilities. The firm is frequently sought out by managers and arrangers for high-end advice on complex CLO transactions and has a particular niche in aircraft securitization, with experience using CLOs to finance these vehicles.

Strengths

"The depth and breadth of the team is strong. Milbank's practice is creative and innovative."

"The firm has tremendous market knowledge and is great to work with."

"Milbank is commercial, practical and very familiar with the market landscape in this complicated area."

Work highlights Milbank LLP represented Mid-Ocean Partners, as the portfolio manager, in a \$353.13 million aggregate principal amount CLO transaction.

Notable practitioners

Martin Eid is recognized for his knowledge of transactions backed by whole businesses, with previous experience including companies in the retail and hospitality sectors. **Strengths:** "Martin has very strong expertise and knowledge." **Sean Solis'** strong market standing is based on his significant CLO practice, handling matters for asset managers and hedge funds. **Strengths:** "Sean is an excellent resource in his field and a trusted advisor." "He knows the market well and is very commercial in his advice." **Kathryn Weiss** has an established presence in the securitization market, with an especially strong reputation for her work with whole business assets. **Strengths:** "Kathryn is incredibly detail-oriented and knowledgeable."

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is an experienced team of transactional specialists who are well versed in handling some of the most complex and pressing securitization deals. The attorneys are able to provide significant cross-border support for the full range of asset classes and are particularly well regarded in the market for ABS transactions, especially auto securitizations. The firm also boasts a highly impressive track record in MBS deals.

Strengths

"The Morgan Lewis attorneys are incredibly talented and highly knowledgeable in their fields."

"The team is very capable across a broad spectrum of matters and keeps us aware of industry legal happenings."

"The firm has a very deep team of experienced attorneys."

"Morgan Lewis is a thought leader in the securitization space."

"Morgan Lewis is top-tier in their knowledge of complex issues."

Work highlights Morgan, Lewis & Bockius LLP represented Toyota Motor Credit Corporation in structuring, negotiating and documenting a public offering of over \$1.48 billion in fixed and SOFR floating rate securities. The securities were backed by a pool of prime automobile loan contracts.

Notable practitioners

Reed Auerbach's comprehensive ABS practice makes him a strong choice for issuers and underwriters. **Strengths:** "His knowledge of all legal matters is impeccable." **Asa Herald** is a highly regarded practitioner in the securitization market, with notable experience advising on new and established residential mortgage-backed transactions. **Strengths:** "He is consistently knowledgeable and his responses are incredibly thoughtful and detailed." **Jeffrey Johnson** is sought after by both issuers and underwriters for his knowledge of RMBS. Clients seek out **Sarah Nelson's** counsel on the tax aspects of a broad range of securitizations, spanning ABS and MBS. **Strengths:** "She

has really strong technical knowledge and keeps us informed of any developments." **Steven Becker** attracts praise for his warehouse lending practice involving pools of residential assets. **Strengths:** "Steven is always up to date on the most recent developments in the market and is solution-oriented to get a transaction completed." **Steve Levitan** is frequently called upon to offer advice on ABS transactions, including noted strength in consumer loans. **Matthew Joseph** comes well recommended for his transactional ABS knowledge, with deal experience in esoteric markets. Among his strengths in securitization and the related market developments, **Paul St. Lawrence** attracts particular praise for his knowledge of CLOs. **Strengths:** "Paul has a strong commercial hat and is a helpful ally in bringing transactions to a successful close when legal bumps occur." "He is efficient and creative in handling complex topics and getting deals closed."

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP boasts comprehensive strength in commercial mortgage-backed securities, complemented by more specialized expertise in asset-backed securities, such as aircraft engine lease and credit card receivables, as well as more esoteric assets. Orrick is also a leading firm for the securitization of PACE assets, with attorneys regularly advising clients on regulatory issues, including Dodd-Frank-related risk retention.

Strengths

"Orrick is very plugged into the market and brings any important changes to our attention."

"The firm has a tremendous amount of expertise in all kinds of asset classes."

"The Orrick team has tremendous attention to detail and is able to quickly grasp and implement complex concepts."

"Orrick has deep experience in securitization transactions. Their ability to analyze deal documents and identify creative solutions are top notch."

"They are experts in their field."

Work highlights Orrick, Herrington & Sutcliffe LLP represented Morgan Stanley as underwriter/initial purchaser in public and private offerings of CMBS backed by conduit commercial mortgage loans.

Notable practitioners

Banks and financial services firms regularly seek out **Janet Barbieri's** counsel on CMBS. **Strengths:** "Janet's depth of knowledge and experience in CMBS counsel makes her an outstanding legal professional." **William Cullen** centers his securitization practice on mortgage-backed transactions, with particular strength advising both issuers and underwriters in CMBS. **Strengths:** "He has institutional knowledge." **Michael Mitchell** has an in-depth understanding of securities regulations, in particular with matters pertaining to the SEC. He is also known for his ability to advise on a broad range of ABS transactions. **Strengths:** "There are very few able to understand the context and history behind SEC regulations and rules as Mike does." **Robert Moyle** demonstrates broad expertise in securitization, with a particular proclivity for asset-backed securitizations involving auto loans and leases. **Strengths:** "Robert's depth

of knowledge and service levels are always high."

Leah Sanzari is an accomplished securitization lawyer able to assist issuers and financial investors with a range of esoteric transactions and she has a market-leading PACE practice. **Strengths:** "Leah is a strong advocate on matters." "She finds solutions and identifies all relevant issues. She is very thoughtful and creative." **Howard Goldwasser** is particularly well versed in CLO transactions but shows notable expertise on securitization transactions involving a wide range of receivables and asset classes. **Strengths:** "Howard is smart, experienced and comes up with clever solutions to complicated problems." "He always brings good insights." **Skanthan Vivekananda's** practice covers a broad array of capital markets and derivatives transactions. He has shown particular aptitude for the formation and structuring of collateralized loan obligations for investment banks. **Strengths:** "Skanthan is very strong in understanding complicated concepts." **Chris Min** attracts praise from across the market for his ABS practice, with experience representing a variety of market participants, from underwriters to issuers.

Paul Hastings LLP

What the team is known for Paul Hastings LLP is an expert outfit in the CLO space with experience advising arrangers and collateral managers. The attorneys possess extensive knowledge of key regulatory requirements and are also skilled in handling cash and synthetic products, as well as assisting with securitization in the context of distressed debt. The group also benefits from a strong international presence, enabling it to handle cross-border transactions.

Strengths

"The lawyers are up to date on market trends and able to negotiate complex transaction terms."

"Paul Hastings is excellent, accessible and responsive."

"The firm is a thought leader in the CLO space and is highly commercial."

"It is a deep team of experienced members able to handle all of our needs."

Work highlights Paul Hastings LLP advised BofA Securities, as arranger, on a new issue CLO managed by Benefit Street Partners.

Notable practitioners

Nicole Skalla is highly sought after by major financial institutions for her advice on complex CLOs. **Strengths:** "Nicole is very knowledgeable and up to date on the regulatory changes." **Eugene Ferrer** (see p.553) regularly acts as arrangers' and issuers' counsel in transactions. **Mary Kathryn Lee** (see p.619) has a burgeoning practice assisting financial institutions on CLOs. **Shawn Kodes** (see p.611) has established an excellent securitization practice, noted for his strengths on both ABS and CLO mandates. **Strengths:** "Shawn is brilliant. He is very attentive, thoughtful and responsive." **Nicholas Robinson** (see p.681) is a well-respected midmarket CLO attorney who counts major banks and other financial institutions among his clients. **Tracy Feng** (see p.553) has shown notable prowess acting for collateral managers and underwriters on transactions involving collateralized loan obligations. **Matthew Nemeth** regularly assists clients with a variety of

ABS matters, including those involving oil and gas assets and commercial real estate leases.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP has a strong track record in a wide variety of transactions, including workouts and restructurings of complex structures and assets. The firm offers specific expertise in securitizations involving esoteric assets, such as lottery awards, patent royalties, billboards and contract rights, among others, and has a richly deserved reputation as a leading firm for whole business securitization.

Strengths

"Each member of the Paul, Weiss team is extraordinary and they handle some of the most complex and sophisticated securitizations."

"Paul, Weiss offers a high quality service and they are adaptive to client needs."

"The attorneys are very innovative and creative. It is an extremely experienced and talented team."

"The lawyers are commercial and take the time to understand our needs."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP advised Apollo on the financing of its acquisition of a significant portion of the assets of Credit Suisse's Securitized Products Group.

Notable practitioners

Jordan Yarett (see p.739) is widely credited as having advised on the first whole business securitizations, making him a leading choice for clients seeking advice on this complex structure. He is also a prominent adviser in the securitization of esoteric assets. **Strengths:** *"Jordan is one of the brightest and most capable attorneys in the field."* **Jordan Yarett is simply outstanding.** **Robert Zochowski** (see p.742) regularly handles whole business securitizations and he also advises on transactions involving esoteric assets, such as film. **Strengths:** *"He is smart, thoughtful and practical in his approach. He handles sophisticated transactions proficiently and intelligently."* **Charles Pesant** (see p.667) boasts experience in ABS transactions, with a strong track record in the handling of esoteric assets. **Strengths:** *"Charles is a smart and capable attorney who works on some of the most sophisticated transactions."* *"Charles is an excellent thought partner on complex transactions."*

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP has a growing reputation as a competitive securitization practice. The lawyers are increasingly regarded as a strong source of expertise for transactions and securitizations involving esoteric asset classes, particularly those pertaining to whole business securitization.

Strengths

"The lawyers are commercial and have their finger on the pulse about trends in the industry."

"The Ropes & Gray team makes the complex look easy. They are masters of detail but also provide insight that can be consumed by various audiences."

"The team is great at communicating complex matters to us, with strong partner engagement and responsiveness on a variety of topics."

Work highlights Ropes & Gray LLP represented Partners Group and its portfolio company, Careismatic, in connection with borrowing a revolving credit facility to finance its securitization.

Notable practitioners

Patricia Lynch (see p.628) is distinguished by her expertise in transactions involving household-name companies, with deal experience in the securitizing of whole businesses. **Strengths:** *"Patricia is very attentive and has strong communication skills."* **Christopher Poggi** (see p.670) is recognized for his strong expertise in ABS matters. He has notable experience in matters involving esoteric assets, including fiber broadband network assets. **Strengths:** *"Chris is exceptionally intelligent, demonstrates a keen understanding of the intricacies within his field and offers insightful guidance."*

Schulte Roth & Zabel LLP

What the team is known for Schulte Roth & Zabel LLP is a strong structured finance practice with a broad range of capabilities across the transactional and regulatory space. Its lawyers represent an array of major players in the market, including managers, issuers, placement agents and investors. The practice is noted for its successful CLO offering in which it regularly represents collateral managers, as well as its work on private equity fund formations for the purpose of securitization. The team also possesses notable expertise in tax-related transactional requirements.

Strengths

"Schulte Roth & Zabel produce excellent work and are able to assist in every aspect of a transaction."

"The lawyers are very knowledgeable of regulatory considerations and always meet our needs."

"The team is great, with a diverse skill set and ability to assist across various topics."

Work highlights Schulte Roth & Zabel LLP advised GoldenTree Loan Management, the portfolio manager, on the creation of a series of CLOs with a cumulative value of \$1.6 billion.

Notable practitioners

Andrea Mandell brings extensive tax capabilities to the practice, supporting clients in securitizations and related fund formation. **Strengths:** *"Andrea is smart, thoughtful and practical."* **Craig Stein** has extensive experience representing all parties in CLO and CDO transactions. **Strengths:** *"He provides commercial advice which is tailored to our business needs."* *"Craig provides wide-ranging advice and is commercial."* As part of **Boris Ziser's** broader securitization practice, he is highly recommended for his expert knowledge of non-traditional assets, including life settlements and litigation funding receivables. **Strengths:** *"Boris has significant depth of experience and expertise, as well as a commercial approach."* **Phillip Azzollini** is known for his CLO practice, with an impressive client portfolio ranging from managers to placement agents. **Strengths:** *"Phillip has a supernatural ability to recall details. He is a one person vault of institutional knowledge."* **Daniel Oshinsky** represents a variety of clients, including asset managers and private equity companies, on CLO transactions. **Strengths:** *"Daniel is brilliant and knowledgeable of the market."* *"He is pragmatic and balanced."*

Seward & Kissel LLP

What the team is known for Seward & Kissel LLP has a notable securitization practice with capabilities in trustee representation. Aircraft finance, CLOs and mortgaged-backed transactions number among the firm's impressive deal record. Practitioners are often chosen by clients and recommended by deal counsel to assist with diverse mandates.

Notable practitioners

Edward Horton and Keith Billotti are key contacts based in New York.

Sidley Austin LLP

What the team is known for Sidley Austin LLP is a highly respected team with a broad securitization offering, in terms of both practice and geography. The practitioners offer substantial experience acting for issuers, underwriters and purchasers, handling transactions involving consumer asset classes, such as online lending. The firm offers exceptional guidance on other ABS transactions involving traditional assets, such as automobiles. The practice also regularly assists with mortgage-backed securities, boasting market-leading knowledge of RMBS matters and a strong CMBS practice. The firm's well-rounded securitizations offering is supported by expert tax attorneys.

Strengths

"Sidley has been very impressive in helping structure highly complex transactions and find solutions throughout the deal process."

"The team is very creative on all matters with solutions and structuring. They have a tremendous wealth of experience and knowledge."

"The lawyers at Sidley Austin are incredibly capable and forward-thinking."

"The partners are very thoughtful and meticulous."

Work highlights Sidley Austin LLP represented Atlas SP, as initial purchasers, in the LEAF Commercial Capital equipment lease securitization.

Notable practitioners

Giselle Barth (see p.498) is an accomplished attorney who distinguishes herself with her expert real estate practice, standing out for her preeminent knowledge of single-family rentals. **Steven Kolyer** (see p.612) has an outstanding reputation for his securitization experience, particularly for his handling of CRE CLO matters. An established figure in the New York tax market, **Robert Kreitman** (see p.614) is an asset to clients seeking advice on securitizations. **R J Carlson** (see p.520) is especially highlighted for being an excellent RMBS lawyer. In addition to his mortgage practice, he is also recognized for his ability to advise on the securitization of new asset classes. **T.J. Gordon** (see p.571) has capabilities in ABS, with a high profile in the consumer loan market. **Zuza Savoff** (see p.691) showcases broad securitization experience, with a particular emphasis on tax aspects of these transactions.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates draws on wide-ranging expertise to inform a practice that covers the full spectrum of ABS transactions. The firm is well known for its work on credit card receivables

and auto loans and is also able to advise on the securitization of non-traditional assets including whole business securitizations.

Strengths

"Skadden has good industry knowledge and strong lawyers on the team."

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates advised Credit Acceptance Corporation in its \$390 million Rule 144A offering of asset-backed notes.

Notable practitioners

James Stringfellow (see p.713) has cultivated a diverse ABS practice, undertaking traditional and esoteric asset-based mandates. **Laura Salvati** (see p.689) is a popular choice for clients seeking advice on whole business securitization, with experience assisting on franchise-related transactions. **Strengths:** *"Laura is super diligent, thoughtful and very efficient."*

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP is a highly respected choice for a range of complex securitization transactions across different asset classes. The attorneys are frequently sought out by clients developing new and innovative product types and has notable experience advising on traditional ABS, as well as CLO securitizations. The firm possesses additional experience providing counsel on EU and US risk retention rules.

Strengths

"Weil is always able to identify and resolve issues with creative solutions."

"The lawyers have incredible practise breadth."

"The firm is incredibly strong with a great group of experienced lawyers. They are very knowledgeable and thorough."

Work highlights Weil Gotshal & Manges LLP advised Service Properties Trust, as sponsor, in its \$610.2 million issuance of 144A/Reg S asset-backed mortgage notes.

Notable practitioners

Frank Nocco (see p.654) has a noteworthy international practice, with expertise that encom-

passes a variety of asset classes, from traditional ABS to CLOs. **Strengths:** *"Frank is really tremendous."* **Jason Smith** (see p.705) frequently advises on a broad range of ABS deals and he is particularly recommended for his knowledge of auto loans.

White & Case LLP

What the team is known for White & Case LLP has a wealth of expertise in advising clients on complex financings and a range of securitizations. The practice is noted for the even breadth of experience across asset classes, regularly representing underwriters in sophisticated CLOs, and is highly regarded for its versatile whole business securitization practice. The attorneys benefit from the support of strong teams in other jurisdictions.

Strengths

"The White & Case lawyers are extremely good. They are very constructive and creative."

"The firm has a deep bench and handles extremely complicated financing transactions."

"The lawyers go above and beyond on complex transactions."

Work highlights White & Case LLP represented Antares Capital Advisers as collateral manager, as well as Antares CLO 2023-1 LLC and Antares CLO 2023-1 Ltd as co-issuers, on the issuance of \$452.59 million of collateralized loan obligation notes.

Notable practitioners

Household-name companies turn to **Elizabeth Devine** for advice on whole business securitizations. **Strengths:** *"Liz is awesome."* **David Thatch** is heralded as an impressive whole business securitization lawyer, with key clients including leading franchises, and he is also noted for his strong CLO practice. **Strengths:** *"David is enthusiastic, knowledgeable and reliable."* **Jim Fogarty's** broad practice sees him handle a range of securitization matters, from CLOs to CDOs. He also shows notable expertise in whole business securitizations.

Winston & Strawn LLP

What the team is known for Winston & Strawn LLP is a recognized securitization practice able to handle a range of structures, with particular expertise in CLOs. It is well respected for its strong issuer representation and is also able to advise underwriters in complex transactions, as well as showcasing strong PACE experience.

Strengths

"The Winston team is very knowledgeable and updated about the recent trends in the industry."

"The firm has highly engaged and efficient lawyers." **Work highlights** Winston & Strawn LLP represented Temple View Capital Funding in a residential transition loan securitization.

Notable practitioners

Claudine A. Chen-Young (see p.524) is an experienced RMBS attorney and acts for investment banks and asset management funds. **Strengths:** *"Claudine is excellent."* **Michael Mullins** is an adept midmarket CLO lawyer with experience advising on a wide range of transactions.

Other Ranked Lawyers

Catherine Ng (see p.654) of Nixon Peabody LLP demonstrates a broad range of experience in securities, with particular strength in acting on behalf of trustees.

John Schueller of Simpson Thacher & Bartlett LLP commands respect for his ABS practice, with experience spanning traditional asset classes, such as auto loans, and more esoteric assets, such as cell towers.

Capital Markets Structured Products Nationwide

Capital Markets: Structured Products
Leading Firms
Band 1
Cadwalader, Wickersham & Taft LLP
Davis Polk & Wardwell LLP
Mayer Brown LLP
Band 2
Cleary Gottlieb Steen & Hamilton LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Latham & Watkins LLP
Sidley Austin LLP
Leading Individuals
Band 1
Massey William Sidley Austin LLP *
Mazzuchi Michael A Cleary Gottlieb Steen & Hamilton *
Myers Lima Courtenay Latham & Watkins LLP *
Pinedo Anna Mayer Brown LLP *
Schell Christopher Davis Polk & Wardwell LLP *
Shirazi Ray Fried, Frank, Harris, Shriver & Jacobson LLP
Band 2
Berman Bradley Mayer Brown LLP *
Ching Jonathan McDermott Will & Emery LLP (ORL) ♦ *
Foster Brian Cadwalader, Wickersham & Taft LLP
Old Gareth Clifford Chance US LLP (ORL) ♦
Walters Derek Davis Polk & Wardwell LLP *
Zarchan Aryeh Sidley Austin LLP *
Zhang Yan Davis Polk & Wardwell LLP *
Up-and-coming individuals
Matusic Marla Mayer Brown LLP *
* Indicates individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Cadwalader, Wickersham & Taft LLP

What the team is known for Cadwalader, Wickersham & Taft LLP stands out for its ability to advise clients on the issuance of notes linked to underlying assets, such as equity baskets, including in the form of ETFs. The firm also has particular expertise in proprietary indices and further capabilities include repackaging financial instruments into structured notes. The firm's strong cross-border strength enables the team to handle multi-jurisdictional transactions.

Strengths

"The firm has a very strong ability to handle complex and sophisticated matters."

"It is a really strong team with good commercial awareness of what solutions are viable."

"The firm takes a very logical approach to deal analysis and proposes solutions in a very user-friendly format."

Work highlights Cadwalader, Wickersham & Taft LLP advised numerous banks on structuring, negotiating and implementing capital relief trades. These transactions can be issued in a variety of formats, including bank-issued credit-linked notes, financial guarantees and bilateral credit default swaps.

Notable practitioners

With notable experience in the financial sector, **Brian Foster** garners praise for his ability to assist banks on their structured notes offerings.

Strengths: "Brian has a deep understanding of what is going on in the market and is remarkably efficient."

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP is a highly active market player in structured products, with expertise in structuring notes linked to a range of reference assets, as well as assisting with complex hybrid notes offerings. The practitioners also have extensive experience in the issuance and distribution of certificates of deposit. DPW lawyers ably advise on high-profile transactions for leading financial institutions and boast capabilities in helping clients navigate complex regulatory requirements, including advising on the impact of the Dodd-Frank Act.

Strengths

"The team is incredibly strong and has very broad and deep expertise."

"Clients can rely on Davis Polk & Wardwell's expertise."

"The firm has experts in tangential areas and it has its pulse on the market."

Notable practitioners

Christopher Schell (see p.692) routinely advises on the issuance and distribution of notes linked to underlying assets, with areas of expertise including handling synthetic convertible notes. **Strengths:** "Chris is an excellent attorney and exceptionally competent in the area of structured products." "He is thoughtful, creative and practical. Chris is also excellent at presenting and discussing complex legal matters." "Chris is knowledgeable and readily available to inform us, which is incredibly helpful." **Derek Walters** (see p.729) demonstrates capabilities in complex structured notes offerings linked to a variety of single or combined assets, such as commodities and algorithmic indices, among others. **Strengths:** "Derek is outstanding. He is extremely knowledgeable and commercial." **Yan Zhang** (see p.741) is a well-known attorney recommended for her ability to act for financial institutions. She is well placed to assist on complex structured products offerings.

Strengths: "Yan is extremely talented, diligent and attentive to the needs of her clients." "Yan offers comprehensive explanations of legal issues."

Mayer Brown LLP

What the team is known for Mayer Brown LLP is a market-leading structured products practice with outstanding practitioners able to advise on the structuring of notes. The firm also has notable experience in the distribution of structured certificates of deposit, and practitioners also frequently advise on the changing regulatory environment, making the firm a choice practice for financial investors seeking guidance on the market.

Strengths

"Mayer Brown has great expertise and is client-oriented."

"The team provides high-quality, practical and timely support."

"The firm has an extraordinary breadth of coverage and their market insight into market practice is

exceptional."

Work highlights Mayer Brown LLP represented Canadian Imperial Bank of Commerce on US and EU structured notes issuances, totaling \$3.9 billion in 2023.

Notable practitioners

Anna Pinedo (see p.669) is noted for her ability to counsel banks and other investors on the issuance of notes that have an underlying linked asset and she is also able to advise on the relevant regulatory requirements of transactions. **Strengths:** "Anna continuously works on innovative projects for clients and is an excellent resource." "She has excellent market knowledge and awareness for all things structured products." "Anna is a leading light in the US structured products space." **Bradley Berman** (see p.504) comes well recommended for his experience advising leading banks on their structured notes programs, including assisting them with changes in the market. **Marla Matusic** (see p.634) regularly acts for clients across the US in structured notes transactions and shows notable prowess on cross-border transactions. **Strengths:** "Marla's ability to think on her feet to meet client demands makes her an incredibly committed and dedicated member of the team." "She has an excellent understanding and awareness of this space."

Band 2

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP ably handles structured products transactions, including assisting with the offering of notes with underlying linked assets. The practice is regularly called upon to assist financial institutions, owing to its impressive regulatory capabilities. For structured offerings linked to derivatives, the firm leverages a formidable US derivatives team.

Strengths

"The Cleary team gets up to speed quickly and always flags pressure points."

Work highlights Cleary Gottlieb Steen & Hamilton LLP represented Societe Generale in a strategic partnership with Brookfield Asset Management to originate and distribute high-quality private credit investments through a private investment grade debt fund.

Notable practitioners

Michael Mazzuchi (see p.635) has a recognized structured notes practice, structuring transactions involving a broad range of linked underlying assets. He is particularly recommended by interviewees for his regulatory practice, which includes advising on the application of the Volcker Rule.

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP has demonstrated notable strength in the structured products market. Its practitioners regularly act for major financial enti-

ties in a range of transactions, often utilizing key international capabilities for cross-border structured product issuances.

Strengths

"The Fried Frank lawyers are high quality and have an excellent ability to navigate complex transactions."

"The firm has excellent coverage and organization."

Work highlights Fried, Frank, Harris, Shriver & Jacobson LLP advised several institutions in their role as underwriter and forward counterparty to SEC-registered issuers' at-the-market offering programs that include a forward component.

Notable practitioners

Complementing his impressive derivatives practice, **Ray Shirazi** is recognized for his knowledge of structured products, regularly advising on the issuance of equity and rate-linked notes.

Strengths: *"Ray's expertise is clear; he is trusted for any complex securities law matters." "Ray is an excellent and experienced lawyer with an enviable ability to break complex matters down to their most understandable component parts."*

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP boasts a strong structured notes practice highly sought after by high-profile issuers across the market. The firm is able to bring to bear strength in related practices, such as tax and derivatives, making it a strong choice for clients seeking advice on notes linked to underlying assets such as funds and commodities, among others. It also offers capabilities in index-related matters, including advising on LIBOR transition.

Strengths

"The Latham team are smart, thoughtful, and marketplace experts."

"Latham is very good at distilling complex issues into easily understandable points."

Work highlights Latham & Watkins LLP advised General Motors Financial Company on documentation related to its medium term notes program and its unsecured, floating-rate debt obligation program.

Notable practitioners

Courtenay Myers Lima (see p.650) is highly respected by issuers and underwriters for her record advising financial institutions on the issuance of notes linked to assets such as indices and funds, among others. **Strengths:** *"Courtenay has a lot of expertise in structured products and is very commercial in the way she views things." "She has knowledge of everything going on in the weeds and, at the same time, has a fantastic view of the marketplace."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP is an established practice with experience including issuing financial products as debt and via structured certificates of deposit. The firm is supported by a highly regarded derivatives practice, making it a strong choice for clients seeking guidance on notes providing access to commodities and other related products. Its capabilities also include advising on notes linked to other underlying assets, such as indices.

Strengths

"Sidley is very adept at providing advice on complex

and sophisticated matters."

"The firm has a good bench of structured products attorneys."

Notable practitioners

William Massey (see p.633) regularly advises investment banks and other financial groups on the issuance and structuring of commodity, rate and equity-linked products. **Strengths:** *"William has a good handle on all the relevant issues." "Aryeh Zarchan* (see p.741) is a go-to for leading financial institutions, regularly advising on structured notes offerings. He is able to act for both issuers and underwriters. **Strengths:** *"Aryeh provides sound counsel while balancing commercial considerations." "He is very commercial and collaborative."*

Other Ranked Lawyers

Jonathan Ching (see p.525) of McDermott Will & Emery LLP acts for arrangers and investors on a range of structured products transactions. He has further experience of providing counsel on warehouse facilities. **Strengths:** *"Jonathan knows the technicalities and is very practical." "He is an extraordinarily commercial lawyer." "Jonathan is a brilliant polymath and has deep experience in the structured products space."*

Gareth Old of Clifford Chance LLP is sought after by clients for his extensive capital markets expertise. He has drawn particular acclaim for his work advising clients on cross-border structurings. **Strengths:** *"Gareth is brilliant and an incredibly sophisticated lawyer." "He is very knowledgeable and has a good sense of the market."*

Climate Change Nationwide

Band 1

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth LLP has a leading litigation outfit known for representing major industry players in policy developments and major rulemaking challenges in the climate change space. Frequently engaged in regulatory advice and in developing compliance programs for clients in the energy, oil and gas and manufacturing sectors. Regularly acts on multi-jurisdictional regulatory proceedings including providing representation before energy and environmental agencies in the US and EU.

Strengths

"Hunton is a fantastic firm."

Work highlights Hunton Andrews Kurth LLP advised Highly Innovative Fuels before the California Air Resources Board on a matter involving production of e-fuels at a Texas 'green hydrogen'

facility.

Notable practitioners

William Brownell (see p.1313) is an esteemed lawyer in the climate change space. He advises clients on the regulation of greenhouse gas emissions from stationary sources with notable experience acting for electric utilities. He provides high-level regulatory advice and deftly handles litigation. **Shannon Broome** (see p.513) advises on climate change-related nuisance lawsuits as well as California-specific emissions standards. She has further expertise in emissions issues affecting the oil and gas, manufacturing and automotive industries. **Strengths:** *"Shannon is very helpful and knowledgeable." "She has a wealth of connections in the industry and among the regulators. She is solution-oriented and very practical."* **Chuck Knauss** (see p.1338) has a broad and nationally recognized environmental and energy law practice. He advises clients on litigation as well as reg-

ulatory and legislative issues pertaining to both state and federal climate change policy. He commonly acts for clients in the oil and gas, automotive and transportation sectors. **Strengths:** *"He is the grandfather of the CAA."*

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is celebrated for its breadth of practice, advising clients on a litany of climate change-related issues, ranging from air quality and renewable energy projects to green bonds. Well known for government relations work and advocating on behalf of client interests, as well as delivering successful compliance programs. Expert on matters including litigation and carbon transactions. Frequently acts for clients at the cutting edge of new environmental technologies.

Strengths

"Latham has great expertise in this area."

Climate Change
Leading Firms
Band 1
Hunton Andrews Kurth LLP
Latham & Watkins LLP
Band 2
Arnold & Porter
Baker Botts L.L.P.
Bracewell LLP
Band 3
Covington & Burling LLP
Crowell & Moring LLP
King & Spalding LLP
McGuireWoods LLP
Sidley Austin LLP
Van Ness Feldman LLP
Band 4
Eversheds Sutherland (US) LLP
Gibson, Dunn & Crutcher LLP
Kirkland & Ellis
Pillsbury
Pollination Law
Vinson & Elkins LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Brownell F William Hunton Andrews Kurth LLP*
Leading Individuals
Band 1
Brisson Jean-Philippe Latham & Watkins LLP*
Broome Shannon Hunton Andrews Kurth LLP*
Knauss Chuck Hunton Andrews Kurth LLP*
Lorenzen Thomas A. Crowell & Moring LLP
Poloncarz Kevin Covington & Burling LLP*
Band 2
Berge Megan Baker Botts L.L.P.*
Danish Kyle W Van Ness Feldman LLP
Guzy Gary Covington & Burling LLP*
Holmstead Jeffrey R Bracewell LLP*
Martel Jonathan Arnold & Porter
Wood Allison McGuireWoods LLP*
Band 3
Bledsoe Joshua Latham & Watkins LLP*
Farmer Alexandra Kirkland & Ellis LLP*
Gannett Craig Davis Wright Tremaine LLP (ORL) ◇
Martin Lewandowski Marisa Pollination Law
McCullough David Pillsbury
Renfroe Tracie King & Spalding LLP*
Saines Richard Pollination Law
Shenkman Ethan Arnold & Porter
Up-and-coming individuals
Cress Julie Baker Botts L.L.P.*
Grey Sarah Arnold & Porter
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

"The team are extremely knowledgeable on the subject matter."

"Latham is deeply knowledgeable about carbon transactions and draws from their global capacities to solve any matter."

"The L&W team has substantial expertise and diverse skillsets. Each member brings unique knowledge and experience to enhance the outcome of a project."

Work highlights Latham & Watkins LLP represented the National Coalition for Advanced Transportation (NCAT) in three DC Circuit litigation

matters in which NCAT intervened to defend Environmental Protection Agency and National Highway Traffic Safety Administration's vehicle greenhouse gas emissions standards and fuel economy standards.

Notable practitioners

Jean-Philippe Brisson (see p.513) is recognized for his national climate change practice that covers emissions issues as well as carbon credit projects and California's Cap-and-Trade program.

Strengths: "He is a thought leader in the space."

Joshua Bledsoe (see p.507) has notable expertise in climate regulation. He handles complex infrastructure and development projects involving low-carbon technologies. His broader environmental practice includes CEQA, NEPA, CWA and CAA regulatory compliance counseling. **Strengths:** "He's very knowledgeable and responsive." "Joshua is outstanding."

Band 2

Arnold & Porter

What the team is known for Arnold & Porter is recognized for its handling of complex cases in relation to emerging climate change regimes. Expertise includes greenhouse gas regulation of automobiles and related emissions litigation. Regularly assists a range of clients on carbon trading, renewable fuel standards and permitting under the CAA. Also noted for providing counsel on green real estate projects and fuel efficiency regulations.

Work highlights Arnold & Porter represented Iogen, a leading Canadian producer and marketer of renewable biogas, in a series of DC Circuit cases challenging EPA's final rule setting cellulosic biofuel volumes for purposes of the annual Renewable Fuel Standards Rule under the Clean Air Act.

Notable practitioners

Jonathan Martel has an excellent reputation for advising on climate change regulations. He represents electric utilities and companies in the consumer product and automotive industries in rulemakings, enforcement actions and litigated rule challenges. **Strengths:** "He always provides practical advice and solutions in a timely manner." "He has a wealth of knowledge and experience."

Ethan Shenkman is an experienced environmental litigator who represents a variety of clients in state and federal courts. As former Deputy General Counsel at the EPA, Mr Shenkman is well versed in advising on biofuels regulation, the Renewable Fuels Standard and other climate-related litigation. **Strengths:** "Ethan is very good." **Sarah Grey** advises clients on a variety of climate change matters, with particular expertise on federal Renewable Fuel Standards, California's Low Carbon Fuel Standard and the Clean Air Act. **Strengths:** "Sarah is great to work with. She combines a detailed understanding of the regulations with a practical sense of how the policymakers will interpret certain topics."

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. is able to handle a broad array of climate change

matters, including policy input and related litigation. Provides regulatory advice to clients on carbon emission rules and pending GHG legislation and has demonstrated expertise in the New Source Review. Offers particularly deep expertise in electricity-related matters and is well known for its representation of clients in the energy and transportation sectors. Able to draw on the support of a network of international offices.

Strengths

"The firm always delivers a wonderful service."

"Baker Botts houses a strong team."

Work highlights Baker Botts L.L.P. represented Western States Petroleum Association in separate challenges to the California Air Resources Board's Advance Clean Cars II and Advanced Clean Fleets regulations.

Notable practitioners

Megan Berge (see p.503) has nationally recognized expertise in California's motor vehicle greenhouse gas standards, Washington state Clean Air Rule and permitting issues for new and existing emissions sources. **Strengths:** "Megan is very insightful and gets to the heart of an issue quickly." **Julie Cress** (see p.533) is an up-and-coming attorney who focuses on air quality. She has specific expertise in mobile-source emissions, aftermarket defeat devices and the California Air Resources Board. **Strengths:** "Julie is a very good lawyer."

Bracewell LLP

What the team is known for Bracewell LLP has a deeply experienced practice group with a history of representing industrial interests. Well known for its policy advocacy, as well as its representation of clients in challenging EPA rulemakings. Frequently represents utilities and oil and gas companies before Congress and EPA. Also known for its capabilities in the mining, industrial engineering and chemicals sectors. Further noted for expertise in greenhouse gas-related permitting work.

Strengths

"The firm house a very strong team."

Work highlights Bracewell LLP advised Equinor Wind on the strategic development of its joint portfolio with BP, one of the largest offshore wind portfolios in the United States.

Notable practitioners

Jeffrey Holmstead (see p.1332) has noteworthy environmental law and climate change practice with particular expertise in the Clean Air Act. He is noted for his knowledge of issues affecting clients in the coal power and wider energy sector as well as clients active in the manufacturing industry.

Band 3

Covington & Burling LLP

What the team is known for Covington & Burling LLP is noted for its expertise in legislative, policy and regulatory developments in the climate change sector. Routinely assists on greenhouse gas standards for automobile and utility companies. Further commended for carbon markets and greenhouse gas emissions work.

Strengths

"Covington have a deep bench."

"The firm houses spectacular lawyers."

Notable practitioners

Kevin Poloncarz (see p.1061) is a leading expert in greenhouse gas emission regulation and carbon market renewable energy goals, and is notable for his representation of utilities, downstream oil and gas companies and financial institutions. **Strengths:** *"Kevin is very good."* **Gary Guzy** (see p.576) is an accomplished attorney well known for working with automotive industry clients on emissions and fuel efficiency matters. He has considerable Clean Air Act expertise.

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP has a renowned group fielding experts in a number of different areas. Impressive experience in rulemaking challenges and climate litigation. Frequently assists clients in the development of green energy projects and possesses significant know-how in trade incentives and in renewable energy credit swaps. Additionally acts for clients in the implementation of regulatory compliance programs. Particular expertise in air quality regulation. Provides counsel for clients in sectors including utilities, oil and gas and industrial manufacturing.

Strengths

"The team is smart, thoughtful and well connected."

Notable practitioners

Thomas Lorenzen has nationally recognized expertise in the Clean Power Plan as well as disputes involving ozone-depleting substances. An excellent trial lawyer, he has significant experience in appellate litigation. **Strengths:** *"Thomas is a terrific lawyer."*

King & Spalding LLP

What the team is known for King & Spalding LLP draws on a broad range of expertise from offices across the US to serve clients. The firm regularly represents large industrial clients in government investigations, corporate disclosures and climate litigation. The group is further known for their work on carbon markets, including carbon credits and sustainable finance.

Work highlights King & Spalding LLP advised Transmission Developers on its development of the Champlain Hudson Power Express project, a 339-mile-long high-voltage-direct-current transmission line, which will deliver 1,250 MW of clean, renewable hydro power from the US-Canadian border to New York City.

Notable practitioners

Tracie Renfro (see p.3262) is an experienced climate change litigator, representing clients in complex toxic tort, environmental and other mass tort cases. **Strengths:** *"Tracie is an outstanding litigator."*

McGuireWoods LLP

What the team is known for McGuireWoods LLP offers a skilled team in a broad range of climate change proceedings, including complex litigation related to fossil-fueled power plants under the CAA. Expertise involves regulatory counsel related to the Clean Power Plan. Regularly advises

major oil and gas companies as well as renewable energy developers, such as solar and wind clients. Also noted for assistance with corporate transactions, providing counsel on the financing and project development of renewable energy operations.

Work highlights McGuireWoods LLP advised Dominion Energy on contracts with an aggregate value, of approximately \$7 billion to construct a 2.6-gigawatt Coastal Virginia Offshore Wind (CVOW-C) commercial project. The firm also assisted with its 5 November 2021 application to the Virginia State Corporation Commission for approval of the CVOW-C project.

Notable practitioners

Allison Wood (see p.737) focuses her practice almost entirely on climate change and emissions-related environmental law. She advises clients in the electric utility and oil and gas sectors on regulation, litigation, counseling and risk management. She has particular expertise in the Endangered Species Act. **Strengths:** *"Allison has broad expertise and is very experienced at the federal level."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP is an industry stalwart in the climate change arena, frequently tackling high-stakes litigation concerning significant regulatory changes. Brings international experience to bear on the US regulatory scene. Known for representing clients in the utilities, oil and gas and forestry industries. Particularly noted for experience handling climate change concerns for pipeline projects.

Strengths

"The firm deliver top-notch customer service."

Work highlights Sidley Austin LLP represented Enbridge in its joint venture with Yara International ASA company to construct and develop a low-carbon blue ammonia production facility which will be located at the Enbridge Ingleside Energy Center, near Corpus Christi, Texas.

Notable practitioners

Samuel Boxerman and Justin Savage are key contacts in Washington, DC.

Van Ness Feldman LLP

What the team is known for Van Ness Feldman LLP offers a well-respected group with impressive experience representing clients' interests in significant rulemakings and advising on climate compliance and policy changes. Particular areas of expertise lie in emissions trading and California's Cap-and-Trade program. Experienced with climate change issues pertaining to the oil and gas industry and power sector. Also well versed in mobile source greenhouse gas reviews for automobile companies. Provides expert advice to clients on policy developments under the Biden Administration.

Strengths

"VNF has a very good understanding of the complexities of regulations and risks and also of the commercial issues involved."

Work highlights Van Ness Feldman LLP advised Carbon Utilization Research Council (founded by the firm) on the EPA's proposed CO2 emission standards for power plants.

Notable practitioners

Kyle Danish concentrates his environmental law practice on climate change issues, advising on regulation, permitting, enforcement and legislative matters. His particular areas of expertise include Clean Air Act, corporate climate strategy and emissions trading transactions. He represents companies in the energy, manufacturing and finance sectors as well as think tanks and industry coalitions. **Strengths:** *"Kyle is knowledgeable, commercially savvy and a pleasure to work with."*

Band 4**Eversheds Sutherland (US) LLP**

What the team is known for Eversheds Sutherland (US) LLP draws on an international team to support clients across a range of regulatory, compliance and transactional matters. With a special expertise in Carbon Markets, it guides clients through carbon allowances, offsets and credits at a state and federal level, including California's Cap and Trade. The team is also known for its work in Renewable Natural Gas and Low Carbon Fuel Standards.

Notable practitioners

Herbert J Short Jr is a key contact in Atlanta.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is a respected climate change practice with a strong Los Angeles base. The firm advises a wide range of clients on strategic environmental counseling and crisis management. The practice is particularly renowned for assisting energy companies, as well as for its strength in litigation.

Work highlights Gibson, Dunn & Crutcher LLP advised Stem on the provision of energy storage systems and AI-powered software, in its \$240 million Private Offering of Green Convertible Senior Notes.

Notable practitioners

Raymond Ludwizewski is a key contact in Washington DC.

Kirkland & Ellis

What the team is known for Kirkland & Ellis provides clients with a dedicated ESG team that draws on a strong bench of energy, environmental and litigation and governmental attorneys. The team at Kirkland has specific expertise in Carbon Market work, including climate fund formation, carbon offsetting and carbon credit work. The firm is also highlighted for its ability to guide clients through governmental investigations and regulatory compliance.

Strengths

"The team is well informed and offers particularly valuable insight."

"The climate team is extremely knowledgeable and they proactively educate their clients about changes in regulation, policy, deal structures, legal risks, new technologies and best practices."

Work highlights Kirkland & Ellis advised on the formation of Rubicon Carbon by TPG Rise Climate as a next generation carbon credits (offsets) platform and assisted with Rubicon Carbon's \$1B

capital raise.

Notable practitioners

Alexandra Farmer (see p.550) is an expert in climate transactional work, including renewable acquisitions, carbon fund formation and disclosure regulations. She helps clients develop climate policies and commitments and advises on related risks, obligations and enforcements.

Strengths: *"She is consistently responsive, creative, reliable and able to tailor advice to the specific issues facing businesses." "Alexandra is very knowledgeable and practical. She has a keen sense of the regulatory environment and market sentiment." "Ms Farmer is a highly experienced professional within the climate and sustainability space. She is very knowledgeable, has a great network within the industry and is a skilled public speaker."*

Pillsbury

What the team is known for Pillsbury provides full service support on climate change matters. The team counsels on federal and state regulations, compliance and enforcement. The firm is known for its dispute practice challenging regulations at state and federal level, including appellate matters. The Pillsbury team is also highlighted for its work on state and federal Renewable Fuel Standards.

Work highlights Pillsbury assisted Ameresco with the sale of renewable natural gas and compliance with regulatory requirements necessary to generate and monetize Renewable Identification

Numbers under the Renewable Fuel Standard.

Notable practitioners

David McCullough of Pillsbury is a highly sought-after attorney. He is well versed in low-carbon fuel regulations and carbon trading, regularly acting for clients in the automotive sector. **Strengths:** *"David is an expert."*

Pollination Law

What the team is known for Pollination Law is a legal boutique aimed at accelerating the transition to net zero emissions. The firm is particularly known for its work on carbon markets, including carbon credit creation and validation. Pollination Law also boasts an impressive roster of clients across the public and private sectors, advising clients on climate policy, afforestation and reforestation and REDD+ projects.

Work highlights Pollination Law worked with the US Department of State, in cooperation with Pollination Foundation, to scale natural climate solutions to reduce deforestation with private finance by improving policy environments and creating innovative financial interventions in selected countries.

Notable practitioners

Marisa Martin Lewandowski is a go-to for her expertise in carbon markets. She frequently advises a wide array of clients, including large multi-nationals, governments, NGOs and investors. **Strengths:** *"Marisa is fantastic."* **Richard Saines** of Pollination Law is noted for his experience

in carbon market transactions. He is also able to advise clients on litigation challenges and provide counsel on climate law and policy development. **Strengths:** *"He is a very smart lawyer."*

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP has a strong practice group with considerable strength in the energy field. Handles a range of climate change-related proceedings, such as risk management and litigation regarding the cost of liability for damages. Capabilities include corporate transactional and governance assistance on low-carbon projects, particularly in relation to the decarbonization of the transportation industry. Also recognized for counseling clients on emerging energy technologies and renewable energy issues.

Notable practitioners

Matthew Dobbins in Houston is a key contact.

Other Ranked Lawyers

Craig Gannett of Davis Wright Tremaine LLP is highly sought-after for his advice on climate change regulations. He has notable strength assisting clients with their efforts to decarbonize the production of electricity.

Construction Nationwide

Band 1

Peckar & Abramson, P.C.

What the team is known for Peckar & Abramson, P.C. is a large construction firm that primarily focuses on the representation of contractors and project managers. Stands out for its litigation and dispute resolution experience in high-stakes domestic and international construction matters. Capacity to advise on the full breadth of construction issues, including contract reviews, compliance programs and labor law concerns. Also noted for its expertise in construction matters related to public-private partnership projects. A 'three coast' practice, it has strong regional offices in Texas, Florida, California, New York and Washington DC.

Strengths

"Peckar is our first choice of construction attorneys in Texas."

"It is a very well-resourced and robust practice."

"The firm has always been very responsive, particularly when time sensitivity has been critical."

Notable practitioners

Chair of the firm, Steven Charney in New York is

a key contact.

Band 2

Bradley Arant Boult Cummings LLP

What the team is known for Bradley Arant Boult Cummings LLP is recognized for representing EPC firms, contractors, owners and developers among other clients, on construction matters relating to national and international infrastructure and renewable energy projects. Regularly handles construction defect, delay and impact litigation as well as managing arbitration and mediation.

Strengths

"Bradley has a good construction practice with experienced lawyers."

"It is very knowledgeable about the Texas construction industry and has creative strategies for handling cases."

"Bradley lawyers are very knowledgeable and experienced."

"Its service and responsiveness is top-tier."

Work highlights Bradley Arant Boult Cummings

LLP represented B.L. Harbert International, the subcontractor against operator, BAE Systems in complex delay and other claims arising from construction work on the Holston Army Ammunition Plant before the Chancery Court for the State of Tennessee.

Notable practitioners

David Owen in Birmingham is a key contact at the firm.

Holland & Knight LLP

What the team is known for Holland & Knight LLP stands out for its counsel across a wide variety of construction projects, including in urban redevelopment, infrastructure and power generation, and enjoys a fine track record in public-private partnership work. Able to assist on all phases of a project, from compliance and financing through dispute resolution. Clients include national and international contractors, developers, and public and private owners drawn from the energy, education and healthcare sectors, among others.

Strengths

"Holland & Knight is very adept at handling complex construction matters and does so very efficiently."

Construction
Leading Firms
Band 1
Peckar & Abramson, P.C.
Band 2
Bradley Arant Boult Cummings LLP
Holland & Knight LLP
Jones Day
Pillsbury
Smith Currie Oles LLP
Troutman Pepper
Band 3
Alston & Bird LLP
Baker, Donelson, Bearman, Caldwell & Berkowitz
Greenberg Traurig, LLP
Kilpatrick Townsend & Stockton
King & Spalding LLP
Seyfarth Shaw LLP
Varela, Lee, Metz & Guarino
Watt, Tieder, Hoffar & Fitzgerald, LLP
Band 4
Cozen O'Connor
Duane Morris LLP
Eversheds Sutherland (US) LLP
Fox Rothschild
Jones Walker LLP
Moye, O'Brien, Pickert, Dillon & Masterson, LLP
Venable LLP
Band 5
Akerman LLP
DLA Piper LLP (US)
Phelps Dunbar LLP
Smith, Gambrell & Russell, LLP
Stein Ray LLP
Thompson Hine LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Work highlights Holland & Knight LLP served as project counsel to the EPC Contractor of the \$2.6 billion P3 infrastructure project involving renovation and addition of toll lanes in the Orlando metropolitan area.

Notable practitioners

Stephen Shapiro leads the East Coast construction practice; Ben Subin is a key contact in Florida.

Jones Day

What the team is known for Jones Day is a large full-service firm with an impressive construction practice handling a wide variety of substantial projects. Attracts praise for its dominance in both national and international construction projects and disputes. Recommended for advising and litigating in a range of complex matters, including delays, equipment failures, damages and terminations. Also stands out for its experience in public-private partnerships. Maintains a roster of clients from sectors such as energy, education, real estate, healthcare, industrial engineering and transportation.

Strengths

"Jones Day has the in-house resources and local connections to manage complex litigations with confidence and determination."

"All the team members worked well together; very organized and efficient. They are exceptionally responsive and easy to work with."

"The firm was outstanding. It brings a great deal of buying power and it thinks outside of the box."

Work highlights Jones Day represented Orange County Transportation Authority in litigation filed by the contractor, Walsh Construction Company, on the \$500 million OC Streetcar Project currently under construction in Orange County, California.

Notable practitioners

Christopher Thatch is a key contact in Washington, DC.

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman LLP has a quality group handling complex transactions and disputes across the country and abroad. Areas of strength include insurance coverage claims and public-private partnerships work. Frequently collaborates with complementary practices, such as energy and real estate, to deliver counsel on diverse projects from start to finish. Includes a disasters group able to respond to critical matters such as crane collapse, explosions, full building collapse and force majeure incidents.

Strengths

"The firm consistently delivers best value support for our matters and allocates work at the right value level to a broad team. The firm obviously encourages cross-collaboration and support to ensure that matters receive both expert and energetic consideration."

"Pillsbury's advice is legally sound but always practical and commercially efficient."

"Pillsbury is elite in terms of industry knowledge."

Work highlights Pillsbury represented Lane Construction in negotiating the \$15 billion design-build contract for the Texas High-Speed Train rail line, which will transport passengers to and from Dallas and Houston in less than 90 minutes.

Notable practitioners

David Dekker is a key contact in Washington, DC.

Smith Currie Oles LLP

What the team is known for Smith Currie is a long-established construction boutique staffed by experienced ex-industry attorneys. It represents a broad client base on complex construction matters, particularly in infrastructure and energy projects, as well as public-private partnerships. The firm is also respected for its work on a variety of cases for private corporations and government contractors.

Strengths

"Smith Currie is excellent."

"The firm has a great team."

"Smith Currie is very responsive and thorough."

Work highlights Smith Currie advised American bridge on substantial claims involving changes, delays and disruption to the structural steel work it performed as a subcontractor to Clark/Lewis JV, who served as the GCCM on the \$2 billion Washington State Convention Center expansion.

Notable practitioners

Robert Chambers is a key contact in Georgia.

Troutman Pepper

What the team is known for Troutman Pepper has an experienced group with a strong presence across the country. Often handles high-profile projects for major construction groups and

owners, and possesses a high-caliber litigation and trial team that regularly appears in high-value disputes arising from projects. Also noted for its representation of leading contractors and design professionals. Further recognized for representation of international clients drawn from the Americas, the Middle East and the UK.

Strengths

"Troutman Pepper is super timely."

Work highlights Troutman Pepper advised the owner of the Skookumchuck Energy Facility located in Rainier, Washington, on disputes with the Balance of Plant EPC Contractor associated with project delays and cost overruns.

Notable practitioners

Jason McLarry is a key contact in Georgia.

Band 3

Alston & Bird LLP

What the team is known for Alston & Bird LLP has a reputable construction practice capable of advising on public and private projects nationwide. Offers notable dispute expertise and experience in delays, disruptions, defect, default and bid protests. Equally capable of handling the negotiation and preparation of the full range of contract documents. Acts for public and private owners as well as engineering, design and contractor clients in a diverse range of industries.

Strengths

"Alston & Bird is very good at reviewing potential strategies and recommending the best course of action based on risk tolerance."

"Alston & Bird has a world-class construction litigation team, and it shows from top to bottom."

"Alston & Bird's communication is good and clear."

Work highlights Alston & Bird LLP defended Jacobs against allegations of negligent engineering design of a mixed-use data center in San Jose.

Notable practitioners

Christian Roux in California is a key contact at the firm.

Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

What the team is known for Baker Donelson has prominent construction practitioners based in offices in Georgia, Alabama and Louisiana from which they advise on contracts and disputes across the country. The firm is highly capable of advising owner and contractor side clients throughout the life cycle of both public and private construction projects.

Strengths

"Baker, Donelson is always available, attentive and responsive."

Notable practitioners

Louisiana-based Mark Mercante is a key contact.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig has a broad practice with experience in high-end residential and substantial commercial projects. The firm primarily represents owners and developers. The team demonstrates notable skill in the drafting of construction contracts and in dispute

resolution. Its litigation expertise encompasses procurement disputes, lien claims, design defects and a host of other matters.

Strengths

"Greenberg Traurig is easy to communicate with and clearly understands clients' needs."

"Greenberg Traurig has vast experience in the local market and across the US."

Work highlights Greenberg Traurig represented affiliates of Royal Palm Companies, The Related Group and The Falcone Group in connection with all aspects of the design, development and construction of more than ten distinct projects with an aggregate value of over \$1 billion within Miami Worldcenter.

Notable practitioners

Michael Thomas is a key contact in Florida.

Kilpatrick Townsend & Stockton

What the team is known for Kilpatrick Townsend & Stockton excels in advising on infrastructure megaprojects, including airports, tunnels, wastewater treatment plants, prisons and more. Fields significant contracts experience, encompassing negotiations, reviews and government contracts. Also recognized for handling major disputes and litigation, as well as litigation and mediation at both national and international levels. Clients include large public owners, private contractors and engineers.

Strengths

"The construction group is efficient and always looking for ways to prepare claims or defenses in a thorough manner."

"Kilpatrick is very knowledgeable and provides sound legal advice at every turn."

"Kilpatrick Townsend & Stockton is an excellent team that is very good at fully understanding complex technical facts."

Work highlights Kilpatrick Townsend & Stockton acted for The Wood Group, the contractor constructing the Aegis Ashore Missile Defence facility in claims against the project owner, the US Missile Defence Agency and the US Army Corps of Engineers.

Notable practitioners

Brian Corgan is a key contact in Georgia.

King & Spalding LLP

What the team is known for King & Spalding LLP is a reputable construction practice regularly handling large transactional and disputes work both domestically and internationally. Especially strong sector expertise in energy, including renewable energy projects.

Strengths

"King & Spalding has a dedicated front end construction team with deep knowledge, and it is very good at responding and turning work around quickly."

Work highlights King & Spalding LLP successfully represented Reficar in its dispute with US-based contractor CB&I over the construction of an oil refinery in Cartagena. The client won a \$1.9 billion award following nine years of litigation.

Notable practitioners

Scott Greer is a key contact in Texas.

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw LLP is experienced in large project development for sectors including public infrastructure, transportation and energy. Has significant experience in handling domestic and international construction disputes, and provides expert guidance on a variety of matters, including EPC agreements, government contracting and bid protests. Regularly advises clients from sectors including real estate, retail, energy, healthcare and utilities.

Strengths

"Seyfarth attorneys have a good sense of what does and doesn't make sense for clients from a commercial perspective. They also listen and respond to a particular client's needs in a given situation."

"The people and groups that we work with at Seyfarth are among the most responsive we have when it comes to an entire project team—contractors, consultants, engineers or other counsel."

Work highlights Seyfarth Shaw LLP represented DWS/RREEF with respect to widespread defective gypcrete throughout a multifamily construction.

Notable practitioners

Michael McKeeman in San Francisco and Alison Ashford in New York are key contacts at the firm.

Varela, Lee, Metz & Guarino

What the team is known for Varela, Lee, Metz & Guarino is a well-respected boutique comprised of construction law specialists on both coasts. Handles sensitive and substantial cases for many of the country's top industry players. Specializes in industrial and power sector projects with engineering, procurement and construction contractors and developers. Increasingly active in international construction projects and arbitrations, and has significant experience in government contract disputes. Particularly skilled in cross-border and multijurisdictional matters.

Strengths

"VLMG has one of the strongest groups of construction attorneys in the country. Their knowledge in the international construction arbitration arena is quite extensive and they are a go-to firm for international construction disputes."

"The team are excellent, extremely knowledgeable, well organized and proactive in their approach."

"The firm have strong team members with a good breath of experience and a deep understanding."

Work highlights Varela, Lee, Metz & Guarino represented Parsons Transportation Group in a breach of contract claim brought by its primary subcontractor in connection with a 12-year project for the development of a statutorily mandated train control system and all related facilities for New Jersey Transit.

Notable practitioners

Paul Varela is a key contact in Virginia.

Watt, Tieder, Hoffar & Fitzgerald, LLP

What the team is known for Watt, Tieder, Hoffar & Fitzgerald, LLP is a distinguished boutique highly regarded for its broad expertise on all sides of the construction industry. Available to assist on all phases of a build, from transactions and project financing, through contracts and dispute resolution. Key areas of focus include

surety representation, and major public and private infrastructure and energy projects. Acts for a diverse set of clients, including international contractors, joint ventures, designers, and public and private owners drawn from a range of industries, including energy, insurance, transportation and utilities.

Work highlights Watt, Tieder, Hoffar & Fitzgerald, LLP represented Zurich in a delay claim against its bond by the federal government.

Notable practitioners

Robert Barbour is a key contact in Virginia.

Band 4

Cozen O'Connor

What the team is known for Cozen O'Connor's Philadelphia, Washington DC and Miami-based construction practitioners act on industry-related contracts and disputes across the US. They are especially prominent, active and experienced advising clients in transactional and contentious matters arising from infrastructure projects.

Strengths

"Cozen O'Connor are extremely responsive."

Work highlights Cozen O'Connor represented Suffolk Construction Company, regarding breach of contract and payment bond claims against a dry wall and framing subcontractor and its bond surety in connection with a 43-story residential tower construction project known as the MET Square Project located in Miami, Florida.

Notable practitioners

Ralf Rodriguez is a key contact in Florida.

Duane Morris LLP

What the team is known for Duane Morris LLP has a prominent group working nationally and internationally on all aspects of construction law. Noted for its excellent record handling contentious claims in large-scale litigation, and for achieving settlements through alternative dispute resolution. Possesses substantial experience in a wide range of areas, including high-value project development, government contracts and public-private partnerships. Also highly regarded for its capabilities in sustainable design and engineering matters, mechanics' liens and property damage claims.

Strengths

"Duane Morris are knowledgeable about procedures, always available and very responsive."

"The team are highly attentive to our issues and handle them with adequate urgency."

Work highlights Duane Morris LLP represented WDF in a \$53 million claim against NYC for, among other things, delay damages.

Notable practitioners

Mark Canizio is a key contact in New York.

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland (US) LLP has a seasoned team representing clients from all sides of the construction industry, including municipalities, private owners and contractors. Well regarded for its expertise in contract negotiations and project financing. Also boasts an impressive litigation team frequently seen in

high-stakes disputes. Highly recommended for handling projects in the energy and renewable energy sectors with a growing presence in cross-border construction projects.

Strengths

"Eversheds Sutherland tailors its legal services to align with customers' business needs."

"Eversheds Sutherland is a great group with deep knowledge and experience in the area."

Notable practitioners

Lee Davis is a key contact in Georgia.

Fox Rothschild

What the team is known for Fox Rothschild LLP has construction practitioners based in Washington DC, Colorado, North Carolina, Pennsylvania and New York. Fox Rothschild works across the United States in contract formation and construction dispute resolution matters. Eminently capable of advising on construction projects in a range of industry sectors, the firm is especially prominent in commercial, industrial and residential projects as well as public infrastructure projects.

Strengths

"We received prompt and thorough responses to questions."

Work highlights Fox Rothschild LLP advised Gemdale USA on construction contracts and license agreements in connection with an approximately 63-story mixed-used project comprised of 220 residential condominium units as well as 79,000 rentable square feet of boutique office space in Lower Manhattan.

Notable practitioners

New York-based Sarah Biser is a key contact.

Jones Walker LLP

What the team is known for Jones Walker LLP has a strong construction group commended for its representation of contractors and engineering companies across a range of construction work. The team handles both noncontentious and contentious matters with capabilities across litigation, arbitration and mediation.

Strengths

"The lawyers from Jones Walker are responsive, communicative and do a great job conveying the right balance of details and high-level overview."

"Jones Walker is able to dig into the issues and quickly understand the legal landscape."

"Jones Walker provides thoughtful advice on a range of matters in multiple jurisdictions."

Work highlights Jones Walker LLP represented an international gas and chemical company in connection with their efforts to develop a blue hydrogen facility with associated carbon capture and sequestration sites in eastern Louisiana.

Notable practitioners

Neal Sweeney is a key contact in Georgia.

Moye, O'Brien, Pickert, Dillon & Masterson, LLP

What the team is known for Moye, O'Brien, Pickert, Dillon & Masterson, LLP is a compact Florida-based boutique known for its strong leadership and ability to serve clients in sizable projects nationwide. Fields an experienced bench with substantial architectural, engineering and construction experience, and is highly recom-

mended for handling major litigation and overseeing prominent public sector and design-build projects. Also handles international construction issues.

Strengths

"Moye, O'Brien is an outstanding construction firm."

Work highlights Moye, O'Brien, Pickert, Dillon & Masterson, LLP represented Walsh/Shea Corridor Constructors in an alternate dispute evaluative hearing which resulted in an executed change order to the design-builder of approximately \$300 million.

Notable practitioners

James Moye in a key contact in Florida.

Venable LLP

What the team is known for Venable LLP has a strong presence nationally with a comprehensive construction practice that covers issues ranging from procurement and other construction contracts to dispute resolution. Specializes in advising buyers and sellers in the construction aspects of M&A deals.

Strengths

"They have depth of experience and their business advice is really great."

"Venable's definitely have some very talented lawyers."

Work highlights Venable LLP represented Metropolitan Council, as primary construction counsel for the 14.5-mile extension of Minneapolis-St. Paul's Green Line light rail line, involving complex infrastructure projects. Providing contract negotiation support and minimizing claims to mitigate cost impacts and delays.

Notable practitioners

Kenneth Roberts is a key contact in Illinois.

Band 5

Akerman LLP

What the team is known for Akerman LLP represents general contractors and other construction professionals as well as owners and developers. The team is knowledgeable across the full range of construction matters, with particular experience in acting on disputes, including alternative dispute resolution. It offers broad sector expertise, including in public infrastructure, transportation and healthcare. The group is able to draw on impressive firm resources across the country.

Strengths

"Akerman is superb. The team is very responsive, offers great follow-up and is always on top of current tasks."

"The team is extremely knowledgeable and up to date on current laws, regulations and industry standards."

Work highlights Akerman LLP served as primary construction counsel for BDT & MSD with respect to construction financing and the renovation and improvement to the historic Naples Beach Hotel & Golf Club.

Notable practitioners

Stacy Bercun Bohm is a key contact in Florida.

DLA Piper LLP (US)

What the team is known for DLA Piper LLP (US) works on a diverse range of regional, national and international construction projects and disputes. It also offers expertise in transactional issues across the country. The team has impressive experience in a number of industries, with recent success in sports, homebuilding, energy and healthcare.

Strengths

"The firm has a great ability to distill complex issues and solve them."

"DLA Piper is incredibly responsive."

Work highlights DLA Piper represented Tennessee Football in the development of its new NFL stadium in Nashville.

Notable practitioners

Brian Fielden is a key contact in Georgia.

Phelps Dunbar LLP

What the team is known for Phelps Dunbar LLP handles a range of construction matters ranging from construction agreements negotiation to dispute resolution, including defect and delay cases. They demonstrate significant expertise in alternative dispute resolution. The firm acts for owners, contractors and developers. It is involved in a range of projects, including infrastructure, commercial and residential developments. The team has notable experience in evaluating insurance agreements.

Strengths

"Phelps Dunbar have strong knowledge of the construction environment."

"The construction practice group at the firm is comprised of extremely capable attorneys."

Work highlights Phelps Dunbar LLP defended Arthur Gensler Jr and Associates in a contract dispute regarding the design of KMPG's Lake Nona training center.

Notable practitioners

Seth Schimmel is a key contact in Florida.

Smith, Gambrell & Russell, LLP

What the team is known for Smith, Gambrell & Russell, LLP is respected for its skill in drafting and negotiating a wide range of construction contracts. The team also lends its capabilities to contentious construction mandates, including alternative dispute resolution. A number of Smith Gambrell attorneys hold engineering and construction backgrounds, making the team a strong choice to handle highly technical matters.

Strengths

"Smith, Gambrell & Russell's team has proven to be responsive, attentive and precise in the quality and the level of work product produced."

"Smith, Gambrell & Russell has a strong bench of talent."

Work highlights Smith, Gambrell & Russell, LLP supported Metropolitan Atlanta Rapid Transit Authority in its 20-year program to renovate and expand its facilities.

Notable practitioners

Gregory Smith is a key contact in Georgia.

Stein Ray LLP

What the team is known for Stein Ray LLP is a boutique construction firm based in Chicago,

acting for clients in construction-related disputes across the country and internationally, with notable experience on cases arising in Canada. The firm primarily represents construction and engineering companies involved in high-stakes litigation, including EPC contractors.

Strengths

"Stein Ray are an excellent construction boutique firm. Great value for money. Able to provide quality complex construction litigations."

Notable practitioners

Steven Stein and Stephen Ray are key contacts at the firm in Illinois.

Thompson Hine LLP

What the team is known for Thompson Hine LLP is acclaimed for its broad practice and ability to manage sophisticated and high-value projects across Ohio and nationwide. The team is routinely involved in the development of major sports venues and community impact projects. It brings additional benefit to clients with its subsidiary, Project Management Consultants. It is also renowned for its capabilities in construction-related disputes, acting for a range of contractors, design professionals and owners in jury trials, as well as mediations and arbitrations.

Strengths

"Thompson Hine is a leader in the field."

"The firm provides excellent service."

"The team is very knowledgeable of the subject matter."

"They are very experienced, and very adept at handling complex litigation."

"Thompson Hine is able to handle matters of any complexity."

Work highlights Thompson Hine LLP advised the Cleveland Clinic on four projects, including a hospital, a neurological institute, and eye care center.

Notable practitioners

Jeffrey Appelbaum is a key contact in Ohio.

Construction International Disputes Nationwide

Construction: International Disputes
Leading Individuals
Band 1
Friedman Mark W Debevoise & Plimpton LLP
Prager Dietmar Debevoise & Plimpton LLP
Stenglein Mike King & Spalding LLP*
Band 2
Hanover John D Alston & Bird LLP*
Rivero Francisco Reed Smith LLP
Shanlever Mike Alston & Bird LLP*
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

Ranked Lawyers

Mark Friedman of Debevoise & Plimpton LLP is cochair of the International Dispute Resolution group. He is held in high regard for his handling of complex construction litigation and arbitration. Beyond his talents in international arbitration, he is knowledgeable of the specific construction matters at the heart of disputes arising out of large projects. **Strengths:** *"Mark is a pleasure to work with and a genuine leader."*

"Mark is a talented lawyer."

"He is a great lawyer and is easy to deal with."

John Hanover (see p.1029) of Alston & Bird LLP leads the Construction & Government Contracts group. He has a wealth of experience handling high-stakes construction disputes arising from public and private projects, with particular knowledge of transportation infrastructure. His expertise spans domestic litigation and international arbitration.

Dietmar Prager of Debevoise & Plimpton LLP has a stellar practice advising mining, energy and infrastructure clients in high-stakes international arbitrations. He is highlighted for his specific talents in construction-related disputes, handling construction contests arising out of major projects. As well as advising on cases in New York, he has a notable Latin American practice. **Strengths:** *"Dietmar was very frank in his legal advice, which led to favorable results for us."*

"Dietmar is an excellent operator."

Francisco Rivero of Reed Smith LLP is a skilled litigator who is highly sought after for his construction-specific expertise in the Latin American energy, commodities and manufacturing sectors.

His practice covers high-stakes construction-related disputes, often acting as managing counsel to guide clients through litigation and proceedings before regional and international administrative entities.

Mike Shanlever (see p.1582) of Alston & Bird LLP offers significant experience representing clients in international construction disputes arising out of large projects in the energy, industrial and infrastructure sectors. His broad experience notably includes handling disputes arising from the construction of nuclear power generation facilities.

Mike Stenglein (see p.3271) chairs King & Spalding's Global Construction and Engineering Disputes practice. Well-known for representing Reficar before the International Chamber of Commerce, he is widely recognized by the market for his expertise in large international disputes. He is particularly knowledgeable of the specific issues affecting energy and infrastructure projects.

Corporate Crime & Investigations Nationwide

Corporate Crime & Investigations The Elite	Corporate Crime & Investigations Highly Regarded
Leading Firms	Leading Firms
Band 1	Band 1
Covington & Burling LLP	A&O Shearman
Davis Polk & Wardwell LLP	Cahill Gordon & Reindel LLP
Debevoise & Plimpton LLP	Clifford Chance US LLP
Gibson, Dunn & Crutcher LLP	Cozen O'Connor
Kirkland & Ellis	Crowell & Moring LLP
Latham & Watkins LLP	Freshfields Bruckhaus Deringer US
Paul, Weiss, Rifkind, Wharton & Garrison LLP	Goodwin
Sullivan & Cromwell LLP	Kaplan Hecker & Fink LLP
Band 2	Kobre & Kim
Akin	Morgan, Lewis & Bockius LLP
Cleary Gottlieb Steen & Hamilton LLP	O'Melveny & Myers LLP
King & Spalding LLP	Orrick, Herrington & Sutcliffe LLP
Sidley Austin LLP	Paul Hastings LLP
Simpson Thacher & Bartlett LLP	Winston & Strawn LLP
Skadden, Arps, Slate, Meagher & Flom LLP	Band 2
WilmerHale	DLA Piper LLP (US)
Band 3	Fried, Frank, Harris, Shriver & Jacobson LLP
Jenner & Block LLP	Hueston Hennigan LLP
Quinn Emanuel Urquhart & Sullivan, LLP	Munger, Tolles & Olson LLP
Williams & Connolly LLP	Weil, Gotshal & Manges LLP
Band 4	Band 3
Arnold & Porter	Baker McKenzie
Dechert LLP	Greenberg Traurig, LLP
Hogan Lovells US LLP	McGuireWoods LLP
Jones Day	Perkins Coie LLP
Morrison Foerster	Willkie Farr & Gallagher LLP
Ropes & Gray LLP	
Band 5	
Cravath, Swaine & Moore LLP	
Kramer Levin Naftalis & Frankel LLP	
Milbank LLP	
Miller & Chevalier Chartered	
Steptoe LLP	
Wachtell, Lipton, Rosen & Katz	

Alphabetical order within each band. Band 1 is highest.

Band 1 Corporate Crime & Investigations: The Elite

Covington & Burling LLP

What the team is known for Covington & Burling LLP has a deep bench of senior DOJ officials and prosecutors, equally adept at handling high-stakes investigations and complex enforcement proceedings. Regularly called on by major corporate clients facing scrutiny over allegations of money laundering, price fixing and FCPA violations, among other areas. Further expertise in conducting investigations into allegations of sexual misconduct within large corporations. Often advises on cross-border investigations relating to jurisdictions in Europe, Asia and the Middle East. Offers broad industry expertise, including particular strength in pharmaceuticals and life sciences.

Strengths

"The team are experts."

"Covington is top-notch. The firm is a center of excellence."

"Covington is an excellent firm. They are pragmatic, straightforward, responsive and strategic."

Work highlights Covington & Burling LLP represented Hoffmann-La Roche in FCA litigation concerning allegations that the company violated the FCA in connection with sales of Tamiflu to the government for the Strategic National Stockpile.

resented Hoffmann-La Roche in FCA litigation concerning allegations that the company violated the FCA in connection with sales of Tamiflu to the government for the Strategic National Stockpile.

Notable practitioners

Nancy Kestenbaum is a key contact in New York.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP has a sophisticated cross-border investigations practice, well positioned to manage enforcement actions arising in jurisdictions across the USA as well as those initiated by foreign regulatory agencies. Respected for its strength in white-collar defense and handling of FCPA matters. Frequently acts for blue-chip clients in industry-wide probes concerning financial fraud, market manipulation and criminal tax. Notable expertise in advising financial institutions with regard to potential violations of economic sanctions and anti-money laundering laws. Acts for clients from a range of sectors, including leading names in the technology and pharmaceutical industries.

Strengths

"Davis Polk are utterly responsive, regardless of the time of day or the daunting nature of the task."

"The firm has excellent attorneys at the most senior and junior levels, who provide meaningful and impactful support to teams."

Work highlights Davis Polk & Wardwell LLP secured a settlement for Coinbase in an investigation by the New York Department of Financial Services into its BSA/AML compliance program.

Notable practitioners

Martine Beamon is a key contact in New York.

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP has a distinguished history of resolving matters for major corporations facing investigation by the DOJ and SEC, among other domestic and international enforcement agencies. Strong bench of seasoned white-collar litigators and former prosecutors with extensive experience in handling criminal and civil proceedings along with internal corporate investigations. Deep understanding of matters concerning anti-corruption and money laundering laws in the US and abroad. Noted for representing major clients in the automotive, financial services and pharmaceutical sectors. Also assists clients with wide-ranging internal investigations following allegations of sexual abuse and harassment.

Strengths

"The firm has a great team, they are responsive and are able to manage all sorts of stakeholders in an efficient and pragmatic way."

"Debevoise are extremely knowledgeable and pragmatic. They are responsive on weekends and evenings."

Work highlights Debevoise & Plimpton LLP represented Shell in connection with a criminal prosecution of bribery in Milan, Italy.

Notable practitioners

Helen Cantwell and David O'Neil cochair the firm's white-collar and government investigations group in New York and Washington, DC.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is a stalwart regulatory and government investigations practice, anchored by teams of lawyers in offices in Europe and Asia. Stands out for the strength of its cross-border capabilities, including market-leading expertise in FCPA and broader anti-corruption matters. Also particularly active in the healthcare sector, regularly taking on investigations into allegations of fraud and other regulatory violations. Offers enviable experience in high-stakes investigations for leading corporations from a number of sectors, including pharmaceuticals, banking and energy.

Strengths

"Gibson provides excellent and practical advice."

"The team is always available and responsive."

"Gibson is a go-to firm for complex matters and will provide practical and commercial advice."

"The team at Gibson is well pedigreed, experienced and thoughtful."

Work highlights Gibson, Dunn & Crutcher LLP represented Binance Holdings in federal enforcement actions concerning digital assets.

Notable practitioners

Joseph Warin is a key contact in Washington, DC.

Kirkland & Ellis

What the team is known for Kirkland & Ellis has a deep bench of former government officials and prosecutors widely known for their capabilities in corporate governance and enforcement actions.

Broad investigations practice, advising on areas such as FCPA violations, criminal antitrust concerns and healthcare fraud. Frequently appears before the DOJ, SEC and other regulatory agencies, while also assisting clients with internal investigations. Frequently acts for blue-chip clients involved in private equity, pharmaceuticals and the transport industry. Also provides ongoing compliance counsel to multinational companies seeking advice on international risk avoidance.

Strengths

"Kirkland are very responsive to inquiries. They have high service levels and a depth of resources to address needs in an expedient manner."

"Kirkland has extensive resources and expertise across a wide range of regulatory issues. They are extremely responsive at all levels."

Work highlights Kirkland & Ellis was retained by Nikola Motors to conduct an internal review and external investigations by the DOJ, SEC, FINRA and New York District Attorney's Office in relation to alleged securities fraud.

Notable practitioners

Mark Filip and Asheesh Goel are key contacts in Chicago.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a well-regarded investigations practice defending against enforcement actions initiated by enforcement agencies and financial regulators worldwide. Regularly handles federal and state criminal investigations, as well as civil litigation stemming from violations of the False Claims Act and other federal statutes. Notable experience in representing financial institutions, including major domestic as well as international banks. Also offers significant expertise in the healthcare and technology fields.

Strengths

"Latham have a particularly strong bench and a great sense of what regulators are thinking."

"The team is forthcoming with information and responsive to questions."

"Latham's team are extremely smart and knowledgeable. They approach discussions with clients with a down-to-earth, natural style that facilitates ease of communication and trust."

Work highlights Latham & Watkins LLP resolved a six-year False Claims Act and Anti-Kickback Statue investigation for NextGen Healthcare which was brought by the DOJ Civil Division and the US Attorney's Office for the District of Vermont.

Notable practitioners

Douglas Greenburg is a key contact in Washington, DC.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP has a top-flight criminal and civil enforcement group with a deep bench of former SEC and DOJ officials and prosecutors. Provides robust defense of clients before government and regulatory agencies in the US and abroad, as well as expertly handling sensitive internal investigations. Proven track record in navigating complex white-collar and securities

matters on behalf of large financial institutions and major corporations. Key clients include blue-chip media groups, energy conglomerates and investment banks. Frequently advises on internal investigations following on from allegations of misconduct by chief executives and other high-level employees.

Strengths

"The team at Paul Weiss offer fantastic advice that is very practical."

"The firm has a very deep bench of lawyers with deep subject matter expertise."

Work highlights Paul Weiss represented Google in a case brought by the DOJ alleging that Google obtained and abused a monopoly in digital advertising technology.

Notable practitioners

Brad Karp is a key contact in New York.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP has a premier white-collar practice advising banks and other financial institutions on the full variety of regulatory and enforcement concerns both in the USA and abroad. Core expertise in financial crime concerns, including cases of alleged insider trading, commodities manipulation and securities fraud. Also regularly takes on cross-border investigations involving allegations of corruption and potential FCPA violations. Further strength advising clients active in oil and gas, automobile manufacturing and industrial shipping.

Strengths

"Sullivan & Cromwell have a very strong, deep bench and are amongst the premier firms."

"The team are creative and always commercial."

"The firm has a very deep bench of experts they can tap into."

Work highlights Sullivan & Cromwell LLP advised FTX as Chapter 11 debtor on internal and external investigations relating to the company's bankruptcy filing.

Notable practitioners

Nicolas Bourtin is a key contact in New York.

Band 2 Corporate Crime & Investigations: The Elite

Akin

What the team is known for Akin is a well-regarded group with particular expertise in representing large corporate clients from the financial services sector. Frequently called upon to assist with allegations of corruption and potential FCPA violations, as well as money laundering and spoofing. Handles internal investigations and Congressional investigations, in addition to representing clients before government agencies.

Strengths

"The team provide a delivery of transparency that permeates the way that they interact with regulators."

"The Akin team is able to digest and organize complex facts and present them with clarity. They do an excellent job of taking into consideration commercial and practical issues when providing advice."

"The firm has so much talent."

Work highlights Akin represented Lloyd George Management in connection with charges by the SEC for failing to comply with the Custody Rule.

Notable practitioners

James Benjamin is a key contact in New York.

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP has a deep bench of seasoned attorneys sought after by a range of multinational financial institutions and global corporations. Brings its expert white-collar and antitrust practices to bear when handling large-scale investigations, including cases of alleged financial fraud and FCPA violations. Also offers the benefit of additional experience in SEC investigations. Regularly represents clients before domestic regulatory agencies and is also adept at handling investigations requiring multijurisdictional coordination.

Strengths

"The team are incredibly thoughtful and effective for their clients."

"The firm's cross-border strength really sets them apart in the market."

"The firm is extraordinarily well equipped to handle complex matters."

"The team have excellent strategic instincts and can interface with regulators and prosecutors expertly."

"Cleary has an outrageously strong team of white-collar lawyers and they are singular in terms of their depth of talent."

Work highlights Cleary Gottlieb Steen & Hamilton LLP represented Citigroup in investigations by the SEC and CFTC regarding compliance with record-keeping obligations in connection with business-related communications sent over unapproved electronic messaging channels.

Notable practitioners

Matt Solomon and Lisa Vicens are key contacts.

King & Spalding LLP

What the team is known for King & Spalding LLP has a respected group regularly engaged in multi-jurisdictional investigations concerning violations of tax, securities and anti-corruption laws. Extensive experience in representing banks and insurance companies in financial fraud cases, while also offering expertise in the pharmaceutical and energy sectors. Further experience handling matters concerning the automotive and technology industries. Has particular expertise in matters relating to Asia. Counts former high-ranking government officials among its ranks.

Strengths

"The firm handles cross-border aspects really strongly."

"King & Spalding is a pragmatic team which is very experienced and knowledgeable. They give great guidance."

"The team is available at all times and its service levels and responsiveness are excellent."

"King & Spalding has many talented staff ready to advise on numerous wide-ranging matters."

"The firm provides clear and actionable guidance on complex matters."

Work highlights King & Spalding LLP represented Summit Midstream Partners in an action brought by the Department of Justice's Environ-

mental and Natural Resources Division and the EPA concerning the effects of a pipeline rupture.

Notable practitioners

Mark Jensen is a key contact in Washington, DC.

Sidley Austin LLP

What the team is known for Sidley Austin LLP has a strong interdisciplinary team fielding several former prosecutors with deep experience across the breadth of high-stakes enforcement issues faced by major corporations. Notable anti-corruption expertise demonstrated across a range of global industries, including healthcare, energy and banking. Frequently advises on cross-border negotiations and investigations concerning Asian, African and Latin American jurisdictions. Also active in advising on tax, securities and antitrust concerns. Frequently assists clients with internal investigations as well as those brought by the DOJ and other government bodies.

Strengths

"Sidley is a large, specialized and versatile firm with a lot of really strong talent."

"The firm has significant resources with a depth of experience and skill."

"Sidley brings people with exactly the right expertise to address issues."

"The team is methodical and very practical."

"The Sidley team are incredibly talented attorneys who have deep subject matter expertise."

Work highlights Sidley Austin LLP represented Stericycle in coordinated settlements resolving alleged violations of the FCPA with the DOJ, SEC and local corruption charges with Brazilian authorities.

Notable practitioners

Karen Popp is a key contact in Washington, DC.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is a well-regarded international litigation and corporate firm with demonstrable expertise handling a broad range of enforcement proceedings and regulatory investigations. Frequently called upon by blue-chip companies and financial institutions facing DOJ and SEC inquiries. Able to draw upon a deep bench of former high-ranking government officials, and maintains a strong global footprint which allows for an integrated approach to complex cross-border matters.

Strengths

"Simpson Thacher has a deep bullpen of highly knowledgeable and qualified attorneys. They are adept at handling multifaceted matters with many moving parts."

"The team is highly responsive and self-executing. They are able to communicate directly with businesses, advise on next steps clearly and succinctly, and reach a good outcome."

"The firm has really strong judgment and is very strategic and responsive."

Work highlights Simpson Thacher & Bartlett LLP represented Ubiquiti in connection with a DOJ criminal investigation and stock drop litigation following a staged data breach.

Notable practitioners

Marc Berger is a key contact in New York.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates has a renowned corporate practice acting for leading multinational public companies and global financial institutions, in addition to advisory boards and audit committees. Extensive investigations offering with significant cross-border strength. Recognized for experience handling issues concerning securities law, as well as matters relating to the pharmaceutical industry. Notable expertise in civil and criminal enforcement proceedings involving serious allegations such as corruption, price fixing and securities fraud.

Strengths

"Skadden provide excellent and high-calibre legal advice and representation with a common-sense approach."

"The firm stand out because they are client-centric."

"The team have a great ability to digest and present information to the regulator."

"The leaders and associates at Skadden are consistently strong. They are knowledgeable on substance, keen strategists, creative, highly responsive and provide great client service."

"The firm are a huge powerhouse."

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates represented Perella Weinberg Partners LP and two affiliates in an SEC investigation arising from the ongoing sweep targeting the use of off-channel communications.

Notable practitioners

David Meister is a key contact in New York.

WilmerHale

What the team is known for WilmerHale is a high-end compliance and investigations practice with multiple former prosecutors and government officials within its ranks. Offers the benefit of deep regulatory expertise alongside valuable international experience in its handling of major internal reviews and government enforcement actions. Notable focus on anti-corruption matters including FCPA and anti-cartel investigations. Experienced counsel to leading financial institutions, technology manufacturers and automotive companies, among others.

Strengths

"WilmerHale provide strong, practical advice and are a true thought partner."

"The team are a joy to work with."

"WilmerHale is very responsive and timely. They have very good, talented lawyers."

Work highlights WilmerHale successfully represented Oracle in a Securities and Exchange Commission inquiry regarding potential violations of the FCPA.

Notable practitioners

Ronald Machen is a key contact in Washington, DC.

Band 3 Corporate Crime & Investigations: The Elite

Jenner & Block LLP

What the team is known for Jenner & Block LLP is a highly regarded white-collar group, with a deep bench of litigators that includes a number of former federal prosecutors. Adept at handling criminal and civil proceedings as well as internal investigations into FCPA violations, public corruption and securities fraud. Practices across a broad range of sectors, including notable recent presence in the automotive, technology and financial services industries. Also handles cases concerning potential violations of the False Claims Act in the industrial manufacturing space. Provides ongoing compliance advice to clients on both domestic and international anti-corruption laws.

Strengths

"Jenner & Block is utterly responsive, clear and to the point."

"The firm is very experienced in dealing with the US government."

"The Jenner attorneys are incredibly sophisticated, smart and dedicated."

Notable practitioners

Anthony Barkow is a key contact in New York.

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel Urquhart & Sullivan, LLP has a distinguished litigation practice particularly adept at handling anti-corruption and financial crime cases. Growing focus on cross-border investigations work, with recent involvement in high-profile bribery, corruption and money laundering cases in Latin America, Europe and Asia. Also noted for involvement in significant FCPA investigations. Adept at handling criminal and civil enforcement initiatives as well as conducting internal investigations. Notably active on cases in the financial world, representing banks as well as private equity firms and sovereign wealth funds.

Strengths

"Quinn Emanuel is an incredibly strong and talented law firm."

"The team is excellent. They were highly responsive and available."

Work highlights Quinn Emanuel Urquhart & Sullivan, LLP represented several companies under Pangang in a US Department of Justice indictment alleging theft of trade secrets under the Economic Espionage Act.

Notable practitioners

William Burck is a key contact in Washington, DC.

Williams & Connolly LLP

What the team is known for Williams & Connolly LLP has a skilled team of nationally recognized trial lawyers and litigators, known for handling high-stakes matters on behalf of corporate clients. Noted for its superlative expertise in criminal defense, as well as its handling of civil enforcement proceedings brought by the SEC and other regulatory agencies. Well versed in FCPA and other anti-corruption matters in addition to violations of federal securities, antitrust and antikick-

back laws. Represents clients across a wide array of sectors, including investment finance, health-care and technology.

Strengths

"The firm provides the very best service."

"Williams & Connolly are first-rate. The team are extremely diligent and intelligent."

"Williams & Connolly are an exceptional law firm with great trial lawyers."

"The team is creative and hard-working."

Work highlights Williams & Connolly LLP defended Turkiye Halk Bankasi against an indictment by the US District Court for the Southern District of New York concerning bank fraud, money laundering, violations of the International Emergency Economic Powers Act and conspiracy charges.

Notable practitioners

David Zinn is a key contact in Washington, DC.

Band 4 Corporate Crime & Investigations: The Elite

Arnold & Porter

What the team is known for Arnold & Porter has a strong team of investigations attorneys acting for companies and global institutions across a breadth of industries. Well known for its expertise in fraud investigations, most prominently in the healthcare sector but also in relation to government contracts. Additional strength in cases concerning alleged violations of the FCPA, FCA and securities laws. Also represents clients in the financial sector facing allegations of insider trading and other forms of market manipulation. Adept at handling matters with significant cross-border elements.

Strengths

"Arnold & Porter approaches matters very thoughtfully and draws upon its huge roster of experts to make sure all issues are covered."

"The team have a tremendous breadth of expertise. Whenever clients have a challenging issue, they can always find someone effective for it."

"The team's attorneys are very knowledgeable, available and responsive."

Work highlights Arnold & Porter represented Sterling Bank & Trust and its bank holding company in parallel enforcement proceedings by the OCC, DOJ and SEC concerning the bank's residential lending program and related anti-money laundering, accounting, financial reporting and disclosure matters.

Notable practitioners

New York-based Marcus Asner and DC-based Amy Jeffress are key contacts.

Dechert LLP

What the team is known for Dechert LLP is an acclaimed practice with significant capabilities in white-collar defense both across the US and internationally. With broad sectoral expertise across technology, transport and retail, the firm regularly acts for both individuals and corporations in DOJ and SEC investigations, often concerning FCPA and RICO violations as well as spoofing allegations. Boasts a strong bench of practitioners including a significant number of

former regulators and US Attorneys.

Strengths

"The firm provides skilled negotiation and thoughtful advice. They are highly responsive and experienced advisers."

Work highlights Dechert LLP represented Icahn Enterprises in connection with investigations by the Southern District of New York and the Securities and Exchange Commission stemming from allegations raised by Hindenburg Research in two short sellers reports.

Notable practitioners

Hartley West is a key contact in San Francisco.

Hogan Lovells US LLP

What the team is known for Hogan Lovells has a comprehensive white-collar team capable of handling complex multijurisdictional investigations for a variety of corporate entities. Renowned for its strength in the healthcare industry, while also regularly representing financial institutions, manufacturing companies and others. Also acts for clients in sectors such as energy, technology and consumer goods. Conducts large internal investigations on behalf of multinational companies with regard to potential violations of anti-corruption and anti-money laundering laws, as well as the FCA. Offers significant expertise in international regulatory regimes.

Strengths

"The team is very strong and easy to work with. They have extensive experience in government which is very helpful in enforcement matters."

"The firm is a highly effective partner and has a wonderful team."

"The white-collar crime and investigations practice group provides practical and timely advice."

Work highlights Hogan Lovells secured a plea agreement for Kerry following a DOJ investigation in connection with an offense under the Food, Drug and Cosmetic Act.

Notable practitioners

Stephanie Yonekura is a key contact in Los Angeles.

Jones Day

What the team is known for Jones Day has a strong nationwide practice actively engaged in several major corporate criminal and enforcement investigations for multinational clients. Fields a bench of talented investigations experts and litigators, with additional expertise in appellate proceedings. Regularly conducts sensitive internal investigations and cross-border anti-corruption cases. Serves a broad client base which includes leading names in the oil and gas, transport and retail industries. Can provide clients with the benefit of its global network of offices when faced with multijurisdictional matters.

Strengths

"The team provides excellent service. They are extremely responsive and provide comprehensive advice."

"Jones Day provides elite client service with excellent judgment and strategy along the way."

Work highlights Jones Day represented Indivior in an indicted case brought by the US Department of Justice in the Western District of Virginia regarding the marketing of FDA-approved drug

Suboxone.

Notable practitioners

Ted Chung is a key contact.

Morrison Foerster

What the team is known for Morrison Foerster has a robust multidisciplinary practice with particular strengths in white-collar defense and FCPA matters. Highly skilled in representing corporations in DOJ and SEC investigations, often with significant international elements relating to Europe, Asia and Latin America. The team is also highly experienced in investigations concerning workplace misconduct, bribery and money laundering. The firm's clientele regularly stems from the banking, technology and pharmaceutical industries.

Strengths

"The firm is incredibly service-oriented."

Work highlights Morrison Foerster represented Novonor as monitor in connection with their FCPA settlement.

Notable practitioners

Charles Duross is a key contact in Washington, DC.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP has deep enforcement and regulatory expertise with notable strength in the life sciences and energy sectors. Advises clients on internal investigations as well as defending them against enforcement actions brought by domestic and international bodies. Experienced advisers in matters concerning the FCPA, securities law and economic sanctions, among other areas. Notable expertise in international matters, particularly in Asia and Latin America. Regularly handles investigations on behalf of pharmaceutical and medical device manufacturers into allegations of fraud and violations of the FCA.

Strengths

"The firm has an extremely strong group."

"Ropes & Gray provide excellent advice both strategically and tactically to navigate complex matters."

Work highlights Ropes & Gray LLP was retained by Glencore International to act as the Independent Compliance Monitor to assess and monitor the company's compliance with the terms of a Plea Agreement stemming from the US Department of Justice's investigation into FCPA violations.

Notable practitioners

Laura Hoey is a key contact in Chicago.

Band 5 Corporate Crime & Investigations: The Elite

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP has a stellar corporate practice adept at advising large public companies on the full variety of regulatory and enforcement concerns arising in multiple jurisdictions. Regularly navigates complex financial fraud cases that include insider trading, accounting and securities issues. Also frequently retained in cross-border trade sanctions and bribery investigations. Further experience handling civil litigation arising from

corporate investigations. Robust client base featuring major investment banks, technology manufacturers and telecommunications companies.

Strengths

"The team provides consistently creative strategies and high-quality work product."

"The Cravath team is exceptionally personable, reliable, responsive and diligent in their work."

Work highlights Cravath, Swaine & Moore LLP assisted British American Tobacco in reaching a global settlement with the DOJ and OFAC to resolve sanctions arising from historical business activities in violation of the bank fraud statute and International Emergency Economic Powers Act.

Notable practitioners

John Buretta is a key contact for the firm in New York.

Kramer Levin Naftalis & Frankel LLP

What the team is known for Kramer Levin Naftalis & Frankel LLP has a formidable practice that is widely considered to be a market leader in New York for white-collar litigation. Best known for its strengths in trials, the team is also well versed in both civil and criminal investigations regarding claims of misconduct, insider trading and accounting irregularities. Also capable of conducting internal investigations for audit committees and boards of directors.

Strengths

"Kramer Levin have sophisticated capabilities and are very good at working efficiently towards a defined goal."

"The firm's whole department is top-notch."

"Kramer Levin's team are smart and hard-working."

Work highlights Kramer Levin represented the Town of Ramapo in a lawsuit brought by the Securities and Exchange Commission in the US District Court for the Southern District of New York.

Notable practitioners

Paul Schoeman is a key contact in New York.

Milbank LLP

What the team is known for Milbank LLP has a notable investigations practice with considerable strength in defending corporations in investigations concerning securities fraud. Other areas of expertise include allegations of misconduct and harassment, and regulatory compliance. Regularly acts for banks, private equity houses and accounting firms.

Strengths

"The team is absolutely stellar."

Work highlights Milbank LLP represented Clover Health Investments in connection with an investigation by the SEC and parallel civil litigation concerning alleged violations of the federal securities laws.

Notable practitioners

George Canellos is a key contact in New York.

Miller & Chevalier Chartered

What the team is known for Miller & Chevalier Chartered is a specialist white-collar practice conducting sensitive internal investigations and representing companies under investigation by government authorities. Prominent reputation for FCPA expertise in addition to handling cross-border matters that relate to money laundering,

export controls and economic sanctions, and criminal tax. Represents large financial institutions as well as multinational companies in the energy, technology and manufacturing sectors. Frequently engaged to handle complex matters relating to Latin America, including allegations of bribery and corruption.

Strengths

"Miller & Chevalier have a deep bench of litigators who are very effective at handling corporate matters. The team has great judgment and is excellent with clients."

"The firm have a strong team with deep subject matter expertise."

"The team not only offer excellent legal advice, but they provide a commercial perspective that is very appreciated."

Notable practitioners

William Barry is a key contact in Washington, DC.

Steptoe LLP

What the team is known for Steptoe LLP has a broad white-collar practice conducting compliance reviews and internal investigations as well as representing corporations across all stages of federal criminal investigations. Offers well-honed trial skills alongside robust regulatory expertise, and has notable experience in defending clients before both domestic and international authorities. Particularly active representing financial institutions, as well as technology and industrial manufacturers. Can assist clients with complex cross-border matters relating to economic sanctions, antitrust and allegations of bribery and corruption.

Strengths

"The team at Steptoe is very efficient and detail-oriented. They design plans to resolve sensitive matters in a proactive and results-oriented manner that produces positive results."

"Steptoe has a well-established record of handling complex and sensitive matters across a myriad of areas."

"The lawyers at Steptoe are very responsive and collaborative."

Work highlights Steptoe LLP represented iFinex and Tether in investigations by multiple enforcement agencies including the New York Attorney General's Office and CFTC.

Notable practitioners

Brian Heberlig is a key contact in Washington, DC.

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell, Lipton, Rosen & Katz has a robust corporate crime practice noted for its strong capabilities across the full spectrum of financial fraud cases. Regularly acts in response to enforcement actions concerning violations of the FCPA along with antitrust and export control laws. Also frequently appointed by boards of directors and special committees to conduct internal investigations.

Strengths

"The team excel."

Notable practitioners

John Savarese is a key contact in New York.

Band 1 Corporate Crime & Investigations: Highly Regarded

A&O Shearman

What the team is known for A&O Shearman has a significant practice with notable experience representing clients in investigations brought by the DOJ and SEC. Has particular strength in the firm's New York and DC offices, and can draw upon its global footprint to assist with issues with cross-border elements. Offers significant expertise in matters concerning allegations of money laundering, trade sanctions violations and market manipulation.

On 1st May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"The team's judgment is excellent, and their strategic approach is terrific."

"The firm has highly effective and talented attorneys capable of handling the most sophisticated and complex matters."

Notable practitioners

David Esseks and Eugene Ingoglia are key contacts in New York.

Cahill Gordon & Reindel LLP

What the team is known for Cahill Gordon & Reindel LLP is a well-regarded firm with notable expertise in litigation relating to securities fraud and FCPA violations. Also handles SEC investigations for large multinational corporations. Clients include high-profile international banks.

Strengths

"The firm's team have the ability to navigate challenging organizations and get the best results for the client."

"The team stands out as having highly technical expertise and a breadth of experience in the industry. They bring a rigor to the practice of law."

"The firm are able to utilize extensive understanding to develop effective and efficient outcomes throughout the representation process."

"The lawyers at Cahill have outstanding technical expertise and the ability to think outside the box in an innovative and progressively beneficial manner."

"The team know the answers, provide great advice and win arguments behind the scenes and in court."

Work highlights Cahill Gordon & Reindel LLP represented Microsoft in a civil action asserting RICO, Lanham Act and other claims against three Vietnamese cybercriminals, whose fraudulent enterprise has caused significant harm to Microsoft, its customers and the public.

Notable practitioners

Anirudh Bansal chairs the firm's white-collar and government investigations group in New York.

Clifford Chance US LLP

What the team is known for Clifford Chance LLP is an acclaimed firm that is recognized in the market for its impressive international investigations practice, with particular strength based in New York. Offers significant experience in cases concerning allegations of money laundering and FCPA violations, as well as in civil litigation. Acts for a broad spectrum of clients, including major technology companies.

Strengths

"The team are attentive to detail and have superior trial skills."

Work highlights Clifford Chance LLP conducted an internal investigation into AML and Office of Foreign Assets Control sanctions issues at Swedbank and its three subsidiaries.

Notable practitioners

Robert Houck is a key contact in New York.

Cozen O'Connor

What the team is known for Cozen O'Connor is a well-regarded white-collar defense practice with a notable presence in Washington, DC and Philadelphia. Regularly engages in high-profile anti-corruption and fraud investigations, both internationally and before the SEC and DOJ. Offers particular strengths in regulatory compliance, money laundering investigations and alleged breaches of the False Claims Act.

Strengths

"The firm is exceptionally proficient in navigating complex and sophisticated matters."

"The team at Cozen are intelligent, knowledgeable and exercise excellent judgment."

"Cozen have strong expertise in white-collar defense work, both for federal and state issues. The team is always helpful and responsive in a high-stakes matter."

Work highlights Cozen O'Connor was retained by Juul Labs in response to multiple state attorney general lawsuits and investigations concerning the marketing of the company's vaping products.

Notable practitioners

Barry Boss is a key contact in Washington, DC.

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP has an esteemed practice which carries a strong presence in both Washington, DC and New York. Noted for its ability to handle SEC investigations with a cross-border element. Also demonstrates particular capability in representing government contractors in DOJ inquiries.

Strengths

"The firm has a number of great and knowledgeable individuals with unique insights."

"The Crowell & Moring team are very strong. They have an impressive breadth of experience and are a delight to work with."

"The team have high expertise and an excellent bedside manner."

"The team are outstanding."

Work highlights Crowell & Moring LLP represented Ofer Abarbanel, the principal of a Cayman Islands-based mutual fund, who was charged in the SDNY with a securities and wire fraud scheme.

Notable practitioners

Daniel Zelenko is a key contact in New York.

Freshfields Bruckhaus Deringer US

What the team is known for Freshfields Bruckhaus Deringer frequently handles DOJ and SEC probes concerning corruption, money laundering and tax evasion. Offers significant experience in representing clients from the banking, insurance and telecom industries.

Strengths

"Freshfields produce excellent work, provide strategic insights and have very good international

capabilities."

"The team at Freshfields is very organized, transparent and thoughtful."

Work highlights Freshfields represents a multinational healthcare company in a DOJ Antitrust investigation relating to allegations of price fixing and other improper activities in the fragrance industry.

Notable practitioners

Key contacts at the firm include New York-based Aaron Marcu and Eric Bruce in DC.

Goodwin

What the team is known for Goodwin has an esteemed national practice with particular strength in the firm's New York and Massachusetts offices. Highly experienced in advising on internal investigations as well as handling matters relating to breaches of the False Claims Act and other government investigations. Clients often include entities from the education and technology sectors.

Strengths

"The team is immediately responsive."

"The team is outstanding in terms of understanding the law. They are both intelligent and interpersonal."

Work highlights Goodwin represented Sam Halper, the CEO and co-owner of skilled nursing facilities, in connection a criminal prosecution by the DOJ for healthcare fraud and related crimes.

Notable practitioners

Richard Strassberg is a key contact in New York.

Kaplan Hecker & Fink LLP

What the team is known for Kaplan Hecker & Fink LLP is a well-respected white-collar boutique with considerable capabilities in matters relating to FCPA violations, anti-corruption and securities fraud. Based in New York, the team is also experienced in matters related to alleged breaches of the False Claims Act, as well as representing clients in the pharmaceutical sector in DOJ and SEC investigations.

Strengths

"Kaplan Hecker are a small and nimble shop which have a stellar array of lawyers."

"The team are responsive, at the top of their game and truly a force to be reckoned with."

Work highlights Kaplan Hecker & Fink LLP continues to represent the Democratic National Committee in connection with the investigation by special counsel John Durham into the origins of the FBI's probe of possible ties between Trump's presidential campaign and Russia.

Notable practitioners

Sean Hecker is a key contact in New York.

Kobre & Kim

What the team is known for Kobre & Kim is a prominent boutique with particularly notable teams in New York and Florida. Regularly appears on cross-border matters concerning fraud, as well as money laundering, tax and antitrust investigations. Clients include financial institutions and technology and healthcare companies.

Strengths

"Kobre & Kim excel at complicated white-collar matters."

"Kobre & Kim have very savvy, sophisticated law-

yers who understand foreign markets well."

"The firm's strengths are attention to detail, knowledge of subject matter and an ability to see the forest from the trees."

"The team are really good at complex, multijurisdictional, high-stakes litigation and investigations."

Notable practitioners

Michael Kim and Steven Kobre are key contacts in New York.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has a significant white-collar practice that is widely recognized as a leader in Philadelphia, with further bench strength across the US. Offers deep expertise in internal and SEC investigations concerning anti-corruption and securities fraud. Also well versed in high-profile harassment and misconduct investigations.

Strengths

"Morgan Lewis is a very strong firm."

Work highlights Morgan, Lewis & Bockius LLP represented Rite Aid in multidistrict litigation in connection with allegations that manufacturers, distributors, and pharmacies caused the opioid epidemic through marketing practices, excessive distribution, and improper dispensing.

Notable practitioners

Eric Sitarchuk is a key contact in Pennsylvania.

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP is a highly regarded national firm with notable bench strength both in California and on the East Coast. Demonstrates considerable expertise in cases involving allegations of fraud and bribery, often with significant cross-border elements. Also frequently conducts internal investigations on behalf of audit committees and boards of directors on matters ranging from accounting errors to harassment and misconduct.

Strengths

"O'Melveny is an outstanding firm with a deep bench of experts from the partner level to the associates."

"The firm is extremely thorough and it produces a very strong work product."

Work highlights O'Melveny & Myers defended Humana in a whistle-blower qui tam action under the FCA concerning the insurer's flagship Medicare Part D Prescription Drug Plan.

Notable practitioners

Steven Olson is a key contact in Los Angeles.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP is a widely respected firm with significant strength in white-collar matters stemming from its offices on both the West and East Coasts. Frequently handles corporate investigations brought by the SEC and DOJ, most notably concerning FCPA violations. Also advises a number of international clients on compliance matters and investigations relating to the False Claims Act. Demonstrates a breadth of sectoral experience covering energy, life sciences, finance, technology and pharmaceuticals.

Strengths

"Orrick provides excellent service."

Work highlights Orrick, Herrington & Sutcliffe LLP represented Donald Schneider, the former CEO and Chairman of the Board of an Ohio-based energy company with respect to a criminal investigation of whether his company, its former parent company, and certain individuals participated in a scheme to bribe the former Speaker of the House for the Ohio legislature to support legislation that would benefit the companies.

Notable practitioners

Anne Murray is a key contact in Washington, DC.

Paul Hastings LLP

What the team is known for Paul Hastings LLP is highly regarded for its extensive expertise in FCPA and anti-corruption investigations, as well as its capabilities in antitrust and securities fraud matters. Clientele includes financial institutions and major corporations in the pharmaceutical and technology sectors. Boasts particular strength in New York and DC.

Strengths

"The lawyers at Paul Hastings are excellent professionals and they are dedicated to effectively meeting the demands of clients."

"The group are experts in government investigations and white-collar matters. The firm has excellent lawyers who are very knowledgeable and provide sound counsel."

Work highlights Paul Hastings LLP represented Companhia Energética de Minas Gerais, a publicly traded state-owned power generation and distribution conglomerate based in Brazil, in DOJ and SEC investigations of potential FCPA violations in connection with the company's acquisitions and contracts.

Notable practitioners

Kwame Manley is a key contact in Washington, DC.

Winston & Strawn LLP

What the team is known for Winston & Strawn is a prominent national firm that fields expertise in white-collar defense from a number of its offices, including Chicago, New York and DC. Often acts for clients in litigation stemming from allegations relating to money laundering and sanctions violations. Possesses further experience in government and internal investigations, including those concerning FCA violations.

Strengths

"The team listens, evaluates and responds to a range of service levels."

"Winston's team is responsive and creative."

"The Winston & Strawn team is comprised of strategic and innovative thinkers who go the distance to serve their clients."

Work highlights Winston & Strawn LLP represented GoTV in a criminal investigation and prosecution brought by the United States Attorney's Office, Eastern District of New York regarding corruption in the South American soccer industry.

Notable practitioners

Suzanne Jaffe Bloom is a key contact in New York.

Band 2 Corporate Crime & Investigations: Highly Regarded

DLA Piper LLP (US)

What the team is known for DLA Piper LLP (US) has a broad corporate crime practice with particular skills in DOJ and SEC investigations. Also adept at handling related securities and derivatives litigation, as well as investigations concerning violations of the False Claims Act.

Strengths

"The team is highly responsive and able to assimilate facts and data exceptionally fast."

"The group are hyper-focused, responsive beyond expectation, and strategic negotiators."

"DLA have a great team who are always there to answer questions. The group are thorough and diligent."

Work highlights DLA Piper LLP (US) represented Plug Power in an SEC investigation related to the company's announcement regarding its intent to restate certain prior period financials.

Notable practitioners

John Hillebrecht is a key contact in New York.

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP has a regulatory practice with a wealth of resources to handle high-profile enforcement actions and advise on both governmental investigations. Clients benefit from a solid roster of former prosecutors and governmental officials with in-depth knowledge of DOJ and SEC actions.

Strengths

"Fried Frank digs into their cases quickly. The group deeply understand the root issues in some of the most complicated matters."

"Fried Frank has a formidable group."

"The firm is really quite excellent."

Notable practitioners

Geoffrey Berman is a key contact in New York.

Hueston Hennigan LLP

What the team is known for Hueston Hennigan LLP has prominent California-based trial lawyers with considerable capabilities in white-collar defense. Highly active in criminal investigations and litigation resulting from allegations of improper governmental activity, corruption and FCPA violations.

Strengths

"Hueston Hennigan has a very strong group."

Notable practitioners

Brian Hennigan and John Hueston are key contacts in California.

Munger, Tolles & Olson LLP

What the team is known for Munger, Tolles & Olson LLP has an acclaimed criminal defense team based primarily in California that exhibits particular strength in investigations related to environmental crime. Also offers expertise in misconduct and harassment cases as well as securities fraud investigations before the SEC.

Strengths

"Munger Tolles is an excellent firm. They are very good on appellate issues."

Work highlights Munger, Tolles & Olson LLP conducted an internal investigation on behalf of the Board of Trustees of the Thacher School into decades of alleged sexual abuse at the school.

Notable practitioners

Brad Brian is a key contact in Los Angeles.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP has an adept white-collar team that is especially strong in acting for international corporations in DOJ and SEC investigations, often concerning fraud and financial misconduct. Possesses further strengths in anti-corruption investigations and FCPA violations.

Work highlights Weil, Gotshal & Manges LLP conducted an internal investigation into allegations of sexual harassment, abusive coaches and toxic work environments on behalf of the National Women's Soccer League Players Association.

Notable practitioners

New York-based Sarah Coyne and Daniel Stein cochair the firm's practice.

Band 3 Corporate Crime & Investigations: Highly Regarded

Baker McKenzie

What the team is known for Baker McKenzie has a broad practice with capabilities ranging from antitrust class actions and FCPA violations to investigations concerning corruption, bribery and money laundering. Capable of handling international investigations involving Europe, Asia and Latin America.

Notable practitioners

Peter Tomczak is a key contact in Chicago.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is noted for its expertise in complex white-collar investigations and litigation. The group leverage their deep experience to assist individuals and corporates in a range of matters, including FCPA and FCA violations. The firm is particularly noted for its strength in the cryptocurrency market.

Strengths

"Greenberg is great to work with."

Work highlights Greenberg Traurig represented American Airlines in a fraud case alleging violations of RICO against numerous imposter travel agencies.

Notable practitioners

Jared Dwyer is a key contact in Miami, Florida.

McGuireWoods LLP

What the team is known for McGuireWoods LLP has a well-regarded practice with notable capabilities in criminal and enforcement matters, often relating to trading practices, bribery and regulatory compliance. Well recognized in the market for its experience in representing major banks, while also acting for multinational clients in the automotive and pharmaceutical industries.

Work highlights McGuireWoods LLP represented X in congressional investigations regarding the alleged censure of election-related information.

Notable practitioners

Noreen Kelly is a key contact in New York.

Perkins Coie LLP

What the team is known for Perkins Coie LLP is a go-to firm for high-stakes litigation and investigations. The group is particularly sought after for its expertise in the financial sector, advising major companies on complex cases. The team also has notable strength in the cryptocurrency area.

Strengths

"The whole team is always on top of all matters and is very competent."

Work highlights Perkins Coie LLP represented Torneos y Competencias S.A., an Argentine sports

broadcasting and production company, in the prosecution and investigation of FIFA officials and others, which alleges bribery and racketeering in connection with the acquisition and sale of rights to major worldwide soccer tournaments.

Notable practitioners

David Massey is a key contact in New York.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP is a reputable firm known for its expertise in investigations, enforcements and trial matters. Noted for its representation of large companies and financial institutions in matters

ranging from FCPA, money laundering and securities matters.

Strengths

"The firm has some really excellent practitioners and achieves brilliant results for its clients, regardless of the size and complexity of the case."

"The firm is phenomenal."

Work highlights Willkie Farr & Gallagher LLP represented GWG Holdings in an SEC investigation regarding the company's accounting and capital raising practices.

Notable practitioners

Amelia Cottrell is a key contact in New York.

Corporate/M&A Nationwide

Corporate/M&A: The Elite
Leading Firms
Band 1
Cravath, Swaine & Moore LLP
Davis Polk & Wardwell LLP
Kirkland & Ellis
Latham & Watkins LLP
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
Wachtell, Lipton, Rosen & Katz
Band 2
Debevoise & Plimpton LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Weil, Gotshal & Manges LLP
Band 3
Cleary Gottlieb Steen & Hamilton LLP
Gibson, Dunn & Crutcher LLP
Band 4
A&O Shearman
Fried, Frank, Harris, Shriver & Jacobson LLP
Hogan Lovells US LLP
Morrison Foerster
Ropes & Gray LLP
Sidley Austin LLP
White & Case LLP
Willkie Farr & Gallagher LLP
Band 5
Baker Botts L.L.P.
Cooley LLP
Freshfields Bruckhaus Deringer
Goodwin
Jones Day
Vinson & Elkins LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1 Corporate/M&A: The Elite

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP is an esteemed New York practice with a rich history of advising on complex and high-value transactions. The firm is considered to be a

go-to firm for complex domestic and international M&A across multiple industries, including media, energy and finance. The corporate team is sought after by significant public and private companies and their boards. The firm's skilled practitioners handle the full spectrum of deal work, including divestitures, spinoffs and joint ventures.

Corporate/M&A: Highly Regarded
Leading Firms
Band 1
Baker McKenzie
Dechert LLP
DLA Piper LLP (US)
Morgan, Lewis & Bockius LLP
Paul Hastings LLP
Band 2
Covington & Burling LLP
Fenwick
Wilson Sonsini Goodrich & Rosati
Band 3
Akin
McDermott Will & Emery LLP
Proskauer Rose LLP
Band 4
Clifford Chance US LLP
Faegre Drinker Biddle & Reath, LLP
Greenberg Traurig, LLP
King & Spalding LLP
K&L Gates
Mayer Brown LLP
McGuireWoods LLP
Orrick, Herrington & Sutcliffe LLP
Reed Smith LLP
Band 5
Arnold & Porter
BakerHostetler LLP
Cadwalader, Wickersham & Taft LLP
Dorsey & Whitney LLP
Holland & Knight LLP
Mintz
Perkins Coie LLP
Pillsbury

Strengths

"Cravath is best in class."

"Cravath, Swaine & Moore is my go-to firm for high value US M&A. The lawyers are smart, practical and strategic, and never let us down."

"We use Cravath for our most complicated and significant M&A transactions. The team is extremely capable, incredibly bright, and commercial. They do a fantastic job working their way through a deal."

"The firm has a very strong team who uniformly provide a high level of expert advice."

Work highlights Cravath, Swaine & Moore LLP represented WestRock in its \$20 billion combination with Smurfit Kappa Group.

Notable practitioners

New York-based Mark Greene is a key contact.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP is a well-known firm with an established reputation in the corporate/M&A field. The firm regularly handles high-profile domestic and cross-border transactions for major clients in the energy, pharmaceutical, finance and defense industries, among others. The corporate team is experienced at handling public and private deals, private equity transactions and joint ventures and works closely with a host of complementary teams, including the firm's nationally recognized banking and finance, antitrust and tax practices.

Strengths

"Davis Polk & Wardwell has an exceptional team. They protect their client at all times, but also have a practicality that enables reasonable commercial terms to be reached."

"Davis Polk lawyers know the market extremely well and are very capable of giving us the best advice and practices for any situation we might find ourselves in."

"Davis Polk always fields a strong and knowledgeable team."

Work highlights Davis Polk & Wardwell LLP advised Emerson on the \$14 billion sale of a

majority stake in its Climate Technologies business to funds managed by Blackstone.

Notable practitioners

New York-based William Aaronson is a key contact.

Kirkland & Ellis

What the team is known for Kirkland & Ellis is an established practice, held in high regard for its expertise on high-end national and international public M&A work. The corporate group handles matters from a range of industries, including healthcare, food and beverage, energy and others. The firm provides a comprehensive service, supported by departments such as tax, anti-trust, finance and intellectual property.

Strengths

"Kirkland & Ellis operate at the top of the market."

"There is never an issue that Kirkland & Ellis can't support us on with complete professionalism and knowledge."

"Kirkland & Ellis has an expert for every situation and we have been extremely satisfied with its ability to understand and solve complex issues."

Work highlights Kirkland & Ellis advised Celanese Corp on its \$11 billion acquisition of a majority of DuPont's Mobility & Materials business.

Notable practitioners

New York-based Daniel Wolf is a key contact.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a strong choice for transactional matters across the US, with an equally extensive footprint around the globe. The corporate team frequently represents preeminent names from a range of industries on high-value and complex corporate matters, with particular strength in M&A, private equity and venture capital. The team is also experienced in advising boards of directors and special committees.

Strengths

"I have absolute confidence in Latham & Watkins' advice and ability to handle our most complicated matters."

"Latham has a large number of subject matter experts across all fields and can address any issues that may arise."

"Their experience, technical knowledge and ability to own and run with a deal is amazing."

Work highlights Latham & Watkins LLP advised Healthpeak Properties on its combination with Physicians Realty Trust in a stock-for-stock merger valued at \$21 billion.

Notable practitioners

San Francisco-based Luke Bergstrom is a key contact.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is an excellent practice known for both its strength in private equity and its representation of market-leading public companies. The firm's enviable client roster includes leading names in the financial services, technology and energy industries. The corporate team's experience spans cross-border M&A, joint ventures and strategic alliances.

Strengths

"Simpson Thacher is one of the best full-service law firms in the US."

"The M&A team is outstanding. They are by far the best we have worked with."

"Simpson Thacher & Bartlett is a commercial, thoughtful and effective firm."

Notable practitioners

New York-based Eric Swedenburg is a key contact.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates is a preeminent name in the field, handling some of the biggest transactions both nationally and abroad. The firm maintains a bench of high-quality attorneys handling the full spectrum of corporate work. The corporate team is held in high regard for its work with clients from the energy and defense industries. Its extensive nationwide presence is bolstered by offices across Europe and Asia.

Strengths

"Skadden operates to the highest quality and at a fast pace."

"Skadden's depth and breadth is unparalleled."

"The M&A work is always extraordinary. The firm's responsiveness and thoroughness is fantastic."

"We always feel that we have the full support and weight of Skadden behind us. There is nothing that would escape the capabilities and know-how of its lawyers."

"Skadden is a top-tier law firm. When it comes to corporate matters, it is the best."

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates represented Activision Blizzard in its acquisition by Microsoft Corporation in a transaction valued at \$75 billion.

Notable practitioners

New York-based Allison Schneirov is a key contact.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP is a go-to firm for high-stakes transactional work. It is well-supported by a strong suite of complementary departments. The firm houses strong capabilities in M&A, joint ventures and divestitures and acts for a slew of market-leading clients from a range of industries including pharmaceuticals, consumer goods and technology. It boasts strong capabilities on both the East and West Coasts, in addition to its international footprint.

Strengths

"Sullivan & Cromwell has earned its reputation as one of the top global law firms."

"The firm's ability to handle complex and sophisticated matters, particularly when these involve unique or novel cross-border issues, is unparalleled."

"Sullivan & Cromwell is at the top of my list of firms when it comes to giving legal advice that takes into account our commercial needs. The lawyers never give advice in a vacuum."

"Sullivan & Cromwell is the best in the business at handling complex matters and you're treated as if you are its only client."

"Sullivan & Cromwell is the best law firm I've ever

worked with. The culture is extraordinary."

Work highlights Sullivan & Cromwell LLP represented Seagen in its acquisition by Pfizer for an enterprise value of \$43 billion.

Notable practitioners

New York-based Melissa Sawyer is a key contact.

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell, Lipton, Rosen & Katz is a highly esteemed practice that continues to be recognized as a formidable force in the M&A arena. The firm houses a talented bench of attorneys based in New York that regularly leads on high-end and complex transactions, both in the US and internationally. Its client base includes foremost public companies and financial institutions.

Strengths

"With Wachtell, we feel like we're getting the absolute best. The lawyers are very responsive and you also get business advice with your legal counsel."

Work highlights Wachtell, Lipton, Rosen & Katz represented Pfizer in its acquisition of Seagen for \$43 billion.

Notable practitioners

New York-based Adam Emmerich is a key contact.

Band 2 Corporate/M&A: The Elite

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP is a respected New York-based practice advising on a range of M&A and private equity matters for both public and private companies, financial institutions and private equity funds. The corporate group is particularly experienced in handling matters in the technology, media and telecommunications sector, as well as in healthcare and insurance. It acts on both domestic and international transactions.

Strengths

"Client service is the best attribute of Debevoise & Plimpton. The focus is always on providing the best advice possible to the client."

"Debevoise is my go-to for anything that is complex, and where I need smart lawyers that I know will put their best foot forward."

"Debevoise has deep experience and the ability to deliver the highest level of legal advice for the most complex matters."

Work highlights Debevoise & Plimpton LLP advised Brookfield Reinsurance on its acquisition of American Equity Investment Life Holding Company in a transaction valued at approximately \$4.3 billion.

Notable practitioners

Michael Diz and Kevin Rinker are key contacts.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP is a distinguished New York-based firm, recognized for its strength in domestic and international corporate matters. The firm's areas of strength include transactions in the technology, media and life sciences sectors. The corporate team's experience spans shareholder activism defense and the representation of

boards of directors.

Strengths

"The firm is unbelievably responsive and produces a fantastic work product."

"Their sophistication is invaluable. The team is incredibly responsive and provides the necessary service and support at every critical juncture."

"The firm is elite in M&A with outstanding lawyers as well as top-tier specialists in other areas."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP advised Chevron on its \$60 billion acquisition of Hess Corporation.

Notable practitioners

New York-based Scott Barshay is a key contact.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP is a well-respected practice with a notable reputation for both public and private M&A work and a growing presence in shareholder activist matters. The firm holds a strong presence on both coasts, often working with clients such as insurance and telecommunications companies, as well as leading names in the private equity and healthcare sectors. Its clients include companies, boards of directors and special committees.

Strengths

"Weil is great to work with. The team is extremely knowledgeable and thorough."

"They are creative, thoughtful lawyers who can handle anything."

"The firm does so many deals that the lawyers have a great sense of market terms."

Work highlights Weil, Gotshal & Manges LLP advised Brookfield Business Partners on its sale of Westinghouse Electric Company.

Notable practitioners

Michael Aiello and Michael Lubowitz are key contacts.

mately \$4 billion.

Notable practitioners

New York-based James Langston is a key contact.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP has a strong presence on both coasts, which is often called upon in high-stakes transactional work. The corporate group is able to draw upon the firm's high-level disputes and regulatory expertise during sensitive and contentious deals in a wide range of industries, notably hospitality, insurance, food and beverage, construction, technology and healthcare. The team is experienced in handling matters such as contested mergers, stock and asset purchases and joint ventures. The firm can call upon its extensive international network of offices to handle cross-border deals.

Strengths

"Gibson Dunn is often the firm setting the commercial precedent. The team is very aware of what is market and the business implications of their recommendations."

"Gibson, Dunn & Crutcher's attorneys have a surgical approach on how to negotiate points that matter to make sure transactions keep moving forward. They're efficient and bring a business mindset to matters."

"Gibson Dunn is highly responsive. They are proactive, and routinely hit deadlines and exceed expectations."

Work highlights Gibson, Dunn & Crutcher LLP advised Pioneer Natural Resources on its \$64.5 billion merger with ExxonMobil.

Notable practitioners

Robert Little and Saeed Muzumdar are key contacts.

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP is a notable East Coast-based firm, experienced in transactional matters such as hostile takeovers, joint ventures and strategic investments. The corporate team regularly works with clients from the healthcare, media, technology and retail sectors. It has strong international capabilities, well placed to handle cross-border transactions.

Strengths

"Fried Frank's team is very high quality. They are extremely available and responsive."

"They are highly skilled and not afraid to roll up their sleeves."

"Fried Frank does a great job of structuring and managing complex acquisitions."

Work highlights Fried, Frank, Harris, Shriver & Jacobson LLP represented CVS Health in its approximately \$8 billion acquisition of Signify Health.

Notable practitioners

Steven Epstein and Philip Richter are key contacts.

Hogan Lovells US LLP

What the team is known for Hogan Lovells is active in the full spectrum of transactional work, but is notable for clients in the technology sector and regulated industries such as aerospace, healthcare and life sciences. The firm harnesses its global network to provide advice to clients working on cross-border matters. The corporate team is supported by a host of strong complementary practice groups, including tax, CFIUS and REITs. It counts an array of significant companies, private equity sponsors and other financial institutions among its stable of clients.

Strengths

"Hogan Lovells are a valued partner in navigating complex and sophisticated matters."

"They have great knowledge and skill, and a pragmatic approach."

"Hogan Lovells is a true partner for our acquisitions. The team possesses a strong ability to come up with commercial solutions to transactional challenges."

Work highlights Hogan Lovells advised Life Storage on its \$12.7 billion merger with Extra Space Storage.

Notable practitioners

William Curtin is a key contact. He practices in the firm's Washington, DC office.

Morrison Foerster

What the team is known for Morrison Foerster is a high-quality practice capable of handling both domestic and cross-border transactions. The corporate team regularly works with clients from a range of industries, including technology, real estate, energy and life sciences. The group's expertise spans buyouts, asset sales and tender offers.

Strengths

"Morrison Foerster is my go-to firm. The firm is incredibly dedicated to its clients and very effective in terms of navigating complex issues while being commercial and realistic."

"I can't speak highly enough of Morrison Foerster."

Band 3 Corporate/M&A: The Elite

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP is a well-respected East Coast-based practice that regularly handles high-value domestic and cross-border deals, with particular expertise in Latin America. The firm's impressive client base includes leading clients from the pharmaceutical, beverage and retail industries. Its expertise also spans proxy contests and shareholder activism. The corporate team works closely with the firm's leading antitrust, tax and employment benefits departments to provide a holistic service.

Strengths

"Cleary's M&A team are real experts at what they do. They have a unique ability to translate their advice into plain English. They have great judgment and tactical acumen."

"Cleary has incredible depth and breadth of knowledge of the transactional space."

"Cleary has a deep bench of expertise. The lawyers are incredibly facile with the most complex M&A-related matters."

Work highlights Cleary Gottlieb Steen & Hamilton LLP represented Tempur Sealy International in its acquisition of Mattress Firm Group for approxi-

Band 4 Corporate/M&A: The Elite

A&O Shearman

What the team is known for A&O Shearman is a long-standing practice with a presence on both coasts. The corporate team regularly acts on complex domestic and international deals, advising clients from a range of industries, notably financial services, pharmaceutical aerospace and energy. The group is experienced in advising on M&A, divestitures and joint ventures, among other matters.

On May 1st, 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"The team is plugged into the market."

"The firm is truly exceptional. I have full confidence with them as my advisor, regardless of transaction complexities."

"They have a strong ability to come up with innovative solutions to pretty difficult and unprecedented issues that we may face."

Work highlights The team advised CVS Pharmacy on its acquisition of Oak Street Health for \$10.6 billion.

Notable practitioners

New York-based Scott Petepiece is a key contact.

The lawyers always make us feel like we're their only clients. When there's a need, they parachute in and address our concerns."

"Morrison Foerster distinguishes itself in complex situations. They're able to balance legal advice with practical business judgment and creativity."

Work highlights Morrison Foerster advised Unity Technologies on its \$4.4 billion merger with IronSource.

Notable practitioners

Spencer Klein and Brandon Parris are key contacts.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP houses strong nationwide capabilities handling private equity, M&A and general corporate matters. The firm acts for clients in a number of sectors, notably healthcare, retail and technology, among others. The corporate team is able to draw upon expertise in a host of complementary disciplines, including tax, antitrust and finance. The group is experienced in the representation of companies, private equity funds and financial advisers.

Strengths

"The team at Ropes & Gray is able to help us navigate complex and sophisticated matters. Their advice is accurate, thoughtful and informed by relevant precedents."

"Ropes & Gray is highly accustomed to complex situations. The team is able to distill those situations into the elements that matter and provide thoughtful counsel."

"They are always responsive and creative and take a partnership approach."

Work highlights Ropes & Gray LLP advised Nippon Steel Corporation on its acquisition of US Steel for approximately \$14.1 billion.

Notable practitioners

Boston-based Christopher Comeau is a key contact.

Sidley Austin LLP

What the team is known for Sidley Austin LLP is a respected practice with a strong presence both domestically and abroad. The firm's vast industry expertise covers sectors such as technology, insurance, consumer products and healthcare. The team is able to handle all aspects of transactions, including related IP, antitrust and securities issues. Its expertise also spans takeover defense matters.

Strengths

"Sidley Austin has experts with significant experience across complex matters."

"Sidley Austin's responsiveness and service levels are exceptional."

"The client service and responsiveness of its lawyers is excellent."

Work highlights Sidley Austin LLP advised Allkem Limited on its all-stock merger with Livent Corporation.

Notable practitioners

Paul Choi, Brian Fahrney, Sharon Flanagan and Mark Metts are key contacts.

White & Case LLP

What the team is known for White & Case LLP is a solid team both domestically and internationally, with a strong reputation for its advice on M&A and private equity matters. The corporate team works with clients from a variety of sectors including healthcare, energy and finance. The firm's strong bench of lawyers is well-supported by a global network of offices. Its varied client base includes companies, financial advisers and private equity sponsors.

Strengths

"The firm has subject matter experts in every conceivable area, all of whom are business-savvy, customer-oriented and easy to work with."

"The team works around the clock for clients and are very responsive, commercial and experienced."

"White & Case lawyers are exceptional. They are thorough, experienced and creative problem solvers."

Work highlights White & Case LLP represented Newmont Group in its \$19.3 billion acquisition of Newcrest Mining.

Notable practitioners

New York-based John Reiss is a key contact.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP is a respected New York-based practice with a strong focus on private equity and M&A, particularly strategic alliances and MBOs. The corporate team advises a broad range of clients, including insurance firms, asset managers and pharmaceutical companies. It also offers services in contested takeovers, corporate auctions and cross-border deals, among others.

Strengths

"Willkie is a great business partner. The lawyers have a strong ability to find solutions to business problems while also being flexible to come to a compromise when needed."

"Willkie provides excellent, commercial advice."

"The Willkie team brings experience, legal skills and business acumen to navigate M&A deals in a pragmatic, efficient and innovative way."

Work highlights Willkie Farr & Gallagher LLP represented Alleghany Corporation in its \$11.6 billion acquisition by Berkshire Hathaway.

Notable practitioners

David Boston, Russell Leaf and Adam Turteltaub are key contacts. They are based in the firm's New York office.

Band 5 Corporate/M&A: The Elite

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. is a respected firm for transactional work, particularly in the energy space. The corporate group is often called upon to advise on high-profile deals in the media and communications sectors as well. The team offers services in the full spectrum of deal work, including public and private M&A, disposals and debt and equity capital market transactions.

Strengths

"The team at Baker Botts is extremely responsive and able to access many resources."

"Baker Botts' lawyers are always well grounded

with latest trends in the markets."

"The team is able to provide M&A-focused yet comprehensive services. They are effective in understanding issues and providing solutions, taking into account the wider firm circumstances."

Work highlights Baker Botts L.L.P. continues to advise Liberty Latin America on its agreement with América Móvil to combine their respective Chilean operations worth \$4 billion.

Notable practitioners

Samantha Crispin is a key contact.

Cooley LLP

What the team is known for Cooley LLP is routinely engaged in M&A on behalf of public and private companies in the healthcare, technology and life sciences arenas. The firm also counts a number of private equity and venture capital funds among its clients. The corporate team is adept at handling cross-border deals.

Strengths

"The Cooley team had extensive M&A experience, was quick to respond and always made themselves available under short notice."

"The team at Cooley are our trusted advisors. They're able to provide practical advice and help in-house counsel think through legal issues in a commercial setting."

"Cooley attorneys provide practical advice geared towards the needs of the client."

Work highlights Cooley LLP advised Horizon Therapeutics on its \$28 billion sale to Amgen.

Notable practitioners

Jamie Leigh and Barbara Borden are key contacts.

Freshfields Bruckhaus Deringer

What the team is known for Freshfields Bruckhaus Deringer works closely with a stable of prominent public and private companies and financial sponsors operating across a diverse spectrum of industries. The corporate team regularly assists clients with sophisticated cross-border transactions, facilitated via an extensive network of international offices and by a presence on both East and West Coasts.

Strengths

"Freshfields has some of the most talented M&A lawyers out there."

"Freshfields is the absolute top choice for global transactions."

"The firm is extremely responsive and always delivers a superior work product on time."

Work highlights Freshfields Bruckhaus Deringer represented Roivant Sciences in its sale of Telavant to Roche for \$7.1 billion.

Notable practitioners

New York-based Ethan Klingsberg and Damien Zoubek are key contacts.

Goodwin

What the team is known for Goodwin holds significant experience in the full spectrum of corporate work, including M&A, private equity and LBOs. The corporate team is experienced in handling both public and private deals. The firm holds expertise in a range of areas, including the technology, life sciences and real estate industries. Its national coast-to-coast presence complements a network of offices across Europe and Asia.

Strengths

"Goodwin's team is very sophisticated with an ability to handle highly complex issues."

"Goodwin's work is distinguished by superior service."

"The Goodwin team is present, thoughtful and very responsive. They're good strategists and executors."

Work highlights Goodwin advised Qualtrics on its \$12.5 billion sale to Silver Lake and Canada Pension Plan Investment Board.

Notable practitioners

Boston-based Stuart Cable is a key contact.

Jones Day

What the team is known for Jones Day is a well-known corporate practice with a strong presence across the US. The corporate team is adept at handling domestic and cross-border transactions for private equity and corporate clients from a range of industries. The firm's strong global platform allows it to handle international deals with ease.

Strengths

"Jones Day offers a full service with top-notch lawyers at all levels. They are superbly competent, diligent counsel who appreciate clients' objectives."

"Jones Day is extremely responsive to requests and the service is excellent. I know that I can always count on them. They deliver with sound legal advice and counsel."

"The advice provided by Jones Day lawyers isn't just based on a deep understanding of the law. It's also commercially sound and focused on the things that matter most to the clients' businesses."

Work highlights Jones Day advised Evoqua Water Technologies Corp on its \$7.5 billion merger with Xylem.

Notable practitioners

Randi Lesnick and Andrew Levine are key contacts.

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP is a well-known practice with expertise in corporate work related to the energy, real estate, technology and financial sectors. Its broad client base includes public companies, private equity firms and financial advisers. It advises on issues such as M&A, joint ventures, divestitures and strategic alliances.

Strengths

"Vinson & Elkins always does a fantastic job on complex matters."

"I find the partners we work with to be extremely strategic, sophisticated and thoughtful. I feel that we receive strong advice, based on significant experience and expertise."

"I have always been impressed by Vinson & Elkins' market-leading subject matter experts. The deep bench can cover a broad spectrum of complex transactions across a variety of industries."

Work highlights Vinson & Elkins LLP represented CrownRock L.P. in its sale to Occidental for approximately \$12 billion.

Notable practitioners

Steve Gill and John Grand are key contacts.

Band 1 Corporate/M&A: Highly Regarded

Baker McKenzie

What the team is known for Baker McKenzie undertakes a diverse range of work including M&A, joint ventures and spinoffs for clients across numerous industries. The firm is particularly accustomed to transactional work with a multijurisdictional aspect. The corporate group's sector expertise covers consumer goods, technology, pharmaceuticals and healthcare, among others.

Strengths

"The Baker team has been tremendously helpful. The attorneys are supportive and extremely capable."

"They were super responsive regardless of the time of day or night."

"The firm is excellent in every aspect. The team is competent, great at communicating, and very thorough. Its absolute strength, however, is how it collaborates between global offices."

Work highlights Baker McKenzie advised Physicians Realty Trust on its all-stock merger with Healthpeak Properties valued at \$21 billion.

Notable practitioners

Alan Zoccolillo is a key contact in New York.

Dechert LLP

What the team is known for Dechert LLP has a strong track record of handling midmarket M&A. The corporate team has notable experience working on both complex domestic and cross-border deals for clients in the healthcare, technology and retail sectors, among others. The firm holds noted capabilities in representing private equity and private investment firms and its international experience covers European and Latin American deals.

Strengths

"Dechert is our first choice on all matters. The firm provides excellent quality throughout."

"The team is highly attentive and solutions-oriented."

"The Dechert team is well-equipped to break down, and provide guidance on, complex matters."

Notable practitioners

New York-based Mark Thierfelder is a key contact.

DLA Piper LLP (US)

What the team is known for DLA Piper LLP (US) has a strong national presence, acting on both domestic and cross-border transactions. The firm is experienced in advising a range of clients, including those from the software, technology, manufacturing, food and beverage, and insurance industries. The corporate team handles a range of matters, including M&A, divestitures and joint ventures.

Strengths

"The DLA Piper team provides great attention to detail."

"They can be counted on to handle sensitive matters in a timely fashion with high precision and sophistication."

"It's a highly professional team of skilled partners and associates."

Work highlights DLA Piper LLP (US) represented

STORE Capital Corporation in its \$14 billion acquisition by GIC, in partnership with Oak Street.

Notable practitioners

New York-based Christopher Giordano is a key contact.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP offers a versatile nationwide practice, particularly adept at handling midmarket deals. The team provides a complete spectrum of corporate advice across a slew of industries, including healthcare, technology, life sciences, energy and financial services. The firm's client base includes sellers, buyers, private equity investors and directors. It is experienced in handling cross-border transactions, including European, Asian and Middle Eastern deals.

Strengths

"They have a significant ability to explain legal issues in plain English."

"Morgan Lewis' service is excellent. They are responsive, professional and deliver a quality product in a timely manner."

"As a full-service law firm, Morgan, Lewis & Bockius has the team depth to handle any matter we throw at them, regardless of complexity."

Notable practitioners

Philadelphia-based Benjamin Wills is a key contact.

Paul Hastings LLP

What the team is known for Paul Hastings LLP is a large US firm with expertise in M&A, shareholder activism and hostile takeovers. The firm is known for being adept at handling matters in the media, technology and hospitality sectors. Its clients include financial institutions and multinational corporations.

Strengths

"Paul Hastings were proactive in identifying issues and solutions throughout the process."

"They understand complex transactions and bring their depth of knowledge to bear exactly where it is needed, and without wasted time."

"Paul Hastings are flexible and responsive counsel. They are quick and helpful in their advice."

Work highlights Paul Hastings LLP represented Primary Wave Music Publishing in a \$1.7 billion investment by Brookfield which funded a permanent capital vehicle focused on acquiring music rights from top acts.

Notable practitioners

Steve Camahort and Eduardo Gallardo are key contacts.

Band 2 Corporate/M&A: Highly Regarded

Covington & Burling LLP

What the team is known for Covington & Burling LLP offers recognized strength in handling private equity transactions and strategic takeovers, particularly in the pharmaceutical and life sciences sectors. The corporate team's other industry experience includes financial services, sports, energy and media. The firm's client base includes multinational corporations, senior man-

agement teams and boards of directors.

Strengths

"Covington are quick, accurate and customer-oriented."

"They are highly capable and responsive."

"Covington & Burling provides holistic support on any matter."

Work highlights Covington & Burling LLP advised Cameco Corporation on its strategic partnership with Brookfield Renewable Partners to acquire Westinghouse Electric Company for \$8.2 billion.

Notable practitioners

Catherine Dargan and J. D. Weinberg are key contacts.

Fenwick

What the team is known for Fenwick is a respected West Coast-based practice with significant expertise in the life sciences, technology, media and telecommunications sectors along with strong expertise in M&A, divestitures and joint ventures. It is also highly regarded for its representation of venture capital and emerging company clients.

Strengths

"Fenwick's cross-functional expertise was high. Their teams routinely coordinated to quickly identify and resolve issues."

"They provide a great client experience with their excellent collective knowledge."

"The hallmark of the Fenwick team is that you feel that they really care about your company."

Work highlights Fenwick advised Chinook Therapeutics on its \$3.5 billion acquisition by Novartis AG.

Notable practitioners

Bomi Lee and Ken Myers are key contacts.

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati is an impressive West Coast-based firm with strength in a range of transactional work, particularly venture capital. The corporate team advises clients mainly in the technology space, with experience in life sciences and defense, among other industries. The firm boasts strong capabilities in public and private deals, including M&A, LBOs and spinoffs.

Strengths

"The Wilson Sonsini team provides a mix of strong technical legal skills and creative strategic counsel."

"The firm does a great job of integrating multiple practice areas into a single team that can manage the full scope of our needs. They're always on point and super responsive."

"I have always had great responsiveness and service from Wilson Sonsini."

Work highlights Wilson Sonsini Goodrich & Rosati advised Rover Group on its sale to Blackstone in an all-cash deal worth \$2.3 billion.

Notable practitioners

Robert Ishii and Mike Russell are key contacts.

Band 3 Corporate/M&A: Highly Regarded

Akin

What the team is known for Akin is an established firm that advises on M&A, joint ventures, buyouts and shareholder activism. The corporate team represents private equity houses and corporate clients from a range of industries, particularly the energy sector. The firm also often works with investment funds.

Strengths

"The Akin lawyers take the time to understand our industry. They're thorough and incredibly fast."

"Akin provides a high-level skill set and very good client service. They are very responsive and anticipate issues in advance."

"The team is very thorough and displays an excellent consideration of business matters as well as legal concerns."

Work highlights Akin advised Tandym Group on its acquisition of AETEA Information Technology.

Notable practitioners

New York-based Zachary Wittenberg is a key contact.

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP is active on sophisticated midmarket transactions on behalf of corporates and private equity funds. Additional experience covers corporate governance and securities compliance matters. Broad industry expertise includes pronounced knowledge of manufacturing, technology and financial services deals.

Strengths

"McDermott Will & Emery is very commercial. The lawyers provide legal advice in the context of the business environment and are focused on delivering the best outcome for their clients."

"McDermott Will & Emery is our go-to firm for our most complex matters."

"The firm brings in expertise across teams wherever required and is able to leverage domain in specialist areas. The lawyers provide commercial advice."

Work highlights McDermott Will & Emery LLP represented Prime Therapeutics LLC in its acquisition of Magellan Rx Management.

Notable practitioners

Miami-based Harris Siskind is a key contact.

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP is a well-regarded corporate practice known for its midmarket M&A and private equity work. The corporate team is experienced in a range of industries including real estate, healthcare, finance, software and sports. The firm has solid capabilities in cross-border deals.

Strengths

"Proskauer Rose has a wide breadth of talent and is extremely responsive. They always provide great and timely advice."

"The Proskauer Rose team provides outstanding and, most importantly, immediate advice. Their dedication and willingness to provide the most support is priceless."

Work highlights Proskauer Rose LLP advised Henry Schein on its acquisition of Large Practice

Sales.

Notable practitioners

Lauren Boglivi, Michael Ellis and Daniel Ganitsky are key contacts.

Band 4 Corporate/M&A: Highly Regarded

Clifford Chance US LLP

What the team is known for Clifford Chance LLP is utilized for a broad range of domestic and cross-border corporate transactions thanks to an extensive international office network. The firm counts a number of prestigious public and private companies, banks and private equity funds among its list of clients.

Strengths

"The team is always quick to respond and works diligently to turn comments or advice around quickly."

"They are extremely responsive and able to handle difficult issues in a commercial and sensitive way."

"Clifford Chance is our preferred partner for complex matters. They have repeatedly demonstrated a deep bench of very talented legal practitioners."

Work highlights Clifford Chance LLP advised Alter Domus on its acquisition of Solvas from Deloitte.

Notable practitioners

Sarah Jones and Benjamin Sibbett are key contacts.

Faegre Drinker Biddle & Reath, LLP

What the team is known for Faegre Drinker Biddle & Reath, LLP is a solid corporate offering with an extensive national footprint. Substantial corporates look to the firm for counsel on high-stakes M&A and issues of corporate governance. The firm is active in both domestic and cross-border deals.

Strengths

"Faegre has a wide array of experts and specialists who are able to provide support on a wide-ranging number of matters."

"They are fast, responsive and phenomenal. They always think steps ahead."

"They provide excellent, efficient and practical representation in transactions whether they are large or small."

Work highlights Faegre Drinker Biddle & Reath, LLP advised Boston Scientific on its acquisition of Relievant Medsystems.

Notable practitioners

Keith Radtke and Matt Meyers are key contacts.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig, LLP has a broad national presence, often handling cross-border deals given its international network of offices. The corporate team regularly works with clients from the technology and pharmaceutical industries, including investors and portfolio companies. The group handles issues such as M&A, divestitures and joint ventures.

Strengths

"The Greenberg Traurig team provides pragmatic advice along with technical expertise on corporate and securities matters."

"A team of highly competent people who are

extremely responsive across all practice groups."
"Greenberg Traurig's lawyers are very knowledgeable from a business perspective. Commercial awareness is the team's greatest strength."

Work highlights Greenberg Traurig, LLP represented US Data Mining Group in its all-stock merger with Hut 9 Mining Corp.

Notable practitioners

Alan Annex, Mark Kelson, Peter Lieberman and Bruce March are key contacts.

King & Spalding LLP

What the team is known for King & Spalding LLP is well-known for its strength in midmarket public M&A and private equity-backed deals. The firm's clients typically hail from the energy, technology, real estate and healthcare arenas. The corporate team is experienced in advising directors, board committees and members of management. Clients benefit from the firm's extensive national and international network of offices.

Strengths

"We found King & Spalding to be super client friendly with great depth."

"The team is very efficient in M&A negotiations and in finding practical solutions."

Work highlights King & Spalding LLP advised EVO Payments on its acquisition by Global Payments.

Notable practitioners

Jonathan Melmed, Rahul Patel and Keith Townsend are key contacts.

K&L Gates

What the team is known for K&L Gates is a respected corporate group offering counsel to corporates and private equity funds in mid-market M&A. The firm's broad industry experience includes deals in the life sciences, financial services and energy spaces. The corporate team is capable of handling transactions on both the domestic and international stages.

Strengths

"K&L Gates is able to handle very complex transactions with unique structures. They always properly manage expectations."

"K&L Gates is very responsive and enormously helpful on complex issues."

"The team are highly knowledgeable and provide creative solutions to problems."

Work highlights K&L Gates represented VeraData Holdings in connection with the sale, via merger, of VeraData Holdings to Beringer Capital.

Notable practitioners

Annette Becker, Rick Giovannelli, Mark McMillan and Bob Zinn are key contacts.

Mayer Brown LLP

What the team is known for Mayer Brown LLP is a quality group providing advice to a stable of public and private companies and private equity clients. The corporate group is active on a broad range of matters domestically and internationally, including M&A, joint ventures and governance issues.

Strengths

"Mayer Brown's team is very dedicated and knowledgeable."

"They are very commercial and possess expertise

across a variety of M&A needs. The team is very responsive and professional."

"Mayer Brown has a talented and experienced group of attorneys who know their subject matter."

Work highlights Mayer Brown LLP represented TC Energy Corporate in its \$3.9 billion sale of a 40% interest in its Columbia Gas Transmission and Columbia Gulf Transmission systems to Global Infrastructure Partners.

Notable practitioners

William Kucera and Jodi Simala are key contacts.

McGuireWoods LLP

What the team is known for McGuireWoods LLP has strong experience in midmarket M&A deals as they occur across a broad industry spectrum, with an emphasis on healthcare, technology and energy. The firm's clients include prominent corporates, private equity sponsors and investment banks.

Strengths

"McGuireWoods is an excellent resource. The lawyers are timely, efficient, highly knowledgeable and extremely detail-oriented."

"McGuireWoods did a terrific job in a difficult situation. The lawyers aren't just working from a play-book – the advice is practical and the team can pivot easily. It's outstanding."

"McGuireWoods is an exceptional law firm."

Work highlights McGuireWoods LLP advised Dominion Energy on the \$14 billion sale of its three natural gas distribution companies to Enbridge.

Notable practitioners

Pittsburgh-based Thomas Zahn is a key contact.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP is a solid practice with a focus on handling complex corporate transactions in the energy and technology spaces. The firm's public and private company client base benefits from a strong presence on both East and West Coasts. Corporate team members are frequent advisers in domestic and cross-border M&A and joint ventures.

Strengths

"Orrick exceed expectation on service and proactivity."

"We appreciate the fact that we can approach Orrick on any topic and they'll have an experienced partner who's come across it."

"The team at Orrick see enough deals that they remain current on terms and what is in vogue in the market."

Notable practitioners

Mark Seneca is a key contact. He practices in the firm's Silicon Valley office.

Reed Smith LLP

What the team is known for Reed Smith LLP is a noted practice with a fine track record in domestic and cross-border corporate transactions. The firm deploys an extensive network of offices in its support of public and private companies, private equity funds and financial institutions in their deal work. The corporate group's diverse industry capabilities includes experience in energy, technology and life sciences.

Strengths

"The Reed Smith team offers amazing professionalism, responsiveness and service levels."

"Our team at Reed Smith has consistently demonstrated an exceptionally high degree of skill, knowledge and experience in complex transactions."

"They are super responsive, practical and provide useful guidance. The team has tons of experience and is technically capable and easy to work with."

Notable practitioners

Pittsburgh-based Matthew Mohn is a key contact.

Band 5 Corporate/M&A: Highly Regarded

Arnold & Porter

What the team is known for Arnold & Porter is a respected firm active in midmarket corporate transactions on behalf of a diverse client base. Clients benefit from the firm's presence on both East and West Coasts. The corporate team's broad industry coverage includes pronounced expertise in life sciences and financial services deals.

Strengths

"Arnold & Porter deliver a quality product."

"They effectively lead on corporate transactions and provide a superior service."

"Arnold & Porter are always aware of the larger commercial context and help their clients solve complex issues successfully."

Work highlights Arnold & Porter advised Sanofi on its \$1.4 billion acquisition of Qunol.

Notable practitioners

Ronald Levine and Derek Stoldt are key contacts.

BakerHostetler LLP

What the team is known for BakerHostetler LLP offers a strong corporate group with an extensive national footprint. The team ably handles a broad suite of midmarket transactions, with proven expertise in the media, technology and healthcare spaces, among others.

Strengths

"The team is very attentive to all of the details of a transaction and has a very high level of expertise and experience."

"It's a tremendously competent and capable team that is extremely responsive and attentive."

"The team offers excellent responsiveness. They made me feel like I was their only client."

Notable practitioners

Cleveland-based John Allotta is a key contact.

Cadwalader, Wickersham & Taft LLP

What the team is known for Cadwalader, Wickersham & Taft LLP is a recognized practice with expertise in shareholder activism, takeover defense and traditional M&A. The team frequently counsels clients in the pharmaceutical, real estate, media and energy spaces. The group offers services in public company transactions, corporate governance and proxy contests, among others.

Strengths

"The team is very responsive. They work all hours to be a thought partner to their clients."

"Cadwalader provides terrific client service and their lawyers are very much on top of market changes."

Work highlights Cadwalader, Wickersham & Taft LLP advised Integrated Whale Media Investments on the sale of a majority ownership in Forbes Global Media Holdings.

Notable practitioners

New York-based Richard Brand and William Mills are key contacts.

Dorsey & Whitney LLP

What the team is known for Dorsey & Whitney LLP is a solid midmarket corporate offering with an excellent track record in public and private M&A. The firm's cross-border capabilities include particular strength in transactions involving Canadian and Chinese interests.

Strengths

"They're always responsive to any requests."

"You get extremely high-quality service with them."

"They are good at providing excellent strategic business advice as well as legal advice."

Work highlights Dorsey & Whitney LLP advised B2Gold Corp on its acquisition of all of the outstanding shares of Sabina Gold & Silver Corp.

Notable practitioners

Erin McCrady and Neal Peterson are key contacts.

Holland & Knight LLP

What the team is known for Holland & Knight LLP is a respected midmarket firm offering an impressive breadth of offices throughout the nation. The corporate group advises a diverse client base of private and public companies along with private equity funds. The group is experienced at acting on merger, acquisitions, divestitures and joint ventures.

Strengths

"The team is knowledgeable, capable and timely

with their work."

"Holland & Knight has excellent subject matter experts across all areas critical to M&A transactions."

"They're extremely bright lawyers who understand complex and sophisticated matters and can offer practical solutions and advice."

Work highlights Holland & Knight LLP represented Jim Koons Automotive Companies in its \$1.2 billion sale to Asbury Automotive Group.

Notable practitioners

David Barkus, Robert Grammig and George Mencio are key contacts.

Mintz

What the team is known for Mintz boasts highly regarded corporate teams based on the East and West Coasts. The teams act on behalf of corporations in a range of industries including manufacturing, technology and, notably, life sciences. Its practitioners act for clients at all stages of the corporate life cycle from startups to publicly-held organizations.

Strengths

"Mintz is a very capable firm with cross-functional expertise."

"Mintz has a skilled and responsive team."

"Mintz attorneys are commercially-minded and understand complicated transactions."

Notable practitioners

New York-based Stephen Gulotta is a key contact.

Perkins Coie LLP

What the team is known for Perkins Coie LLP is recognized for its expertise across a range of corporate matters, including M&A, governance issues and securities offerings. The firm draws

on its vast national footprint of offices to service a broad range of clientele, from startups to multinationals.

Strengths

"The team is engaged, thorough and very strong at maneuvering through complex issues."

"Perkins Coie provide very clear communication and great in-depth analysis."

"The team is proactive and practical."

Notable practitioners

Jason Day and Brian Eiting are key contacts.

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman LLP offers solid coast-to-coast coverage integrated into a network of offices spanning Europe and Asia. The corporate team is sought after by a clientele of public and private companies and private equity sponsors. The group's sectorial knowledge includes deep expertise in financial services, energy and technology.

Strengths

"They really understood the background of the case and what the client wanted. They gave good and practical advice."

"The Pillsbury team are very professional, smart and responsive."

"Pillsbury is both incredibly efficient and possesses incredible foresight for protecting its clients."

Work highlights Pillsbury Winthrop Shaw Pittman LLP advised Castellum on its acquisition of Global Technologies Management Resources.

Notable practitioners

Christina Pearson, Allison Leopold Tilley, Stephen Amdur and Jarrod Murphy are key contacts.

Derivatives Nationwide

Band 1

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP boasts a deep bench with expertise across both transactional and regulatory derivatives matters. The derivatives practice is able to marshal experience tackling bankruptcy issues in relation to derivatives, including swaps, and has an excellent track record advising on the Dodd-Frank Act. The attorneys are recognized for their skill working on cross-border and international transactions and frequently draw on the expertise of colleagues based in locations across the globe.

Strengths

"Cleary's advice is always thoughtful, nuanced and demonstrates thorough understanding of the products, the commercial constraints and legal history."

"The Cleary team goes above and beyond to raise

thoughtful questions."

"Cleary's legal excellence, coupled with its deep market experience, produces first class results."

Work highlights Cleary Gottlieb Steen & Hamilton LLP represented Zimmer Biomet in a forward sale transaction in which it exchanged its retained equity interest in ZimVie for the cancellation of indebtedness.

Notable practitioners

Seth Grosshandler (see p.574) has built a formidable reputation among peers and clients for his ability to advise on derivatives within a bankruptcy context. His sector expertise makes him a highly respected adviser to trade associations, clearing houses and financial institutions.

Strengths: *"Seth's knowledge is very deep."* Major corporations and financial institutions turn to **Michael Dayan** (see p.538) for advice on derivatives transactions, particularly on equity derivatives. **Strengths:** *"Michael is the doyen of the New*

York derivatives market." *"He is creative, detail-oriented and thoughtful."* *"Michael is extremely practical and partners very well to solve complex issues."* **Deborah North** (see p.655)'s impressive cross-border practice encompasses both transactional and regulatory matters. **Strengths:** *"Deborah has great experience and her regulatory advice is extremely helpful in complicated matters."* **Brandon Hammer** (see p.577) has a growing reputation as a strong regulatory lawyer in the derivatives market. He comes especially recommended for his ability to assist with derivatives in the context of bankruptcy. **Strengths:** *"He brings expertise on bankruptcy/commercial matters and readily picks up on any new area of law as issues arise."* *"Brandon delivers smart, practical advice."* *"He is an incredibly skilled partner."* **Clayton Simmons** (see p.702) comes highly regarded for his expertise on derivatives regulations. Major financial institutions regularly call upon Clayton to

Derivatives
Leading Firms
Band 1
Cleary Gottlieb Steen & Hamilton LLP
Davis Polk & Wardwell LLP
Latham & Watkins LLP
Sullivan & Cromwell LLP
Willkie Farr & Gallagher LLP
Band 2
A&O Shearman
Cadwalader, Wickersham & Taft LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Katten
Sidley Austin LLP
Band 3
Eversheds Sutherland (US) LLP
Jenner & Block LLP
Kramer Levin Naftalis & Frankel LLP
Linklaters
Mayer Brown LLP
Skadden, Arps, Slate, Meagher & Flom LLP
White & Case LLP
WilmerHale
Band 4
Bracewell LLP
Clifford Chance US LLP
Davis Wright Tremaine LLP
Foley & Lardner LLP
Haynes and Boone, LLP
Jones Day
Morgan, Lewis & Bockius LLP
Morrison Foerster
Stephens LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

advise on thorny regulatory and insolvency issues.

Strengths: “Clay is extremely knowledgeable, responsive and pragmatic.” “Clay shows very strong expertise, sophistication and commercial sense.” “He demystifies complex derivative transactions.”

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP boasts a broad-ranging practice, able to provide a full-service offering in all types of derivatives, with a leading reputation for its representation of issuers and underwriters in transactions. The firm’s extensive deal experience includes OTC derivatives, repurchases and funded-collar transactions. The attorneys are particularly active advising on margin loans and back-leverage financings and draw upon the firm’s global network in providing high end advice to major financial institutions, hedge funds and derivatives organizations.

Strengths

“The team is very adept at addressing a wide range of complex matters including bespoke issues and those that don’t have extensive precedent.”

“Davis Polk is the leader in complex derivatives and provides prompt and commercial advice.”

“Davis Polk has the muscle to process large and complex transactions, as well as the ability to think through novel transaction structures.”

Work highlights Davis Polk & Wardwell LLP advised the counterparties in connection with accelerated share repurchase transactions

Derivatives
Senior Statespeople
Senior Statespeople: distinguished older partners
Brandow John M Davis Polk & Wardwell LLP *
DeWaal Gary Katten
Grosshandler Seth Cleary Gottlieb Steen & Hamilton *
Ibrahim Ray Davis Polk & Wardwell LLP *
Raisler Kenneth M Sullivan & Cromwell LLP *
Leading Individuals
Band 1
Balaban Witold Latham & Watkins LLP *
Dayan Michael D Cleary Gottlieb Steen & Hamilton LLP *
Gilberg David J Sullivan & Cromwell LLP *
Meister David Skadden, Arps, Slate, Meagher & Flom LLP
Mendez Mark Davis Polk & Wardwell LLP *
Pantano Paul Willkie Farr & Gallagher LLP *
Shirazi Ray Fried, Frank, Harris, Shriver & Jacobson LLP
Simmons Rebecca J Sullivan & Cromwell LLP *
Stromfeld Lary Cadwalader, Wickersham & Taft LLP
Trkla Kathryn Foley & Lardner LLP
Band 2
Carruzzo Fabien Kramer Levin Naftalis & Frankel LLP *
Cuillerier Ian White & Case LLP
Donahue Douglas Linklaters *
Goldman Geoffrey B A&O Shearman
Lindabury Jonathan Simpson Thacher (ORL) ◇ *
Littlejohn Darren Clifford Chance US LLP
Lloyd Colin Sullivan & Cromwell LLP *
Lofchie Steven Norton Rose Fulbright (ORL) ◇
Loncar Ivan Cadwalader, Wickersham & Taft LLP
Lucking David A&O Shearman *
Mills Charles R Bracewell LLP *
Mitchell David S Fried, Frank, Harris, Shriver & Jacobson
Molesworth Rita Willkie Farr & Gallagher LLP *
North Deborah Cleary Gottlieb Steen & Hamilton LLP *
Parisi Donna A&O Shearman
Williams John Milbank LLP (ORL) ◇
Band 3
Aziz Azam A&O Shearman
Boyle Gregory Jenner & Block LLP
Frey Manuel Paul, Weiss, Rifkind, Wharton (ORL) ◇ *
Froom Ilene Katten
Gawlowski Rafal Latham & Watkins LLP *
Hammer Brandon M Cleary Gottlieb Steen & Hamilton *
Hartman Stacie R Stephos LLP
Kennedy Carl Katten
Malyshev Peter Cadwalader, Wickersham & Taft LLP
McArthur Kathleen S. Sullivan & Cromwell LLP *
McDonald James Sullivan & Cromwell LLP *
Pesch Ellen Sidley Austin LLP *
Spafford Michael L Paul Hastings LLP (ORL) ◇ *
Steiner Jeffrey L Gibson, Dunn & Crutcher LLP (ORL) ◇ *
Teigland-Hunt Lauren Teigland-Hunt LLP (ORL) ◇
Valdez Yvette Latham & Watkins LLP *
Vebman Yossi Skadden, Arps, Slate, Meagher & Flom *
Xu Joyce Sophia Joyce Xu Law (ORL) ◇
Yatter Douglas K. Latham & Watkins LLP *
Band 4
Brooks Michael W Bracewell LLP
Cain James Eversheds Sutherland (US) LLP *
Charles GuyLaine Charles Law PLLC (ORL) ◇ *
Ching Jonathan McDermott Will & Emery LLP (ORL) ◇ *
Davis Daniel J Katten *
DiFiore Mark Davis Polk & Wardwell LLP *
Doty Curtis Mayer Brown LLP *
Foley Kevin Limbo (ORL) ◇
Frankle Matthew Haynes and Boone, LLP
Goldstein Marvin Hogan Lovells US LLP (ORL) ◇
Gordon Scott J Kirkland & Ellis LLP (ORL) ◇ *
Kahn Greg Freshfields Bruckhaus Deringer (ORL) ◇ *
Kaufman David Morrison Foerster *
Kluchenek Matthew F Mayer Brown LLP *
Kodaman Meltem Eversheds Sutherland (US) LLP *
Koster Evan Hogan Lovells US LLP (ORL) ◇
Kramer Andrea S ASKramer Law LLC (ORL) ◇
Kulkin Matthew B. WilmerHale *
Kumar Neal Willkie Farr & Gallagher LLP *
Lazar Vincent Jenner & Block LLP
Le Bouef Scott Bracewell LLP *
Lee Catherine Latham & Watkins LLP *
Liu Will Linklaters *
McLaughlin Robert Fried, Frank, Harris, Shriver
Mehta Prabhat K Sidley Austin LLP *
Mills Chad E. Sheppard, Mullin, Richter (ORL) ◇
Mojtabae-Zamani Reza Latham & Watkins LLP *
Patel Nihal Fried, Frank, Harris, Shriver & Jacobson LLP
Philipp Michael Morgan, Lewis & Bockius LLP
Ramirez Raymond A. Eversheds Sutherland (US) LLP *
Robins Jeffrey L Debevoise & Plimpton LLP (ORL) ◇
Servidio John Goodwin (ORL) ◇ *
Simmons Clayton I. Cleary Gottlieb Steen & Hamilton *
So Edward White & Case LLP
Sterling Joshua Jones Day
Walters Derek Davis Polk & Wardwell LLP *
Up-and-coming individuals
Assadipour Azad Sidley Austin LLP *
Bortignon Rhys Morrison Foerster *
Holtan Alexander Holland & Knight LLP (ORL) ◇ *
Rice Eric Latham & Watkins LLP *
Sung Brian Haynes and Boone, LLP
Wood Caitlin Davis Polk & Wardwell LLP *
Associates to watch
Bryson James A&O Shearman *
Sharkey Linda Kramer Levin Naftalis & Frankel LLP *

entered into with RTX Corporation, pursuant to which RTX is repurchasing \$10 billion of its common stock.

Notable practitioners

Senior Counsel **John Brandow** (see p.511) comes highly regarded for his decades of experience advising clients on complex equity-based derivatives transactions. **Ray Ibrahim** (see p.593) has an enviable wealth of derivatives experience, particularly noted for his excellent work on margin loans. **Mark Mendez** (see p.641) garners excellent feedback for his knowledge of equity derivatives and is highly regarded for his ability to advise on a

broad range of equity-linked products. **Strengths:** “Mark is absolutely phenomenal across the market.” “He is a highly experienced equity derivatives lawyer.” “Mark is our go-to first call for any complex or novel issue or any deal that absolutely must be done.” “He provides very reasonable and very commercial advice, and his breadth of knowledge is impressive.” **Mark DiFiore** (see p.541) has experience acting for various parties, from investors to corporates, on the full range of equity, and equity-linked, transactions. **Strengths:** “Mark is a tremendous asset, highly knowledgeable in the equity derivatives space and exceptionally reliable.”

Derivatives: Mainly Regulatory
Senior Statespeople
Senior Statespeople: distinguished older partners
DeWaal Gary <i>Katten</i>
Raisler Kenneth M <i>Sullivan & Cromwell LLP*</i>
Leading Individuals
Band 1
Doty Curtis <i>Mayer Brown LLP*</i>
Gilberg David J <i>Sullivan & Cromwell LLP*</i>
Goldman Geoffrey B <i>A&O Shearman</i>
Hammer Brandon M <i>Cleary Gottlieb Steen*</i>
Kennedy Carl <i>Katten</i>
Lloyd Colin <i>Sullivan & Cromwell LLP*</i>
Malyshev Peter <i>Cadwalader, Wickersham & Taft LLP</i>
Molesworth Rita <i>Willkie Farr & Gallagher LLP*</i>
Pantano Paul <i>Willkie Farr & Gallagher LLP*</i>
Robins Jeffrey L <i>Debevoise & Plimpton LLP (ORL) ♦</i>
Simmons Rebecca J <i>Sullivan & Cromwell LLP*</i>
Steiner Jeffrey L <i>Gibson, Dunn & Crutcher LLP (ORL) ♦*</i>
Trkla Kathryn <i>Foley & Lardner LLP</i>
Valdez Yvette <i>Latham & Watkins LLP*</i>
* Indicates individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

"He has an incredible wealth of knowledge in this sector." "Mark strikes a good balance between being thorough and practical. He is also very precise." **Derek Walters** (see p.729) has noteworthy experience in equity derivatives and margin loans, among other financial products. **Strengths:** "Derek is an outstanding lawyer and extremely knowledgeable across a wide array of equity products." "He is very good at addressing and advising on legal matters while considering the desired commercial outcome." "He has an incredible breadth of knowledge and awareness of markets." **Caitlin Wood** (see p.737) bolsters her broad capital markets practice with strength on derivative matters. She regularly acts for initial purchasers, lenders and dealers. **Strengths:** "She shows an impressive ability to run large complex processes in a seamless way and has strong commercial sense." "She has tremendous subject-matter expertise which she couples with a strong ability to advocate for client positions effectively." "Caitlin is always thoughtful and extremely responsive."

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP offers a well-regarded transactional team with a notable focus on OTC derivatives and equity-linked products. The firm is also able to offer guidance on regulatory and enforcement issues, including the Volcker Rule. The attorneys in the derivatives practice are able to draw on the firm's significant international presence when acting for clients in transactions, both on the buy- and sell-side.

Strengths

"Latham & Watkins has a grasp of current trends as well as providing advice on how to mitigate potential risk."

"Latham has extensive regulatory and market knowledge and they explain complex commercial issues."

"The partners do a great job in considering our business goals in their advice."

"The Latham team is thorough, attentive, and highly

Derivatives: Enforcement
Leading Individuals
Band 1
Boyle Gregory <i>Jenner & Block LLP</i>
Cogan Jonathan <i>Kobre & Kim (ORL) ♦</i>
Cooper Katherine <i>Bryan Cave Leighton Paisner (ORL) ♦</i>
Hartman Stacie R <i>Steptoe LLP</i>
Kemnitz Christian T. <i>Katten</i>
Lan Davis Elizabeth <i>Davis Wright Tremaine LLP</i>
McArthur Kathleen S. <i>Sullivan & Cromwell LLP*</i>
McDonald James <i>Sullivan & Cromwell LLP*</i>
McGill David <i>Orrick, Herrington & Sutcliffe LLP (ORL) ♦</i>
Meister David <i>Skadden, Arps, Slate, Meagher & Flom LLP</i>
Mills Charles R <i>Bracewell LLP*</i>
Pantano Paul <i>Willkie Farr & Gallagher LLP*</i>
Spafford Michael L <i>Paul Hastings LLP (ORL) ♦*</i>
Wheeler Ellen <i>Foley & Lardner LLP</i>
Yatter Douglas K. <i>Latham & Watkins LLP*</i>

knowledgeable on the law and industry."

Work highlights Latham & Watkins LLP represented Changpeng Zhao, the Binance founder and CEO, in connection with enforcement actions against Binance by the CFTC and the SEC.

Notable practitioners

Witold Balaban (see p.496) is known for his expert counsel on complex equity derivatives, including transactions requiring bespoke structuring. **Strengths:** "Witold is a leader in this space. He is intelligent and thoughtful." "He has a great track record of employing creativity to solve complex situations." "Witold is responsive, knowledgeable and an amazing partner." **Rafal Gawlowski** (see p.564) has a broad derivatives practice, which regularly sees him advise issuer-side clients in transactions. **Strengths:** "He is commercially-savvy and executes complicated trades with ease." **Yvette Valdez** (see p.725) has an impressive and diverse derivatives practice. She is particularly sought after by clients for her expertise navigating the regulations surrounding cryptocurrency. **Strengths:** "Yvette provides invaluable counsel that makes the difference in our ability to accomplish a business objective." "Yvette is a quick study and provides very practical advice." With in-depth knowledge of the CFTC, **Douglas Yatter** (see p.739) is well respected for his enforcement practice, which sees him assist with investigations into market practices, including market spoofing. **Strengths:** "Douglas is exceptional." **Catherine Lee** (see p.619) has experience advising financial institutions, including syndicates of banks, on equity-linked transactions. **Strengths:** "Catherine handles a wide variety of derivative matters with ease." "She is a go-to call for any question." "Catherine knows the issues that are important to us and is great to work with." **Reza Mojtabae-Zamani** (see p.645) maintains a busy equity derivatives practice and he also demonstrates strength in equity-related transactions, such as margin loans. **Strengths:** "Reza is extremely smart and knowledgeable." "He is tremendously capable and very experienced across the products." "Reza is proactive, creative and has a surgical approach." **Eric Rice** (see p.679) has a developing reputation in the derivatives market, with notable deal experience in equity-based transactions. **Strengths:** "Eric is tremendously capable." "He gives great legal advice and is super user-friendly."

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP has a growing practice with extensive experience working in the banking and financial sectors, which gives the team an enviable overview of market trends and developments. The attorneys are active advising on commodity-linked products and other derivatives, winning recognition for their strength in the full gamut of matters, encompassing transactional, regulatory and enforcement mandates. In particular, the firm stands out as a leading derivatives practice in the digital asset market. Clients include clearing houses, hedge funds and investment banks, as well as exchange and trading platforms.

Strengths

"Sullivan & Cromwell has an impressive team of well-known experts in the field."

"The lawyers are highly respected and excellent. S&C is a force to be reckoned with."

"The Sullivan attorneys are leaders in this space. It is a great firm for solutions to complex problems."

Work highlights Sullivan & Cromwell LLP represented multiple proprietary trading firms in CFTC and Exchange inquiries and investigations related to algorithmic and other electronic trading activities.

Notable practitioners

Kenneth Raisler (see p.674) has long been highly regarded for his regulatory practice and he is especially recommended for his expertise in matters involving the CFTC. **David Gilberg** (see p.566) has an impressive practice which sees him frequently advise on regulatory matters, including on the rules surrounding digital assets. **Strengths:** "David is knowledgeable and has a full understanding of the CFTC." **Rebecca Simmons** (see p.702) 'broad regulatory knowledge makes her a popular choice for trading associations and financial services firms. **Strengths:** "Rebecca's breadth of skill is immaculate." "She has a uniquely creative mind and is not afraid to dig deep into research." "Rebecca is an excellent lawyer." **Colin Lloyd** (see p.624) has a flourishing regulatory practice, regularly advising on matters impacting both the US and international jurisdictions. **Strengths:** "He is a sharp and strategic thinker who is really skilled at creative problem solving." **Kathleen McArthur** (see p.635)'s regulatory, enforcement and investigations expertise make her well placed to handle cases involving market manipulation. **Strengths:** "Kathleen is super smart and very practical." **James McDonald** (see p.637) brings a wealth of experience in enforcement and is regularly seen representing clients in regulatory and compliance investigations related to their trading activities. **Strengths:** "He is a very smart and very talented lawyer."

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP offer a well-regarded practice with derivatives experience spanning regulatory, enforcement and transactional matters. The firm possesses niche expertise in physical commodities, particularly relating to the energy market. The attorneys are adept at representing clients before regulatory bodies such as the CFTC and NFA, with clients including lenders, swap dealers

and energy companies, among others.

Strengths

"Willkie always provide prompt and helpful counsel with its impressive CFTC and crypto knowledge."
"Willkie's broad and deep bench is trusted to handle sophisticated matters and explain issues clearly."
"Willkie Farr provides direct and practical guidance with very timely turn-around."

Work highlights Willkie Farr & Gallagher LLP represented the Futures Industry Association in drafting all its comment letters on the CFTC's proposed position limits and aggregation rules.

Notable practitioners

Paul Pantano (see p.661) has an impressive derivatives practice, with a niche strength in physical commodities in the energy sector, and regularly represents clients in front of regulatory bodies.

Strengths: *"Paul has very broad knowledge of the market."* *"He is totally outstanding across the board."* **Rita Molesworth** (see p.645) is well regarded for advising on the regulatory compliance of derivative products in the commodities space. **Strengths:** *"Rita has deep industry expertise."* **Neal Kumar** (see p.615) brings regulatory experience to transactions and has an in-depth understanding of the CFTC. **Strengths:** *"Neal is cognizant of multiple regulatory bodies' rules and provides accurate accounts of legal risk."* *"He is very knowledgeable on derivative regulatory issues."*

Band 2

A&O Shearman

What the team is known for A&O Shearman is well placed to advise on a variety of complex regulatory concerns thanks to its significant global presence and broad market awareness. The firm is able to provide counsel on the full range of asset classes covered by the OTC derivatives markets, and regularly takes a leading role in developing ISDA documentation. The attorneys offer a wealth of experience advising clients on matters concerning the Dodd-Frank Act, including the Volcker Rule, and assisting clients with the European Market Infrastructure Regulation. The firm is equally adept at providing counsel on transactions, including advising on equity and credit derivatives, as well as related matters such as repurchase agreements, and represents the full spectrum of significant players in these transactions, including banks, hedge funds and corporate entities. The firm has expertise in the growing digital asset market and is also able to draw on notable cross-border experience.

On 1st May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"The firm has significant depth in its derivatives practice and it provides extremely high service levels."
"The team provides solid advice in a timely manner."
"The firm provides helpful market color and sound commercial advice."
"The team provides very specialized insight."

Work highlights The firm advised a member of the London Stock Exchange Group, LCH, on the transition of a significant volume of cleared derivatives to risk-free rates.

Notable practitioners

Geoffrey Goldman is highly regarded for his regulatory advice, and his broad client list spans major financial institutions and corporates. **Strengths:**

"He is a fantastic thought leader and a very smart lawyer." **David Lucking** (see p.627) elicits widespread praise for his credit derivatives practice and is considered to be a key reference for matters involving ISDA. **Strengths:** *"David is a terrific lawyer who is always available to discuss thorny issues or complex new structures. He is a pleasure to work with."* *"David Lucking is a strong and highly capable partner who is able to identify and guide clients through complex legal projects."* *"He is a fantastic lawyer. He is always so knowledgeable with his areas of legal expertise, as well as having broader market intel and commercial awareness."*

Donna Parisi maintains an excellent reputation for her broad derivatives practice and, as head of the fintech initiative for the firm, is also experienced in matters involving cryptocurrency. **Strengths:** *"Donna is a very knowledgeable lawyer."* **Azam Aziz** frequently advises on regulatory and transactional matters, with extensive experience acting for buy-side clients. Derivatives associate **James Bryson** (see p.515) stands out for his broad derivatives practice, with experience in transactional and regulatory matters. **Strengths:** *"James is a very fine lawyer who provides a very high level of service on highly structured transactions."* *"James Bryson is an incredibly client-oriented associate who can be relied on for meaningful, and thoughtful advice. He is quick to understand complex issues and deliver advice that is not only legally sound but usable and business-friendly."* *"He is an excellent lawyer."*

Cadwalader, Wickersham & Taft LLP

What the team is known for Cadwalader, Wickersham & Taft LLP provide high quality representation of buyers and sellers in high value derivatives transactions. In addition to advising on cleared and uncleared OTC derivatives, the firm is also noted for its skill in developing innovative procedures and structures in light of ongoing regulatory and market developments, with areas of focus including advising financial institutions on the impact of the Volcker Rule and assisting clients with LIBOR cessation.

Strengths

"Cadwalader offers timely and thoughtful responses. It has tremendous insights and abilities to handle all types of complex and tricky transactions."

"Cadwalader stands out for its deep knowledge of specialized areas. It is a go-to for novel and sensitive derivatives matters."

"Cadwalader's derivatives expertise is invaluable. The team is intelligent, creative and commercial."

Work highlights Cadwalader, Wickersham & Taft LLP assisted Nodal Exchange in updating the rulebook and participant documentation to expand the categories of intermediation allowable on the exchange.

Notable practitioners

Lary Stromfeld is a skilled derivatives lawyer, who is recognized for his leading cross-border transactional and regulatory practice, making him highly sought after to advise on new market devel-

opments. **Strengths:** *"Lary is a visionary leader in developing derivative and public finance solutions."* *"Lary is a first class professional. He is client-oriented while being commercial and an industry thought leader. He always has new and creative ideas to best position the client."* *"He has really deep historical knowledge and he is outstanding."*

Ivan Loncar regularly provides derivatives advice to local governments, financial institutions and swap dealers. His areas of expertise include bankruptcy-related derivatives. **Strengths:** *"Ivan has a really wide array of expertise and he is very practical."* *"He is the first lawyer we call for derivatives matters and he consistently delivers excellent results on our most demanding and complex matters."* *"Ivan is brilliant."* **Peter Malyshev** is active in the transactional market, frequently advising on commodities transactions, and is highly regarded for his regulatory practice. **Strengths:** *"Peter is very highly regarded and does good work."* *"He is very technical."*

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP has a versatile transactional and regulatory practice boasting strengths in OTC and exchange-traded derivatives. It is frequently sought for its regulatory expertise, which includes handling matters before the SEC and CFTC. Clients range from asset managers to major corporates across a broad range of industries, including emerging sectors.

Strengths

"The Fried, Frank team understands our business goals and prioritizes deliverables across many work-streams."

"The Fried, Frank team is commercially aware, practical and provides precise advice."

"The lawyers are extremely knowledgeable, capable and have excellent coverage."

Work highlights Fried, Frank, Harris, Shriver & Jacobson LLP advised NiSource on the securities law issues related to its April 2021 registered convertible units offering.

Notable practitioners

Ray Shirazi is well regarded for his transactional and regulatory acumen in matters involving derivatives. **Strengths:** *"Ray has thorough knowledge of all things derivatives and has a strong sense of how the market views various issues."* *"Ray is a fantastic partner and provides an excellent service level."*

David Mitchell is a well-regarded OTC derivatives practitioner and he boasts an impressive regulatory practice. **Strengths:** *"David is extremely thoughtful and thinks about things from a legal and business perspective."* *"He is truly encyclopedic and incredibly smart. David produces incredible results."* **Robert McLaughlin** serves as head of the derivatives group and has a comprehensive OTC practice, regularly advising asset managers and companies on a variety of mandates. **Nihal Patel** earns praise for his ability to counsel key market players, including financial institutions and trade associations, among others, on derivatives transactions and market developments. **Strengths:** *"Nihal is commercial, practical, knowledgeable and solutions-oriented."*

Katten

What the team is known for Katten is recognized in the market as particularly strong in dealing with regulatory issues surrounding futures trading, with expertise in cleared and uncleared swaps. The derivatives practice utilizes the firm's bankruptcy and tax and litigation specialists to provide a rounded service. Services are available to a range of different clients, including clearing houses and end users, among others. The firm offers notable expertise in both OTC and exchange-traded derivatives.

Strengths

"Katten demonstrates excellent proficiency in commercial awareness and is a dedicated team with knowledge of the trends and relevant industries."

"The Katten team has in-depth expertise across asset classes and understands the business environment in which we operate."

"Katten has an excellent team of former government officials and industry practitioners. As a result, their advice is practical and strategic."

Notable practitioners

Gary DeWaal has extraordinary experience on a range of asset classes, including investments in cryptoassets. He is especially recognized for his ability to advise on regulatory developments in the market. **Strengths:** *"Gary's longstanding industry experience makes him an invaluable part of our legal team."* **Christian Kemnitz** serves as the chair of the financial markets litigation and enforcement department. He regularly advises major financial institutions clients on a range of derivatives enforcement issues. **Strengths:** *"Christian is a very adept advocate who helps navigate complex issues towards achieving favorable outcomes."* *"He is excellent."* Banks and hedge funds regularly seek **Ilene Froom's** expertise on equity derivatives and she is highly regarded for her advice on matters involving ISDA. She also has in-depth knowledge of benchmark regulations. **Strengths:** *"Ilene brings a wealth of knowledge and industry experience. She has a sense of what works from a practical and commercial perspective."* *"Ilene has an excellent fluency with business and legal issues and explains things very well."* *"She is a great derivatives lawyer."* **Carl Kennedy** has experience in OTC and exchange-traded derivatives. He uses his deep knowledge of the CFTC to assist with regulatory compliance. **Strengths:** *"Carl is a fantastic partner that brings expertise and well-reasoned guidance. He is a smart, responsive and creative partner to our business."* *"Carl's government and industry experience means he delivers practical advice that advances the business."* **Daniel Davis** (see p.538) is recommended for his regulatory guidance in the derivatives space, with additional insights into cryptocurrency. **Strengths:** *"Daniel is technically brilliant and also very pragmatic."* *"His government experience means he delivers practical advice that advances the business."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP is a strong team with a comprehensive global practice which integrates its transactional, regulatory compliance and regulatory enforcement operations into a broad single-service derivatives offering, advising clients on both the buy- and

sell-sides. The firm also provides counsel for exchanges and clearing houses on trading protocols and the registration process.

Strengths

"Sidley Austin has the knowledge and experience to cover various jurisdictions and types of agreements."

"Sidley Austin is excellent in advising us technically and taking great care of our needs."

"The lawyers are subject matter experts and are very up to speed on the very latest regulatory issues."

Work highlights Sidley Austin LLP represented the sales agents, forward sellers and forward purchasers in the SEC-registered ATM forward program of Welltower and the SEC-registered ATM forward program of Realty Income Corporation.

Notable practitioners

Ellen Pesch (see p.667) regularly provides transactional and regulatory counsel to banks, companies and trade associations. **Strengths:** *"Ellen is excellent and very knowledgeable."* *"She has a good command of various regulatory schemes and is practical."* **Prabhat Mehta** (see p.640) has an internationally facing capital markets practice, with clients benefiting from his substantial experience leading transactions and deal teams across the Asian continent. **Strengths:** *"Prabhat knows the market, the products and the law very well. This is reflected in his thoughtful advice."* **Azad Assadipour** (see p.494) demonstrates an impressive ability to lead derivatives transactions, including notable work in the negotiation of ISDA master agreements. **Strengths:** *"Azad has an extremely thorough understanding of the client's business and consistently identifies key business issues and provides commercially sound advice."* *"He is extremely thoughtful and prepared in his responses to complex or quick questions."* *"Azad is very knowledgeable, delightful to work with and always willing to offer assistance."*

Band 3

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland (US) LLP is a well-regarded derivatives practice able to provide high-end transactional and regulatory advice. Clients include financial institutions and major corporates. The firm is widely recognized for its capabilities in the commodity-linked products in the energy market, as well as for its niche insurance focus.

Strengths

"The team has the depth to take on complex transactions and they are always current on what terms are market."

"Eversheds has a strong team with a global reach."

"The firm has significant knowledge and expertise."

Work highlights Eversheds Sutherland (US) LLP advised Fannie Mae on the derivatives regulatory implications of several multi-hundred million dollar mortgage-based securitization transactions.

Notable practitioners

James Cain (see p.518) regularly handles derivative matters in the insurance space. **Strengths:** *"James is very knowledgeable, very experienced and*

provides good advice." *"He is a really great attorney with institutional knowledge."* **Meltem Kodaman** (see p.611) frequently advises a broad range of clients, ranging from insurance companies to government-sponsored agencies. **Strengths:** *"Meltem is very knowledgeable about the subject matter and explains concepts I don't understand."* *"She is very clear and capable of advising on complex matters."* *"Meltem is great to work with and a great resource."* **Raymond Ramirez** (see p.675) is an excellent attorney who is able to handle transactional and regulatory matters. **Strengths:** *"Ray does great work and has a great blend of legal knowledge and business sense."* *"He is responsive to business needs and provides high quality work."* *"Ray is knowledgeable and a pleasure to work with."*

Jenner & Block LLP

What the team is known for Jenner & Block LLP has a strong litigation practice able to assist with investigations, both internal and external, across the derivatives market. The firm's capabilities also include advising on derivatives matters in bankruptcy proceedings. Trade associations and high profile companies number among its clients.

Strengths

"Jenner & Block attorneys are highly experienced, intelligent and very capable of handling complex derivatives litigation."

"The Jenner & Block team is very smart and really understands the details of derivatives laws."

Work highlights Jenner & Block LLP acted for Lansing Trade Group and The Andersons in a class action that alleged the client violated the Commodity Exchange Act and the Sherman Act by manipulating wheat futures prices.

Notable practitioners

Gregory Boyle is recognized for his derivatives-based litigation and enforcement practice, including self-regulation and external investigations. **Strengths:** *"He is very sharp, strategic and effective."* *"Greg is extremely smart and a very good lawyer. He's also very personable and responsive."* *"Greg is a great lawyer. He is very thoughtful and knowledgeable in derivatives enforcement actions."* **Vincent Lazar** is the cochair of the markets and trading practice. He demonstrates notable expertise in the commodities market and often acts for financial institutions on bankruptcy and broker litigation matters. **Strengths:** *"Vincent has a very good practice in this area and is very well regarded."*

Kramer Levin Naftalis & Frankel LLP

What the team is known for Kramer Levin Naftalis & Frankel LLP is particularly recognized for its knowledge of credit derivatives, a market in which it has a noted experience. The firm is frequently active in the representation of buy-side clients and demonstrates strength in derivatives-related transactions, including repurchase agreements and total return swaps.

Strengths

"The team always brings solutions to complex issues."

"Kramer Levin has a great grasp of the issues, is proactive at problem solving and provides useful commercial insights."

"Kramer Levin has excellent depth of knowledge and experience. The team is attentive to client

needs.”

Notable practitioners

Fabien Carruzzo (see p.521) is widely recognized for his impressive credit derivatives practice and is seen as a resource for clients seeking advice on ISDA matters. **Strengths:** “Fabien is an excellent lawyer who always understands commercial dynamics.” “Fabien is an excellent sounding board, he is well connected and knowledgeable on a variety of topics.” “He is proactive in addressing issues and attuned to legal and commercial issues.”

Linda Sharkey (see p.699) is an impressive associate who is active on a wide variety of derivatives matters. **Strengths:** “Linda is great, super responsive and efficient.” “She is a fantastic associate, always on top of matters and her work is excellent.” “Linda executes with great skill.”

Linklaters

What the team is known for Linklaters offer an active OTC derivatives practice able to represent buy- and sell-side clients. The group is widely regarded for its knowledge of market developments, including in-depth knowledge of decisions and documentation produced by trade associations, most notably the International Swaps and Derivatives Association. In addition to strong USA regulatory expertise, the practice also has knowledge of EMIR and MiFID II, making it a popular choice for clients requiring guidance on cross-border transaction. The firm’s international capabilities are bolstered by highly regarded international teams in other jurisdictions.

Strengths

“Linklaters has a lot of experience with complex matters and approaches the delivery of its services in a commercially pragmatic manner.”

“The team is plugged into the commercial landscape and has great technical expertise.”

“Their quality and commercial awareness is outstanding.”

Work highlights Linklaters continued to advise ISDA on the development of regulatory initial margin collateral documentation and other related self-disclosure letters and material, in order to help market participants comply with initial margin requirements imposed by regulators around the globe.

Notable practitioners

Douglas Donahue (see p.543) advises buy- and sell-side clients in derivatives transactions, and he is also noted for his ability to advise these clients, and the trade associations, on regulatory developments. **Strengths:** “Doug is extremely pragmatic and his deep relationships mean he has very important insights into markets and trends.” “He is a trusted advisor with sophisticated technical expertise and excellent commercial knowledge.” “Doug provides very balanced advice, has years of experience and deep expertise.” **Will Liu** (see p.624) supports a range of active parties in derivatives transactions, from buy-side clients to trade associations. **Strengths:** “Will has the ability to address complex issues and break them down. He has great technical expertise.”

Mayer Brown LLP

What the team is known for Mayer Brown LLP frequently provides regulatory advice to trade

associations, asset managers and banks on issues concerning Dodd-Frank regulations, including the Volcker Rule. The firm regularly advises on enforcement matters involving the CFTC and CME. It also handles extensive transactional work for banking clients and offers notable experience advising on the netting process. Attorneys from Mayer Brown work closely with colleagues from the securitization, leveraged finance and bankruptcy teams in providing clients with a comprehensive service and the practice also benefits from a strong network of international offices.

Strengths

“The firm’s knowledge of the regulations is complemented by its knowledge of market practice and industry perspectives.”

Work highlights Mayer Brown LLP advised ING Group on a repo through an over-the-counter call option transaction. The transaction was completed outside of the US, while complying with US broker-dealer regulation.

Notable practitioners

Curtis Doty (see p.543) provides cross-border regulatory advice for trade associations, banks and corporates. **Strengths:** “Curtis is a very creative lawyer.” **Matthew Klucheneck** (see p.610) has an excellent regulatory and enforcement practice in the derivatives space, including on crypto matters. He is cohead of the firm’s financial markets regulatory and enforcement practice.

Strengths: “Matt is terrific and has the perfect blend of knowing the letter of the law and knowing how market participants adhere to it.” “He has great technical product knowledge.” “Matt works hard to stay on top of new developments.”

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates is a distinguished team of regulatory and transactional specialists advising on the full range of OTC derivatives, with increasing visibility in equity derivatives, especially relating to convertible notes, both domestic and cross-border in nature. The firm possesses renowned strength in enforcement and litigation, including representing clients before the SEC, CFTC, FERC and DOJ. It typically represents issuers but is equally adept at advising financial institutions.

Strengths

“The Skadden team has a great level of experience and is commercial.”

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates represented JPMorgan Chase Bank, J.P. Morgan Securities LLC and J.P. Morgan Securities plc in a CFTC resolution relating to swaps reporting issues.

Notable practitioners

David Meister comes highly recommended for his expert knowledge of enforcement actions as they relate to the derivatives market. **Strengths:** “David’s breadth of experience is really strong and he is a brilliant strategist.” **Yossi Vebman** (see p.726) handles a broad range of transactions, and his areas of expertise include margin loans and convertible offerings, among others. **Strengths:** “Yossi is a seasoned derivatives lawyer and very talented.”

White & Case LLP

What the team is known for White & Case LLP handles a broad range of derivatives matters, from assisting with transactions, to providing regulatory advice. Clients include leading financial institutions and household-name companies. The firm is supported by a network of international offices and is a destination practice for cross-border derivatives mandates.

Strengths

“White & Case consistently delivers thoughtful and well-informed advice on complex matters.”

“All of the team have great subject matter knowledge.”

Work highlights White & Case LLP advised Barclays Bank in its prime brokerage, synthetic prime brokerage, futures and sponsored repo platforms. This included negotiation with key clients and FINRA compliance.

Notable practitioners

Ian Cuillerier stands out for his commodity trading practice, regularly advising clients in North America and Latin America in the energy sector. He also has noted expertise in regulatory compliance. **Strengths:** “Ian is an excellent lawyer and very analytical.” “He has a high level of market, regulatory and legal knowledge and focuses on providing complete and commercial advice.” “He has a wealth of experience in the Latin America region.”

Edward So is recognized for his national and international derivatives capabilities. **Strengths:** “Edward is very knowledgeable and commercial.”

WilmerHale

What the team is known for WilmerHale possesses a notable derivatives practice with capabilities across a broad range of asset classes. The firm’s impressive regulatory capabilities include advising on US and international futures trading compliance. It is well placed to represent clients in enforcement actions before the CFTC and SEC.

Strengths

“WilmerHale provides nuanced and sophisticated advice.”

“The firm is very connected within the industry.”

“The team is incredible on technical analysis and understanding policy nuances. Its client service is fantastic.”

Work highlights WilmerHale advised an investment manager, Eaton Vance Management, on all of its derivatives regulation and documentation, including regulatory questions and counterparty agreements relating to cleared and exchange-traded swaps and uncleared swaps.

Notable practitioners

Matthew Kulkin (see p.615) focuses his strong derivatives practice on regulatory matters, with particular expertise on CFTC investigations and advising exchanges. He is chair of the firm’s futures and derivatives practice. **Strengths:** “Matt is incredibly knowledgeable on the CFTC; he provides useful analysis and understanding of the rules and regulations.” “He is a great lawyer with extensive knowledge and experience. He understands the business and thinks like his clients.” “Matthew’s advice is informed by his regulatory experience. He is a sophisticated and very responsive lawyer.”

Band 4**Bracewell LLP**

What the team is known for Bracewell LLP is particularly noted for its unique strength on energy derivative matters. The firm has a client base including energy companies, banks and commodity trading advisors. The team frequently appears before the CFTC and advises on compliance matters.

Strengths

"Bracewell draws on a wide range of experts and has excellent inside knowledge."

"The firm brings practical insights and alternatives. It is an exceptional team."

Work highlights Bracewell LLP represented an international commodity trading firm in a CFTC investigation related to trading energy derivatives and related derivatives.

Notable practitioners

Charles Mills (see p.644) is known for his enforcement and regulatory practice, which sees him defending clients in disputes with regulatory bodies. **Strengths:** *"Charles clearly has vast knowledge and understanding of the law. He is extremely thorough and diligent." "He is very smart, creative and a very strong writer." "Charles is an excellent lawyer."* **Michael Brooks** is noted as an insightful derivatives lawyer, with particular expertise in the energy space and acting for commodity trading companies. **Scott Le Bouef** (see p.618) is well versed in transactions involving physical commodities and he has recent experience advising on green energy assets.

Clifford Chance US LLP

What the team is known for Clifford Chance LLP has a recognized team able to draw upon its significant global presence when advising clients in the USA. The firm focuses on innovative structured transactions, with notable experience handling foreign exchange issues related to derivatives transactions. It also possesses recognized abilities in the regulatory space, regularly providing market opinions to trade associations.

Strengths

"It is a deeply knowledgeable team with a strong global presence."

Notable practitioners

Darren Littlejohn has a great sell-side dealer practice and is very knowledgeable on the regulatory side, regularly advising on legislative reforms. **Strengths:** *"Darren is excellent to work with as a true partner in our work."*

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine LLP is active across the full gamut of derivatives work. Its attorneys regularly advise financial institutions, swap dealers and brokerage firms on enforcement and regulatory matters. The firm also possesses notable expertise in the digital assets markets and assists clients with enforcement issues and investigations relating to cryptocurrency.

Strengths

"The firm has a wide range of expertise and provides timely communications."

"It is an exceptional team."

Work highlights Davis Wright Tremaine LLP advised a futures commission merchant on regulatory issues related to its cross-border swap transactions and assisted with registration and exemption matters.

Notable practitioners

Elizabeth Lan Davis is cochair of the financial services practice. She is particularly well regarded for her extensive experience of providing counsel on SEC and DOJ investigations, as well as regulatory matters. **Strengths:** *"Elizabeth is exceptional."*

Foley & Lardner LLP

What the team is known for Foley & Lardner LLP's strong Milwaukee roots gives a solid foundation for a nationwide derivatives practice. With particular expertise in regulatory and enforcement, the attorneys regularly handle prominent matters for financial institutions. The group routinely advise clients on regulatory issues, as well as transactions containing cross-border elements. It boasts further strength in providing counsel on regulatory classification of digital assets.

Strengths

"The firm has very thorough and deep understanding of complex derivatives issues."

"Foley & Lardner has strong depth of knowledge and practical application of regulations."

"Foley's derivatives team is very aware of all commercial issues and always has great advice on how to proceed."

Notable practitioners

Kathryn Trkla is well placed to advise cross-border clients on the regulatory requirements of derivatives mandates and she is also recognized for her related capabilities in enforcement actions. **Strengths:** *"Kathryn is smart, resourceful and thorough." "She is a great resource and provides very detailed analysis on complex situations in a timely manner." "Katie is an outstanding lawyer who consistently provides excellent, practical advice."* **Ellen Wheeler** comes recommended for her strength on enforcement proceedings. She has excellent experience with a host of regulatory organizations, including the SEC, FINRA and CFTC. **Strengths:** *"Ellen is a wonderful advisor. She knows our business and helps us navigate complex issues through constantly changing environments." "Ellen is a great resource for our company."*

Haynes and Boone, LLP

What the team is known for Haynes and Boone, LLP receives market-wide praise for the breadth of its practice. The firm frequently advises leading financial institutions on an array of derivatives enforcement and regulatory matters involving commodities, hedge funds, repos and other products. The team is particularly noted for its strength in the energy sector.

Strengths

"The Haynes and Boone team members have vast experience in handling derivatives matters."

Work highlights Haynes and Boone, LLP continued to represent Endeavor Energy Resources in the negotiation of multiple ISDA Master Agreements to hedge and mitigate risk associated with its production.

Notable practitioners

Matthew Frankle has experience advising on

equity derivatives and comes particularly recommended for his in-depth knowledge of margin loans. **Strengths:** *"Matt has hands-on experience and expertise in equity derivative products and has a commercial mind."* **Brian Sung** has a burgeoning practice in the New York office. He is regularly called upon by financial institutions and hedge funds for a variety of bespoke derivatives transactions.

Jones Day

What the team is known for Jones Day offers a strong nationwide derivatives and commodities practice from its New York office. Attorneys are regularly called upon to act for major underwriters and financial institutions on equity derivatives matters. The firm also possesses notable expertise for clients navigating complex enforcement and regulatory questions.

Strengths

"Jones Day lawyers bring a good understanding of regulatory and business practice."

"Jones Day has an excellent team with industry and government experience which results in practical advice."

Work highlights Jones Day represented three banks in share purchase transactions entered into with their client, JAB Holdings, under a total return swap contract.

Notable practitioners

Joshua Sterling is regularly sought after by clients for his extensive knowledge of CFTC regulations and procedures, particularly those pertaining to equity derivatives. **Strengths:** *"Josh is an excellent, intellectually curious and commercially-oriented lawyer." "He is an extremely bright lawyer."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is recognized for its strong nationwide derivatives practice. The attorneys operate on a range of transactional and regulatory matters. The group has shown particular aptitude for matters pertaining to foreign exchange issues. Its notable clients include large financial entities and asset managers.

Strengths

"The team understands every type of transaction, regardless of how complex, and is fully aware of current market trends."

Work highlights Morgan, Lewis & Bockius LLP represented Freshpet in its \$402.5 Million convertible senior notes offering with a capped call overlay derivative transactions.

Notable practitioners

Michael Philipp is relied upon for his extensive regulatory experience, particularly in relation to CFTC investigations and enforcement. **Strengths:** *"Michael is always helpful."*

Morrison Foerster

What the team is known for Morrison Foerster is well versed in both regulatory matters and transactions. The firm advises clients on Dodd-Frank regulations, including the Volcker Rule, and assists with equity and credit-linked mandates. It is also well equipped to offer support on the tax aspects of derivative transactions.

Strengths

"The team has several strong members and handles sophisticated matters with ease."

"MoFo has been a great partner and provides high quality and actionable advice."

Work highlights Morrison Foerster advised multiple middle market banks on derivatives matters relating to financial regulatory reform, including the Dodd-Frank Act.

Notable practitioners

David Kaufman (see p.602) is known for his commodities practice, regularly assisting on transactions. His regulatory practice sees him advise on the changing landscape, including recent work on margin loan regulations. **Strengths:** *"David is a fantastic lawyer. He has keen commercial instincts and delivers high quality work." "He is a creative attorney who understands commercial concepts." "David provides sophisticated and thoughtful advice."* **Rhys Bortignon** (see p.510) has a busy regulatory and transactional derivatives practice, advising on mandates across different asset classes, ranging from energy to infrastructure. **Strengths:** *"Rhys is a critical member of the team." "He provides very strong client service."*

Steptoe LLP

What the team is known for Steptoe LLP offer an excellent enforcement team able to handle an array of contentious cases. The firm is experienced in the representation of clients before government bodies, such as the CFTC and the DOJ. Clients include asset managers, banks and exchanges, among others. In addition to regulatory enforcement capabilities, the firm's strengths also include regulatory compliance advice.

Strengths

"The Steptoe team has good breadth and demonstrates sensitivity to commercial context and realities."

"The firm delivers practical and commercial advice and explains complex legal matters to business personnel."

Work highlights Steptoe LLP continued to act for iFinex and Tether in connection with investigations relating to Bitfinex and/or Tether by multiple enforcement agencies, including the CFTC.

Notable practitioners

Stacie Hartman is highly regarded for her ability to litigate on behalf of clients facing derivatives-related investigations by market regulators. **Strengths:** *"Stacie provides succinct advice and is extremely knowledgeable of the US regulatory regime." "She is incredibly detail focused, diligent and committed to her clients." "Stacie has significant depth and breadth of experience and has great perspectives."*

Other Ranked Lawyers

GuyLaine Charles (see p.523) is founder of Charles Law PLLC and is active across the derivatives space. She is deeply familiar with the ISDA, including negotiating master agreements, and has excellent knowledge of repos, futures and cross-border matters. **Strengths:** *"GuyLaine has a*

keen attention to detail, a client-first approach and a nuanced understanding of complex legal matters. Her commercial awareness is remarkable." "She has in-depth knowledge of the derivatives space." "She is savvy, sophisticated and knows the questions to ask."

Jonathan Ching (see p.525) of McDermott Will & Emery LLP is distinguished by his broad transactional practice and he comes particularly recommended for his knowledge of credit derivatives. **Strengths:** *"Jonathan is an extraordinarily commercial lawyer."*

Jonathan Cogan of Kobre & Kim demonstrates notable expertise on derivatives enforcement matters, particularly on matters relating to market manipulation and spoofing. **Strengths:** *"Jonathan is a brilliant lawyer." "He is a keen strategist and distills complex issues into persuasive advocacy."*

Katherine Cooper of BCLP is recognized for her longstanding experience in the derivatives space. She is particularly sought after by clients relating to enforcement actions. **Strengths:** *"Katherine's technical knowledge of derivatives is extremely strong."*

Kevin Foley focuses his derivatives practice on providing regulatory compliance advice. **Strengths:** *"Kevin is a very strong attorney and advocate who helps navigate complex issues. He has a deep understanding of regulatory regimes and a strong commercial sense."*

Manuel Frey (see p.559) of Paul, Weiss, Rifkind, Wharton & Garrison LLP regularly provides advice on trading derivatives, including advising on the market implications of rules impacting transactions. **Strengths:** *"Manuel provides thoughtful, detailed and timely responses to questions and concerns." "He has an ability to explain the complex nature of derivatives in a way that non-experts can understand." "Manuel is exceptionally skilled, knowledgeable and practical."*

Marvin Goldstein of Hogan Lovells is an established derivatives lawyer who advises on matters such as commodities in the energy sector.

Leader of the Kirkland & Ellis derivatives practice **Scott Gordon** (see p.571) regularly represents a range of clients, including high profile corporates and private equity funds. **Strengths:** *"Scott is extremely smart."*

Alexander Holtan (see p.587) of Holland & Knight LLP is a noted derivatives lawyer with expertise in the commodities market. **Strengths:** *"Alex has an amazing amount of knowledge about the CFTC and has fantastic insight."*

Greg Kahn (see p.599) of Freshfields Bruckhaus Deringer is held in esteem for his cross-border regulatory and transactional advice.

Evan Koster of Hogan Lovells has a robust cross-border derivatives practice, regularly advising on commodities in the energy market. **Strengths:** *"Evan is an excellent attorney. He is very responsive and knowledgeable."*

Andrea Kramer is the founding member of ASK-ramer Law LLC and is a well regarded derivatives lawyer, in addition to her excellent taxation practice. **Strengths:** *"Andrea employs a solutions-oriented and client-focused approach." "She simplifies very complicated regulations and is very polished."*

"Andrea has a high level of subject matter expertise. She is also very good at client relations and distilling complex legal advice."

Jonathan Lindabury (see p.623) of Simpson Thacher & Bartlett LLP has a detailed understanding of a broad range of derivatives products, including noted expertise in equity derivatives and margin loans. **Strengths:** *"Jon is a reliable and consistent go-to for complex equity derivatives. He juggles details and complex analyses." "He has a great touch with clients and has unique perspectives." "Jonathan is well-oriented with how super complex things interact."*

Steven Lofchie of Norton Rose Fulbright is often called upon to apply his knowledge of broker-dealer compliance to complex transactional and regulatory derivatives matters. **Strengths:** *"Steven is a sharp lawyer"*

David McGill of Orrick, Herrington & Sutcliffe LLP is highly regarded among his peers for his derivatives enforcement expertise. **Strengths:** *"David is a very smart lawyer and strong strategist."*

Chad Mills of Sheppard, Mullin, Richter & Hampton LLP is recommended for his excellent record advising clients on a range of corporate transactions. He is particularly noted for his expertise on energy transactions. **Strengths:** *"Chad is super commercial and very thoughtful."*

Jeffrey Robins of Debevoise & Plimpton LLP regularly handles mandates for banks, broker-dealers and buy-side clients. **Strengths:** *"Jeffrey is highly regarded in the industry."*

John Servidio (see p.697) of Goodwin regularly counsels a range of interested parties in derivatives transactions, with experience ranging from equity derivatives to convertible debt offerings.

Strengths: *"He is thoughtful, has a good pulse of the market and is very dependable." "John is fantastic and super commercial." "He is super knowledgeable and very good at digesting complex matters."*

Michael Spafford (see p.708) of Paul Hastings LLP is highly recognized for his litigation and regulatory enforcement experience. **Strengths:** *"Michael is great, he is super sharp and thorough." "He has a deep depth of experience across the space."*

Jeffrey Steiner (see p.710) of Gibson, Dunn & Crutcher LLP is well versed in regulatory matters, including frequently advising clients on CFTC regulations. **Strengths:** *"Jeff is an incredible lawyer and has excellent business acumen."*

Lauren Teigland-Hunt of Teigland-Hunt LLP is highly regarded for her knowledge of trading documentation and for her advice on compliance with regulations.

John Williams of Milbank LLP is known for his credit derivatives practice and is highly sought after for this market knowledge, including advising on matters involving the ISDA.

Joyce Sophia Xu of Joyce Xu Law advises on a full range of equity derivatives matters, including transactional and regulatory mandates. She also has extensive recent experience in derivatives transactions involving cryptoassets.

E-Discovery & Information Governance Nationwide

E-Discovery & Information Governance
Leading Firms
Band 1
Norton Rose Fulbright
Redgrave LLP
Band 2
DLA Piper LLP (US)
King & Spalding LLP
Kirkland & Ellis
Littler Mendelson, PC
Morgan, Lewis & Bockius LLP
Sidley Austin LLP
Tadler Law LLP
Winston & Strawn LLP
Band 3
Covington & Burling LLP
Gunster
Nelson Mullins Riley & Scarborough LLP
Reed Smith LLP
Shook, Hardy & Bacon LLP
Band 4
BakerHostetler LLP
Faegre Drinker
Mintz
Pillsbury
Ropes & Gray LLP
Seyfarth Shaw LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

The editorial is in alphabetical order by firm name.

BakerHostetler LLP

What the team is known for BakerHostetler offers robust strengths in e-discovery matters, drawing from a strong pool of legal and technical resources to advise clients facing significant litigation claims and regulatory investigations as well as offering counsel on risk management and governance concerns. The firm counts a number of leading corporates among its impressive client base, including household names in the healthcare, technology and financial services sector.

Strengths

"They're fantastic. They have subject matter experience, they give great advice; they're practical and they have a great team across practice areas."

Work highlights BakerHostetler acted as discovery counsel for ProMedica Health System following an FTC investigation concerning the sale of certain hospice and healthcare businesses.

Notable practitioners

Edward Jacobs (see p.594) has a notable e-discovery and information governance practice representing clients in multidistrict litigation, in class actions and in an advisory capacity. **Strengths:** "Edward is extremely experienced in the field of e-discovery." "Edward is top-notch in terms of his communication and advocacy. In negotiations he stays strong, reasonable and professional." **Gilbert Keteltas** (see p.606) has an active practice representing companies in class actions and multidistrict litigation, as well as advising on risk management and governance issues. **Strengths:** "Gilbert is a statesman of the Bar generally and a thought leader in the e-discovery space." "Gilbert is

stellar litigator known in the e-discovery space. He is a stalwart adversary and a man of grace and professionalism. He is collaborative and transparent, and he moves cases forward."

Covington & Burling LLP

What the team is known for Covington & Burling expertly handles litigation readiness and leverages its deep expertise in e-discovery and information governance. The team assists with investigations across the regulated markets and advises on commercial litigation. Its clients include global corporates, which seek out Covington's expert knowledge of all stages of e-discovery, from collection through to production.

Strengths

"The service level and responsiveness of the law firm is exceptional, and the team are dedicated to communication and swift action. The collaborative nature of the firm's team ensures clients receive comprehensive and well-rounded legal support."

"The team at Covington is built of litigators, an experienced litigation support team and technical engineers. Their advice and experience is valuable and they are strong at representing cross-border clients."

"The team are talented, capable and experienced, and they are focused on crafting and delivering the most cost-effective solutions to appropriately address the challenges at hand."

"Covington's expertise and professionalism are high quality. They handle complex and sophisticated matters with the true white-glove service."

Notable practitioners

Edward Rippey (see p.680) is appreciated by clients for his subject matter knowledge in e-discovery matters, with particular industry expertise in the gaming and leisure sectors. **Strengths:** "Edward's level of expertise, white-glove service and insight help bring the best possible outcomes to each and every client." "He is exceptionally smart, innovative, and dedicated to the success of his clients. He is not only a highly experienced and tenacious litigator of the highest order, but also a sage and strategic adviser on policies and practices to best protect his clients' interests and position them for success." "Edward has outstanding legal expertise, communication skills, and overall dedication to providing exceptional client service. His attention to detail is astonishing." **Leeanne Sara Mancari** (see p.630) assists high-profile companies in establishing and implementing e-discovery procedures. She is highly regarded for her representation of companies in multidistrict litigation and class actions. **Strengths:** "Leeanne is incredibly hands-on, knowledgeable and understands the big picture." "Leeanne is very experienced and well versed in the e-discovery world. She brings a direct line of credibility, knowledge and expertise to the court. She takes a reasonable, practical, case law-backed approach." "Leeanne is an amazing lawyer. She is strategic, thoughtful and she is well prepared and charismatic. Leeanne can build relationships with others involved in the case, which is really helpful in negotiations."

DLA Piper LLP (US)

What the team is known for DLA Piper is able to support clients through the whole litigation and investigation process, from advising on noncontentious data management and ensuring litigation readiness, to document-based discovery for trial. The group's in-depth knowledge of the court process enables attorneys to litigate discovery matters and support merits counsel in overall strategy. The lawyers' broad-based experience includes advising on a wide spectrum of cases, from product liability and antitrust to intellectual property, among others.

Strengths

"The team at DLA Piper are strong across the spectrum and have technical consultants and legal experts who can drive focused conversations from end to end. DLA are very forward-leaning on the use of AI, machine learning and analytics to strategically reduce time and fees related to discovery and document review."

"DLA Piper's ability to direct the project and navigate the complexity of the e-discovery phase was a strength."

"DLA Piper can provide international expertise in complex commercial litigation and e-discovery matters."

Work highlights DLA Piper advised Nike on discovery issues related to its highly publicized in a trademark and false advertising case brought against Stock X.

Notable practitioners

Andrew Peck's former position as a US magistrate judge, and prior experience as a broad-based commercial litigator, make him a unique asset to clients, who regularly engage him as special e-discovery counsel. **Strengths:** "Judge Peck is extremely capable and knows the e-discovery space very well. He is pragmatic in the way that he deals with issues and he is very responsive." "Judge Peck's wisdom is truly unparalleled on issues of legal technology, best practices surrounding discovery, and general decency and collaboration in the legal field. He is universally respected as the leader in the industry." "Judge Peck has a stellar reputation and he is one of the leading and most well-known experts in the country. He works very hard and makes himself available at all times." **Bennett Borden** has a background in data science, which he brings to bear in a panoply of matters, including in pre-litigation discovery and information governance. **Jennifer Feldman** (see p.553) leverages her expertise in e-discovery and information governance to advise companies on litigation, document reviews, risk-management and negotiations. **Strengths:** "Jennifer is highly experienced and knowledgeable in navigating e-discovery matters." "Jennifer's extensive experience is evident in the thoughtful and practical guidance she provides. She is professional, thoughtful and provides practical advice." "Jennifer is incredibly responsive."

Faegre Drinker

What the team is known for Faegre Drinker fields a team of highly knowledgeable attorneys with strong grounding in the fields of e-discovery

E-Discovery & Information Governance	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Owen Bob	Robert D Owen LLC (ORL) ◇
Leading Individuals	
Star individuals	
Redgrave Jonathan M.	Redgrave LLP*
Rosenthal John J	Winston & Strawn LLP
Tadler Ariana	Tadler Law LLP
Band 1	
Capone Kirk Shannon	Ropes & Gray LLP*
Grossman Maura	Maura Grossman Law (ORL) ◇
Keeling Robert	Sidley Austin LLP*
Kenney Colleen M.	Sidley Austin LLP*
Kessler David	Norton Rose Fulbright
Milner Scott	Morgan, Lewis & Bockius LLP
Oot Patrick	Shook, Hardy & Bacon LLP
Peck Andrew	DLA Piper LLP (US)
Riphey Edward	Covington & Burling LLP*
Thomas Jeane	Crowell & Moring LLP (ORL) ◇
Weiner Paul	Littler Mendelson, PC*
Band 2	
Borden Bennett	DLA Piper LLP (US)
Curtis Wendy Butler	Orrick, Herrington (ORL) ◇
D'Ambra Andrea	Norton Rose Fulbright
Jones Rose	King & Spalding LLP*
Koss John	Mintz
Mancari Leeanne Sara	Covington & Burling LLP*
Martin Annika K.	Lieff Cabraser Heimann (ORL) ◇
Martin John D.	Nelson Mullins Riley & Scarborough LLP
Six Michelle	Gunster
Solomon Ronni	King & Spalding LLP*
Band 3	
Backhouse Denise	Littler Mendelson, PC*
Barnett Benjamin	Seeger Weiss LLP (ORL) ◇*
Barsanti Vanessa	Kirkland & Ellis*
Brudz Jay	Faegre Drinker
Cohen David	Reed Smith LLP
Costello Christopher	Kirkland & Ellis LLP*
Craparo Therese	Reed Smith LLP
de Bartolomeo A.J.	Tadler Law LLP
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

and information governance. The group regularly advises clients on discovery concerns arising from major litigation and investigations. The team is regularly engaged by clients on the design and implementation of sophisticated internal practices and protocols.

Notable practitioners

Jay Brudz has a noted e-discovery and information governance practice acting for a diverse and impressive client base, ensuring litigation readiness and assisting with discovery for investigatory proceedings.

Gunster

What the team is known for Gunster enjoys a sterling reputation for the strength of its e-discovery practice, with clients frequently turning to its expert attorneys in their most significant and document-intensive litigation matters. Its team frequently advises on civil litigation claims, regulatory investigations and enforcement, risk assessments and general information governance concerns.

Strengths

"Gunster is able to handle large, multidistrict litigation, with challenging and complex e-discovery technology. They are building a full-service team full of talent and experience."

"The team at Gunster are knowledgeable in many complex topics and they stay abreast of new information and case law. The team provides quick and comprehensive responses."

"Gunster's e-discovery practice is uniquely positioned with incredible and broad subject matter expertise."

"The e-discovery team has many years of experience and is in a good position to give expert advice to clients. The team are quick to respond and offer good levels of service with fast and competent returns on queries."

Notable practitioners

Michelle Six counsels clients in the retail, finance and manufacturing sectors on e-discovery strategy and demonstrates proficiency in handling cross-border and multidistrict litigation.

Strengths: "Michelle is a friendly and knowledge-

E-Discovery & Information Governance Plaintiffs	
Leading Firms	
Band 1	
Tadler Law LLP	
Leading Individuals	
Band 1	
de Bartolomeo A.J. Tadler Law LLP	
Kenney Jeannine Hausfeld LLP (ORL) ◇	
Martin Annika K. Lieff Cabraser Heimann (ORL) ◇	
Tadler Ariana Tadler Law LLP	

able lawyer. She solves problems and provides trusted guidance. In negotiations she is collaborative and cooperative and she works to get to the right place. She is reasonable, open and forthcoming." "Michelle is an experienced e-discovery practitioner and handles complex e-discovery issues brilliantly." "Michelle is an expert in her field and an outstanding client adviser." High-profile companies regularly turn to **Christine Payne** for advice on restructuring and litigation-related discovery. She also offers guidance on compliance with information governance rules. **Strengths:** "Christine is an excellent problem solver and handles complex e-discovery issues in a diplomatic and strategic manner." "Christine is smart and thoughtful. She's very good at understanding her clients' needs and staying connected. She thinks through the impact of recommendations she's making and ensures her direction is in the clients' best interest." "Christine is good at organizing complex workflows and is very practical in her approach."

King & Spalding LLP

What the team is known for King & Spalding hosts a substantial and highly sought-after team of attorneys which provide a full suite of e-discovery services to clients, such as developing discovery protocols for litigation readiness, as well as assisting with document collection, review and production. The firm regularly undertakes e-discovery management mandates on high-stakes litigation and investigations.

Strengths

"King & Spalding consistently demonstrate an impressive ability to navigate and resolve complex legal matters with expertise and precision. Their comprehensive understanding of the nuances and complexities of e-discovery coupled with their technical ability is their superpower."

"The e-discovery practice is comprised of a deep bench of industry leaders who are incredibly responsive. The team are very creative in approaching big problems with the most efficient solution to meet the needs of the case."

"The team at the firm are wonderful partners who understand the business side of matters. Their team has someone for every issue, and they focus on building strength in their practice."

"King & Spalding is a hands-on law firm. They have a business, legal and intersectional understanding and they have a strong geographical presence. The team is built of good people offering specialization in whatever you need."

"King & Spalding offers high-quality counsel and has experience with sophisticated matters."

Work highlights King & Spalding served as

national discovery counsel for Toyota Motor North America Inc in over 100 matters, including congressional and regulatory investigations, multidistrict litigation and individual product liability cases.

Notable practitioners

Rose Jones (see p.598) focuses her e-discovery and information governance practice on representing defendants, including high-profile companies, in multidistrict litigation, wider class actions and state attorney general actions. **Strengths:** “Rose is easy to work with – she’s smart, she’s intelligent and she’s approachable, so people like her. She is a very strong advocate, she’s effective and she brings the parties together.” “Rose is brilliant and a superstar. She’s practical, smart, driven and she really understands and dives into the subject matter. Rose is a phenomenal leader. In negotiations she comes in very calm but knowledgeable, and is looking to get the best outcome for her clients.” “She is a wonderful person, and her knowledge in the space makes her a force to be reckoned with. She comes from a position of strength in negotiations because of the length and breadth of her experience.” **Ronni Solomon** (see p.707) maintains long-standing relationships as e-discovery counsel to a number of major clients across several industry sectors and is frequently sought out to advise on significant litigation, including large class actions. **Strengths:** “Ronni is a phenomenal partner on any e-discovery issue. She saves your case anytime you find yourself drowning in discovery or a massive collection or production obligations. She works with you to create the right solution for your particular case.” “Ronni is very experienced in the e-discovery field. She is responsive and has a great team behind her. Ronni is practical and pragmatic, and she always keeps clients updated with changes in the field.” “Ronni is a very experienced and talented lawyer. She is well connected in terms of technology companies and understands both the legal and technological sides of e-discovery.”

Kirkland & Ellis

What the team is known for Kirkland & Ellis is able to leverage significant strength in e-discovery for US and international cases. The team frequently assists with litigation readiness and risk assessments relating to data retention, as well as advising on large-scale contentious work, with clients benefiting from its expertise in TAR. Past cases span a wide range of areas from product liability to antitrust.

Strengths

“Kirkland has an elite team of e-discovery and information governance professionals.”

“The Kirkland & Ellis team provide comprehensive and expert legal advice on very fast-paced and complex e-discovery issues. The team is well staffed with professionals who provide highly responsive and excellent service.”

Notable practitioners

Vanessa Barsanti (see p.498) is recognized for her ability to assist clients with e-discovery orders relating to complex litigation, including multidistrict cases. **Strengths:** “Vanessa is an expert in her field and an outstanding client adviser.” “Vanessa is a fantastic lawyer – she’s an expert and is wise beyond her years. She is adaptable, very respon-

sive and particularly good with responsiveness.” “Vanessa is very strong in e-discovery issues and is very easy to work with. She communicates well and has the right expertise.” **Christopher Costello** (see p.532) is a highly regarded e-discovery practitioner with extensive experience in prominent multijurisdictional litigation. He is highly regarded for his representation of high-profile companies in the tech and media markets. **Strengths:** “Christopher is a very experienced litigator in the e-discovery field and is particularly strong in cross-border data privacy and information governance.” “Christopher is a super-talented lawyer who provides a calm nature that helps his clients.”

Littler Mendelson, PC

What the team is known for Littler Mendelson has a sophisticated practice with a strong track record in advising on the discovery aspects of substantial labor and employment matters. The litigation capabilities of the firm include assisting with high-profile cases, ranging from single-plaintiff matters to collective actions. The group regularly advises national as well as global corporations on their policies and procedures.

Strengths

“Littler Mendelson has in-depth expertise to handle complex disputes, including cross-border transfer of data. They have an excellent team of specialists across the US and Europe, who provide exceptional service levels and responsiveness.”

“Littler Mendelson has a deep bench and terrific subject matter expertise.”

“Littler Mendelson is one of the premier employment law firms and they provide excellent data support.”

Notable practitioners

Paul Weiner (see p.732) serves as the firm’s national e-discovery counsel. He is a recognized thought leader and a highly experienced counsel to clients on the e-discovery aspects of a range of employment litigation matters. **Strengths:** “Paul leads a team of highly experienced attorneys and provides pragmatic and responsive advice and client service.” “Paul is a highly respected, experienced and talented e-discovery lawyer.” **Denise Backhouse** (see p.495) is noted for her expertise in international information governance laws and their implications for a company’s data management. She is also frequently engaged to assist major clients with complex litigation. **Strengths:** “Denise has deep expertise in cross-border data issues and provides exceptional and responsive client service.” “Denise has a broad skill set and is strong in data privacy.” **Lauren Schwartzreich** (see p.695) is adept at guiding clients through the e-discovery process, including overseeing the use of technology to assist with document production in employment litigation. **Strengths:** “Lauren has a way of calmly directing people toward where they need to be. She goes above and beyond and gets involved in the technical side of matters. Lauren is a great negotiator and is very clear, confident and firm in her approach.”

Mintz

What the team is known for Mintz has extensive experience in e-discovery for clients in a range of industries, most notably in the healthcare and

biotechnology markets. The team’s knowledge of data science makes it a strong choice for clients seeking data management advice. The lawyers are thoroughly experienced in litigation, investigations and enforcement actions.

Strengths

“Mintz provides cost-effective service driven by technology solutions which, combined with world-class counsel, effect optimal outcomes.”

“The exceptional level of work and meticulous attention to detail stands out. The service levels and responsiveness of Mintz are consistently impressive. Their promptness and attentiveness set a high standard for client service.”

“The team at Mintz have creative and cost-effective solutions for their e-discovery and other technology-related matters. The work is performed by people with the requisite skill set at a reasonable rate for their services.”

“The team at Mintz are at the forefront of information governance and e-discovery technology and trends. The law firm has a deep bench of subject matter experts and continues to develop the next generation of talent.”

“Mintz has a knowledgeable team who provide clear and precise advice and do a nice job handling complex matters.”

Notable practitioners

John Koss has a highly regarded practice advising healthcare and biotech companies on e-discovery matters. Koss is active in risk mitigation, advice and counseling services, alongside litigation. **Strengths:** “John is exceptional at client service, figuring out what clients need to help with their matters, finding an appropriate budget for these matters, and maintaining communication throughout the project. Furthermore, John is an expert in the e-discovery field.” “John goes above and beyond and is always available to answer any questions or concerns.” “John is well informed and forward-thinking, and he has a great presence. He embraces changes in tech, data analytics and AI.”

Morgan, Lewis & Bockius LLP

What the team is known for Morgan Lewis houses a robust practice with a great depth of experience in e-discovery and information governance. The group is retained as national discovery counsel by major names in the energy and tech sectors, and is frequently active in discovery management in a range of commercial disputes, as well as DOJ investigations.

Strengths

“The team at Morgan Lewis have a solid foundation of knowledge in complex discovery. The law firm has a deep team with varied capability and strengths.”

“Morgan Lewis has a team of lawyers who are able to handle highly complex matters professionally. They have practice leaders in their e-discovery team and provide excellent service.”

“Morgan Lewis is an expert and innovative law firm that is client service-driven. The team are able to bridge the gap between the law and technology.”

“The team are extremely smart and practical. They give efficient legal advice and have a strong business understanding. They are responsive and always make themselves available.”

“The lawyers at Morgan Lewis do exemplary work

because they are knowledgeable and professional. The client service is great and they provide a human touch which is standout."

Work highlights Morgan Lewis continued to serve as discovery counsel for Cigna and counseled it on all aspects of discovery across its litigation portfolio.

Notable practitioners

Scott Milner advises clients on compliance with information governance rules and has an in-depth knowledge of electronically stored information. Milner is regularly engaged by companies to complete document review and provide e-discovery advice and guidance. **Strengths:** "Scott Milner is charismatic and very knowledgeable in the e-discovery space. He is innovative and provides a cutting-edge service for his clients." "Scott is a smart and savvy lawyer. He knows how to direct the right resources to his clients' needs." "He is influential and specializes in doing difficult work that requires immense information. He is dedicated to e-discovery and is well known within the community."

Nelson Mullins Riley & Scarborough LLP

What the team is known for Nelson Mullins' comprehensive team is capable of handling the full range of matters relating to information governance and e-discovery. The team regularly assists with litigation readiness, including advising on compliant data management and document preservation.

Strengths

"The team at Nelson Mullins meet clients' needs at all levels. They are able to communicate efficiently and clearly, while demonstrating an understanding of both the macro and micro considerations of e-discovery litigation."

"Nelson Mullins has a deep team who provide an excellent service. Their lawyers are full service and can handle complex matters."

"The team at Nelson Mullins provide solid guidance on complex technical and legal issues. They are very responsive and go above and beyond to meet client needs."

Work highlights Nelson Mullins represented multiple Blue Cross Blue Shield companies in a nationwide class action multidistrict litigation involving antitrust allegations in the healthcare industry.

Notable practitioners

John Martin is frequently retained by clients to advise on the e-discovery aspects of a range of commercial disputes. Martin is noted for his expertise in multidistrict litigation and class actions. **Lucile Cohen** has a broad range of data management capabilities, which she deploys on behalf of clients when overseeing internal information management processes, or when negotiating protocols and the scope of discovery for litigation. **Strengths:** "Lucile is responsive, commercially aware and savvy. She comes up with out-of-the-box solutions to complex problems and is efficient." **Heyward Bonyata** has a growing reputation for his e-discovery and information governance practice, representing high-profile companies in document review and risk management matters. **Strengths:** "Heyward is easy to work with and pleasant. She is able to explain

e-discovery in an understandable way." "Heyward consistently provides helpful insights and advice that aligns with both litigation and corporate governance needs." **Travis Bustamante** enjoys a burgeoning profile for the strength of his e-discovery practice, acting for a broad array of major corporates facing regulatory or commercial litigation.

Strengths: "Travis digs into the details to master the various issues presented for counseling." "Travis provides client-focused and solid guidance."

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is regularly engaged by significant clients to provide counsel on diverse e-discovery and information governance matters. The group demonstrates strong capabilities in large-scale document review, including in the use of TAR. Norton Rose's lawyers are regularly called upon to assist with antitrust investigations, particularly in the context of mergers and acquisitions, and also frequently advise on high-profile litigation. Clients benefit from the firm's global reach to receive expert advice on cross-border discovery issues.

Strengths

"The e-discovery team at Norton Rose Fulbright consistently drives forward thought leadership and works to establish industry best practices. The team stays attuned to trends and developments in the industry and impacted business sectors, and they have multiple team standouts."

"The team at Norton Rose Fulbright show their depth, breadth and responsiveness regularly."

"Norton Rose Fulbright is a leading firm, both nationally and internationally, on cybersecurity and e-discovery. They have a large legal advisory team and a client-centric mentality. They are able to manage time-sensitive matters and jump through hoops for their clients."

Work highlights Norton Rose Fulbright advised Qualcomm on discovery issues arising in its ongoing dispute with ARM, involving the collection, review and processing of over 700,000 documents.

Notable practitioners

David Kessler is a highly sought-after counsel to major names in the pharmaceutical and financial services sectors, providing his expertise in significant litigation claims and strategic advice on governance matters. **Strengths:** "David is experienced in e-discovery, and he brings good ideas and a decisive nature to matters. He gets work done and is really able to move projects forward. He delivers the deliverables and keeps client issues at the top of his mind." "David Kessler is the best negotiator and is able to negotiate anything. He has a team he can rely on and he knows the playbook very well, enabling him to manage situations from the get-go." "David is good at issue spotting. He can cut through and get straight to the point, understanding what the issues are and what we can do. He doesn't waste my time, which is a huge asset, and I can ask him a question and he always knows the answer." **Andrea D'Ambra's** expertise in e-discovery matters ranges wide, from assisting with information compliance and assessing risk to overseeing document collection, review and production in significant multidistrict litigation matters. **Strengths:** "Andrea has a keen ability to

find practical solutions and is very in tune with the needs of her clients." "Andrea knows what she's doing, and she knows how to accomplish that in a way that's defensible and makes sense." "Andrea is strong in e-discovery and cybersecurity. She is an expert at international cross-border disclosure."

Susana Medeiros garners praise for her ability to assist with the e-discovery requirements of large-scale litigation, including multidistrict litigation, as well as advising companies on their internal information governance policies. **Strengths:** "Susana is tremendously diligent, intelligent and strategic in her approach." "Susana is very responsive and very capable. She is reasonable, practical and solution-oriented."

Pillsbury

What the team is known for Pillsbury operates an integrated team assisting clients with e-discovery in the context of litigation and investigations. With an in-depth understanding of technology, the group is able to provide expert guidance on collection, review and production.

Notable practitioners

Rachelle Rennagel applies her knowledge of technology and data to her clients' disputes, assisting with all aspects of e-discovery, from initial stages through to document production.

Strengths: "Rachelle is an extremely knowledgeable and experienced specialist in e-discovery."

David Stanton is practiced at applying his knowledge of e-discovery across a range of commercial litigation concerns, including insurance and contractual disputes.

Redgrave LLP

What the team is known for Redgrave has a dedicated focus on the field of information law, encompassing e-discovery, information governance and all related concerns. The firm boasts a deep bench of highly experienced attorneys recognized for their thought leadership across the space. It is retained by an enviable array of major clients, including Fortune 100 companies, who turn to its attorneys for their recognized excellence in compliance, risk management and litigation matters.

Strengths

"The team is deep and has varied capabilities and strengths and they go out of their way to provide immediate attention."

"Redgrave has top-notch professionals – they're really A-plus and are the smartest lawyers in this space. The team is made of super talented individuals who are attentive to detail and understand in great depth the discovery vulnerabilities that clients can face. They're just the best there is in dealing with issues, knowledge of legal precedent and understanding business objectives."

"Redgrave is the go-to firm in the e-discovery and information governance space. They are the leading experts and are always available to address complex questions in a timely manner."

"Redgrave is the gold standard of law firms that have the most knowledge, information and legal advice on e-discovery."

Work highlights Redgrave advised Highmark, Health Care Service Corporation and Blue Shield of California in multidistrict litigation claims

alleging Blue Cross Blue Shield conspired to reduce provider reimbursement rates and inflate subscriber rates.

Notable practitioners

Jonathan Redgrave (see p.676) is regarded as one of the nation's foremost experts on e-discovery and information governance matters, with a longstanding track record for excellence in this field. He regularly advises clients on compliance issues and high-stakes litigation, and his expertise sees him routinely appointed a special master. **Strengths:** "Jonathan is businesslike in his approach; he is well informed and he takes charge. He is very experienced and he is a good gatekeeper in terms of making his firm rich with resourceful people. Jonathan is able to identify what the client is looking for." "Jonathan is a very strong advocate. He is knowledgeable and a leader in e-discovery law." "Jonathan is a leading force in this space, and he comes up with unique and creative solutions."

Christopher King (see p.607) has a client base of household-name companies, which he assists with information governance and e-discovery.

Strengths: "Christopher is a great counselor who provides sage advice and insights." "Christopher is incredibly knowledgeable on the law. He is very patient and strong in providing strategic direction and he is able to listen to clients' concerns and provides ideas accordingly." **Erica Zolner** (see p.742) is a highly experienced discovery expert with a strong track record in significant litigation claims and in advising clients on compliance and governance concerns. **Strengths:** "Erica is a very strong litigator and is an expert in e-discovery. She is able to anticipate arguments, and her delivery is well prepared." "Erica is able to navigate high-pressure situations very well and she never loses her cool. She has tact and the ability to advocate effectively." "Erica has an extraordinary legal mind and a very powerful manner in dealing with clients. She's attentive to details and she is smart and very cost-effective."

Gareth Evans (see p.549) is regularly chosen as counsel by clients seeking assistance with the discovery aspects of high-profile litigation. **Strengths:** "Gareth is a strong litigator and advocate." **Monica McCarroll** (see p.636) is frequently engaged in significant civil litigation matters, with a range of major corporates calling upon her skills in discovery matters arising in disputes. **Strengths:** "She's one of the best in the industry. She works well with clients and scopes litigation really appropriately – it's an area where it is too easy to have too big a focus – so she is very efficient." **Martin Tully** (see p.722) leverages extensive knowledge of e-discovery and information governance to advise clients on commercial litigation. **Strengths:** "Martin is super knowledgeable, commercially aware and responsive. He gets to the point and understands the end goal." "Martin produced exemplary work and client service. He is knowledgeable, professional and provides customer service with a human touch." "Martin is responsive, intelligent, analytical and very current with the law. He is experienced, which gives him good common sense."

Reed Smith LLP

What the team is known for Reed Smith is well versed in discovery management issues arising

during its clients' most significant litigation. The group possesses notable capabilities in legal hold administration and in conducting custodian interviews.

Strengths

"Reed Smith provides excellent service and responsiveness. They have a wide range of attorneys with various specialties and many years of experience. The team gives pragmatic and realistic advice."

"The team at Reed Smith are extremely knowledgeable in many complex topics. They quickly respond to our questions and provide comprehensive advice on multiple sophisticated matters."

"Extraordinary experts and a deep bench allow Reed Smith to deliver timely support in resolving complex technical and regulatory challenges."

"The Reed Smith team is extremely knowledgeable on the legal and technical complexities of e-discovery. They are extremely responsive."

"Reed Smith can handle highly complex matters with positive outcomes at reasonable billable times and with professional service. The law firm has assembled a solid team of e-discovery professionals and practitioners."

Notable practitioners

David Cohen provides expertise to clients on information governance and complex discovery matters, frequently assisting with large-scale multidistrict litigation. **Strengths:** "David provides exceptional customer service at the highest level of sophistication. David is also widely considered a thought leader and renowned expert in the e-discovery field." "David is extremely knowledgeable and experienced. He remains current on recent trends and cases in order to provide relevant and practical advice to meet our needs and he provides practical guidance and solutions, while mitigating risk." "David is a rainmaker and difference maker for his clients. Working across the 'V', David brings time and money-saving protocols and information to his clients and team. A strategic thinker and systemic tactician, David is a wonderful ally to have."

Therese Craparo has a well-regarded e-discovery and information governance practice, advising clients on best practices regarding information management and risk management and in litigation. **Strengths:** "Therese is a valuable resource to her clients. She gives expert legal advice, is technically savvy and understands the market extremely well." "Therese is a powerhouse who surpasses expectations. She is a thought leader in this space and is invaluable in increasingly complex challenges." "Therese is a fantastic attorney with incredible attention to detail. She has a very practical and straightforward approach that balances the various risks from a holistic, overarching view." Major corporates and clients in the financial sector seek **Anthony Diana's** expert counsel on data management, from information governance to e-discovery. **Strengths:** "Anthony is passionate about counseling clients and thinks about their data from a big-picture approach. He is charismatic, passionate and knowledgeable." "Anthony is a strong and valuable thought leader in e-discovery."

Ropes & Gray LLP

What the team is known for Ropes & Gray is well positioned to advise clients on the full suite of e-discovery matters, with clients benefiting from

the team's well-honed skills in product liability claims, data breach litigation, MDLs and regulatory investigations. The firm offers a global pool of resources for multinational clients, who frequently turn to its group for their most challenging disputes and for its advice on data governance strategies.

Strengths

"They're extremely knowledgeable and competent. I knew we were in good hands from the outset."

"The firm is exceptionally knowledgeable and has a deep and wide bench."

"Ropes & Gray has a deep bench of expertise across a range of profiles and geographies. They are the standard bearer both in terms of responsiveness, but also in substantive knowledge across a range of complex issues."

"The firm is very good at managing large-scale discovery work using the most advanced technology."

Work highlights Ropes & Gray advised Walgreens in claims filed by 35 Blue Cross-affiliated insurers concerning pricing for pharmaceutical products.

Notable practitioners

Shannon Capone Kirk (see p.520) is a highly sought-after adviser on complex e-discovery issues relating to a range of litigation, investigation and enforcement matters. She is held in high esteem for her track record in representing Fortune 500 companies in complex class actions.

Strengths: "She has a great knowledge and understanding and is forward-thinking in the e-discovery space. Shannon comes up with new ideas and is a great person to kick ideas about with. She is a trusted adviser to her clients and she really goes above and beyond." "Shannon is a market leader across the e-discovery, generative AI and data governance arenas. She is highly sought after for her practical approach to solving complex problems in the real world, as well as her deep knowledge of leading-edge technologies and how to best put them to work." "Shannon is a tenacious first mover in a lot of the emerging areas of e-discovery." **Emily Cobb** (see p.528) is a highly experienced e-discovery attorney who advises clients on data governance and in litigation matters.

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw advises on the full gamut of e-discovery and information governance requirements, from assisting with record retention policies, including defensible destruction, to guiding clients through all aspects of discovery for litigation. The group's experience spans commercial and regulatory cases, including labor and employment disputes, accusations of fraud, data breaches and product liability cases.

Strengths

"Seyfarth has a strong team with a wide range of backgrounds, and they are on top of new case law in the e-discovery field."

"Seyfarth has highly talented attorneys with in-depth subject matter expertise, who routinely provide exceptional service. The law firm is able to provide insights on most any legal issue quickly and efficiently."

"Seyfarth are excellent and they have many nationally recognized experts in all aspects of the practice. They have many very good associates at the

senior and junior levels to support clients' needs."

Work highlights Seyfarth Shaw advised Karma Automotive on discovery issues arising in trade secret claims brought against Lordstown Motors.

Notable practitioners

Jay Carle is held in particularly high regard for his counsel on discovery issues arising in labor and employment disputes, as part of a broad e-discovery practice which also sees him advising on general data retention and risk matters. **Scott Carlson** advises on information governance matters, including assessing risk and counseling clients on records retention. **Strengths:** "Scott is an excellent attorney."

Shook, Hardy & Bacon LLP

What the team is known for Shook, Hardy & Bacon offers expertise in all aspects of the e-discovery process, advising on records management through to litigating discovery in court. The team is able to coordinate large-scale response, from negotiating ESI protocols to overseeing collection, including managing vendors, as well as providing counsel on review and production. The group maintains long-standing client relationships with an enviable array of major businesses and is also counsel of choice for companies looking for new guidance on implementing and optimizing their e-discovery processes.

Strengths

"The team at Shook Hardy & Bacon are pioneers in the e-discovery space. Their responses are prompt and responsive, and the knowledge of the team is impressive."

"The team at Shook Hardy comes into significant complex class action matters, MDLs and state-coordinated proceedings, and they level the playing field with their offensive e-discovery practice. They uniquely understand the complex issues facing multinational corporations and they have excellent responsiveness from partners and associates alike."

"Shook Hardy provides top-notch work product and counsel on complex and sophisticated matters. Their work is excellent and their advice and counsel is thoughtful, risk-appropriate and thorough. Their expertise in their respective fields is superb. Even the more junior associates perform at top-notch levels."

"The law firm has really good rates and excellent client service. They care about the client."

"Shook, Hardy & Bacon provides invaluable assistance in the collection and processing of voluminous e-discovery related to class action lawsuits. The team are able to explain highly complex technical jargon to the in-house legal team and the business teams."

Work highlights Shook, Hardy & Bacon represented Gilead Sciences as discovery lead in its defense of multiple product liability claims involving HIV medications containing tenofovir disoproxil fumarate products.

Notable practitioners

Patrick Oot has attained a commanding reputation as one of the nation's foremost experts in e-discovery matters and frequently advises market-leading companies on high-stakes litigation. **Strengths:** "Patrick has deep expertise and knowledge in case law, which has helped him become a zealous advocate. He provides top-notch

client service, he's extremely responsive and he provides reasoned solutions." "Patrick Oot is the preeminent authority on any point of e-discovery."

"Patrick is amazing – he is so personable, and he cares so much about the client and matters. He is attuned to non-legal aspects of cases including PR and social media aspects. He is really good in politics and he goes over and above for his clients."

Michael Shortnacy has a highly regarded practice representing large companies in complex e-discovery litigation and class action matters. He is particularly well versed in acting for clients in the pharmaceuticals, automotive and retail sectors. **Strengths:** "Michael is a great advocate and someone that the judges have lots of respect for. He lays out the issues in an understandable way and doesn't get up there with a contentious attitude – he wants to find resolution." "Michael has a strategic and creative mind." **Adam Shoshtari** (see p.700)'s market knowledge encompasses the full e-discovery process, from determining document preservation policies through to the production of information for trial. **Strengths:** "Adam provides excellent legal advice and counsel. He understands companies' needs and risks and is exceptionally responsive." "Adam is a great asset to the Shook Hardy team. His e-discovery knowledge is extensive, and he provides a high level of service and responsiveness." "Adam is absolutely fantastic. He is an incredibly trusted adviser and is able to navigate and negotiate tricky situations. He does a great job with moving the tension, and in terms of value he is fantastic."

Sidley Austin LLP

What the team is known for Sidley Austin offers broad strengths across information governance and e-discovery work, regularly advising clients on high-stakes litigation matters and sensitive internal and regulatory investigations. The team is experienced in advising on a range of major product liability, antitrust and fraud matters.

Strengths

"The team at Sidley Austin leave no stone unturned. Their ability to manage surreal volumes within unimaginably short deadlines is jaw-dropping. They have industry-leading thought leaders who are both forward-thinking and conservative."

"Sidley Austin's lawyers provide very specific, practical and tailored advice rooted in research and knowledge."

"They are talented and innovative attorneys who are well equipped to handle the most complex and sophisticated legal matters. They have a deep and skilled bench, ranging from their senior partners to their junior and mid-level associates."

"The team at Sidley Austin truly understand how data and fact analysis leads to finding a path to resolution. Their ability to use advanced analytics to uncover details and facts in a case sets them apart."

"The team at Sidley Austin are not only incredibly responsive, but they also go above and beyond by alerting clients to pertinent issues in the e-discovery world even if it is not directly tied to an active matter."

Work highlights Sidley Austin represented Amazon and led all aspects of e-discovery related to its \$3.9 billion proposed acquisition of One Medical.

Notable practitioners

Robert Keeling (see p.603) has an expert understanding of e-discovery and is active in representing high-profile companies in a broad range of e-discovery and information governance matters. **Strengths:** "Robert is at the top of his field and excellent outside counsel for all e-discovery matters. He is not only knowledgeable and experienced but also practical." "Robert has the highest level of communication, persuasion and grace under pressure. Robert is a very strong advocate for his defense clients while developing relationships and consensus work product across the 'V' to further client results." "Robert combines a tremendous grasp of the legal landscape with strong technical expertise to consistently provide reasonable, applicable advice." **Colleen Kenney** (see p.604) has a highly regarded e-discovery and information governance practice and is distinguished by her ability to assist with class actions across a wide category of cases, including product liability and antitrust disputes. **Strengths:** "Colleen is a premier partner in this area. She is professional, generous with her time and she has a unique manner that enables her to get along with even the most difficult adversaries. She represents clients zealously and is a staunch advocate." "Colleen is a smart, talented and savvy litigator. She takes the time to master the facts and the details of her cases. Colleen is a master of the rules and practices of e-discovery in large, complex civil lawsuits." **Ray Mangum** (see p.630) has a deep understanding of technology, making him a popular choice to assist clients with the e-discovery process. **Strengths:** "Ray is thoughtful, creative and thorough. He is clear and driven, but flexible and open-minded. An outstanding asset for the firm." "Ray is a technically talented attorney who is extremely knowledgeable in the e-discovery and data science area." "Ray is an incredibly intelligent and hard-working attorney."

Tadler Law LLP

What the team is known for Tadler Law is a highly rated boutique firm which is considered a leading choice for the representation of plaintiffs. It acts for clients in highly publicized cases, boasting significant success in litigation. The team is knowledgeable in all aspects of discovery, particularly relating to ESI, and has an impressive court record including litigation relating to data breaches, employment and product liability, to name a few.

Strengths

"Tadler Law devotes itself to doing A-plus work; the team focuses on understanding their clients' businesses and needs to craft an effective litigation strategy focused on the clients' goals."

"They do an amazing job all around. The team is informative, helpful and courteous. Whatever they need to do to get information to their clients is their priority."

"Tadler Law have the depth and skill to tackle complex issues."

"Tadler Law's attorneys have experience and creativity that gives them an edge in crafting successful litigation strategies."

"Their intrinsic understanding of the juxtapositions of the law and the legal technology is unmatched."

Work highlights Tadler Law acted on discovery issues in a case brought against Mercedes Benz

Group alleging safety defects in the design and construction of certain vehicle models.

Notable practitioners

Ariana Tadler is widely recognized as a leading figure in the plaintiffs' Bar and is regularly retained as e-discovery counsel in large-class actions and multidistrict litigation. **Strengths:** "There are not enough superlatives to describe Ariana. Her mastery of litigation process and the e-discovery workflow are living legacies that have and will continue to help the law evolve." "Ariana is very knowledgeable and she is a zealous advocate for her clients. She is a difficult but a fair and welcome adversary. Her knowledge helps her cut through issues; she's able to call out any errors." "Ariana is very unique in the space. She's a strong advocate but does so while remaining collaborative and thoughtful. She's certainly strong and a zealous advocate for her client's position in a way that moves the litigation forward." **A.J. de Bartolomeo** has a robust plaintiff-side e-discovery practice, regularly litigating in high-profile cases and document reviews, including in multidistrict litigation. **Strengths:** "A.J.'s intellect and creativity, coupled with her understanding of people's needs, provides a unique combination." "A.J. is the backbone and driving force of Tadler. She is keenly aware of Tadler's role in the legal community and works tirelessly on behalf of their clients. She is also very personable and takes the time to get to know her clients, her colleagues, and others in the Bar."

Winston & Strawn LLP

What the team is known for Winston & Strawn's highly-regarded practice maintains its enviable position as national discovery counsel to industry leaders across various sectors. The group provides high-level advice on discovery strategy in a range of litigation, including multiparty issues and multidistrict mandates, while also offering considerable additional capabilities in data governance.

Strengths

"The team at Winston & Strawn are forward-thinking and they are thought leaders in the e-discovery space."

"Winston & Strawn has a strong e-discovery team. Their review team is top-notch and they are able to handle complex matters."

"They have a deep and nuanced understanding of how to find, analyze, review and incorporate their litigation workflow data into the largest and most demanding matters. The law firm has a strong and skilled team with a broad skill set."

"Winston & Strawn has a team that is strong in all fundamentals. They understand e-discovery and technology. The team are very strong advocates and they are able to be strategic."

"The team at Winston & Strawn are very strong and have a diverse set of skills across e-discovery. Their service level is very strong and they are very responsive."

Notable practitioners

John Rosenthal remains one of the industry's leading choices for e-discovery and information governance matters, with a reputation for excellence in some of the most challenging and complex litigation matters of recent years. **Strengths:** "John Rosenthal is a pioneer and leader in the e-discovery and information governance space."

"John is one of the preeminent lawyers for complex large litigations, MDLs and mass torts. He is good at managing and understanding how those cases unfold." "John is one of the strongest minds in the e-discovery industry. He's honest and has his client's best interest at heart."

Other Ranked Lawyers

Benjamin Barnett (see p.497) of Seeger Weiss is regularly called on to advise on data governance strategies, as well as advising on discovery issues arising in major litigation matters. **Strengths:** "Benjamin is an organizer and an expert and detail-oriented lawyer who has a lot of integrity." "Benjamin is an absolute pleasure to work with – he is knowledgeable and helpful."

Richard Bernardo (see p.504) of Skadden supports his litigation practice with capabilities in e-discovery. **Strengths:** "Rich is at the cutting edge on discovery matters, as well as overall case strategy. He always is fully up to date on the law and has a terrific presence and ability when in court. He is also a leader in electronic discovery matters and always selects top-notch vendors to assist with discovery matters."

Wendy Butler Curtis advises major tech clients on their discovery strategy and is a strong choice to assist with active litigation. **Strengths:** "Wendy is one of the best in the industry and she ensures questions are addressed in the most efficient manner." "Wendy is a leader and a strong voice in advocacy."

Jeffrey Fowler of O'Melveny & Myers serves as national e-discovery counsel to major corporations, leveraging his expertise to advise on best practices as well as critical litigation. Fowler is noted for his representation of healthcare companies. **Strengths:** "Jeffrey is very knowledgeable and incisive." "Jeffrey has technical expertise along with legal expertise. Jeffrey is incredibly responsive and helps in hard and complex situations."

Maura Grossman of Maura Grossman Law is noted for her expertise in predictive coding and technology-assisted review, and the depth of her knowledge sees her regularly appointed as a special master.

Alison Grounds (see p.575) of Troutman Pepper is retained as e-discovery counsel by a broad client base to advise on diverse and often complex discovery and data management concerns.

Strengths: "Alison is terrific, responsive and has excellent attention to detail. It's a comfort to have her so we can deliver what we need." "Alison brings a wealth of knowledge to e-discovery matters. She is a strategic partner and an absolute joy to work with." "Alison is very sharp and articulate. She's created an organization that has skilled discovery tech folks and lawyers, and she ensures both those groups are talking and learning from each other."

Ethan Hastert (see p.579) of Mayer Brown supports major organizations and financial institutions with e-discovery. **Strengths:** "Ethan is incredibly smart and keeps his eye on the prize in trial."

Tessa Jacob leads the e-discovery solutions practice at Husch Blackwell LLP. Jacob handles discovery issues in a broad range of litigation mat-

ters, including class actions, mass tort claims and intellectual property disputes. **Strengths:** "Tessa is committed to the field and has a sterling reputation." "Tessa has an impressive knowledge and her ethics and integrity are strong. She's always reasonable and explains her positions well in negotiations; she is cool-headed and always willing to learn more." "Tessa is a superb e-discovery lawyer, well versed in the law and technically sophisticated."

Jeannine Kenney of Hausfeld LLP is noted for her ability to successfully litigate e-discovery matters on behalf of plaintiffs, including in data breaches and antitrust cases, among many others.

Strengths: "She really thinks hard about problems in cases and how to resolve them, but she's a great advocate. She really has a strong expertise in dealing with ESI negotiations and protocols and really understanding how the technological side of things works. If there's five stars, but I would give her six."

Corey Lee of Jones Day impresses interviewees with his commercial litigation focus, advising on the e-discovery aspects of contentious cases.

Strengths: "Corey is a smart and effective lawyer."

Christian Mahoney (see p.630) leads the Cleary Gottlieb e-discovery team and advises clients on a broad spectrum of disputes, alongside offering counsel on risk management and data governance matters. **Strengths:** "Christian is an exceptional lawyer with unparalleled experience in e-discovery and analytics." "Christian is a strong e-discovery lawyer. His knowledge about innovative approaches and artificial intelligence is excellent."

Annika Martin of Lief Cabraser is a noted expert at the plaintiffs' Bar, having demonstrated considerable expertise in e-discovery in her handling of diverse and often highly sensitive litigation mandates.

Claudia Morgan (see p.647) of Wachtell has an in-depth understanding of the EDRM and she is particularly recommended for her knowledge of records retention, including defensible deletion.

Robert Owen has attained a commanding reputation for his wealth of experience in e-discovery matters and has an established pedigree as a thought leader in the community.

Clients engage **Jeane Thomas** of Crowell & Moring LLP for her advice on discovery best practices and high-stakes litigation and investigations.

Strengths: "Jeane Thomas is highly qualified in this space. She's impressive, sophisticated and a very effective adversary."

Michelle Treadwell Briggs (see p.721) assists individuals, corporates and financial institutions facing litigation and investigations, guiding them through the e-discovery process and advising on their compliance with information governance rules. **Strengths:** "Michelle is an outstanding advocate for her clients and strives to provide innovative solutions to help clients with the most complex e-discovery needs." "Michelle is a strong e-discovery attorney. She works across numerous clients and consistently drives positive outcomes for her clients while focusing on maximal effectiveness in managing cost and complexity." "Michelle Briggs is a 'top of the mountain' practitioner. Her experience and expertise come through on every engagement."

Employee Benefits & Executive Compensation Nationwide

Employee Benefits & Executive Compensation
Leading Firms
Band 1
Groom Law Group, Chartered
Latham & Watkins LLP
Morgan, Lewis & Bockius LLP
Proskauer Rose LLP
Band 2
Cleary Gottlieb Steen & Hamilton LLP
Davis Polk & Wardwell LLP
Debevoise & Plimpton LLP
McDermott Will & Emery LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
Wachtell, Lipton, Rosen & Katz
Band 3
Baker McKenzie
Covington & Burling LLP
Kirkland & Ellis
Ropes & Gray LLP
Band 4
A&O Shearman
Cravath, Swaine & Moore LLP
Dechert LLP
Faegre Drinker
Fried, Frank, Harris, Shriver & Jacobson LLP
Gibson, Dunn & Crutcher LLP
Seyfarth Shaw LLP
Weil, Gotshal & Manges LLP
Willkie Farr & Gallagher LLP
Winston & Strawn LLP
Band 5
Alston & Bird LLP
Baker Botts L.L.P.
Cooley LLP
DLA Piper LLP (US)
Eversheds Sutherland (US) LLP
Goodwin
Haynes and Boone, LLP
Jones Day
Mayer Brown LLP
Paul Hastings LLP
Sidley Austin LLP
Troutman Pepper
Trucker Huss APC
Vinson & Elkins LLP

Alphabetical order within each band. Band 1 is highest.

Band 1

Groom Law Group, Chartered

What the team is known for Groom Law Group, Chartered is a boutique employee benefits firm celebrated for its breadth, advising on the full panoply of employee benefits and compensation issues including health and welfare, ERISA Title I fiduciary responsibility matters, multiemployer plans and executive compensation arrangements. The group regularly advises corporate clients on the design and implementation of various executive compensation arrangements, including deferred compensation and equity compensation

plans.

Strengths

"Groom is able to provide insight into the industry as well providing analysis of complex questions facing our company."

"Groom has the expertise to handle complex and sophisticated matters."

Work highlights Groom advised Royal Bank of Canada on how to comply with Prohibited Transaction Exemption 2020-02 and other exemptions in the conduct of its wealth management business.

Notable practitioners

Cochair of the firm's retirement services and fiduciary practices Jennifer Eller in Washington, DC is a key contact.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP has a well-respected executive compensation and employee benefits group, advising corporations and boards of directors on corporate governance and commercial transactions. It provides assistance with a wide range of matters including stock and cash-based incentives, deferred compensation, pensions and equity plan alterations. The firm offers notable strengths in cross-border transactions.

Strengths

"The Latham team is impressive in its depth. I work with several levels of associates who nicely complement the work performed by the partners and who provide great service."

"They do a great job of using their institutional knowledge, and they understand company priorities."

"Their team is able to draw practical solutions from their wealth of internal experience."

Work highlights Latham & Watkins LLP advised Magellan Midstream Partners on the employee benefits and compensation aspects of its sale to ONEOK.

Notable practitioners

Bradd Williamson in New York is global chair of the firm's benefits and compensation practice.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP houses a celebrated employee benefits and executive compensation group with significant bench strength and presence across the USA. It is sought after for its extensive expertise in a myriad of employee benefits and compensation issues, including health and welfare plans and equity compensation arrangements. The firm also frequently handles issues arising from M&A.

Strengths

"I feel like I am the most important client to all the attorneys I work with there."

Work highlights Morgan, Lewis & Bockius LLP represented CorEvitas in the private equity's sale of the company to Thermo Fisher Scientific.

Notable practitioners

Practice leader Craig Bitman in New York and deputy practice leader Amy Pocino Kelly in Philadelphia are key contacts.

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP is highly respected for its comprehensive expertise in a wide variety of employee benefits and compensation issues, including single and multiemployer plan compliance and ERISA litigation. The firm regularly advises clients on employee benefits arrangements affected by complex commercial transactions. It also fields expertise in the design and implementation of high-level executive compensation programs.

Strengths

"I am impressed with the work of all team members at Proskauer Rose."

"Proskauer Rose deliver the highest level of expertise and sound, practical advice."

Work highlights Proskauer Rose LLP advised Citigroup of its defined benefit pension plan and 401(k) plan.

Notable practitioners

Cochair of the firm's employee benefits and executive compensation group Paul Hamburger is based in Washington, DC.

Band 2

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP has a preeminent employee benefits and executive compensation group advising on high-level corporate transactions. Its particular strengths include advising on ERISA compliance and executive compensation arrangements. The department regularly provides counsel to financial institutions, corporate clients and private equity firms.

Strengths

"Their guidance is both practical and creative."

Work highlights Cleary Gottlieb Steen & Hamilton LLP is representing Thales SA in its acquisition of Imperva from Thoma Bravo.

Notable practitioners

Michael Albano in New York is a key contact.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP has a formidable practice handling complex executive compensation and employee benefits issues on behalf of major corporations and financial organizations. Particularly experienced in providing governance advice surrounding commercial transactions, including M&A, joint ventures and spinouts.

Strengths

"Davis Polk respond with considered and thoughtful feedback in a timely way."

Notable practitioners

New York-based Jennifer Conway leads the firm's executive compensation group.

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP is recommended for its ability to provide an interdisciplinary approach. The group combines expertise in the areas of tax and securi-

ties law, ERISA and corporate governance in order to tackle the complexities of executive compensation and benefits issues. It is a strong choice to navigate M&A-related employee benefits and executive compensation matters. The firm serves a broad client list consisting of several blue-chip corporations and private equity firms.

Strengths

"The team from Debevoise deliver the correct message and assist in strategy."

Work highlights Debevoise & Plimpton LLP advised Brookfield Reinsurance in its \$1.1 billion acquisition of Argo Group International Holdings.

Notable practitioners

Chair of the firm's executive compensation and employee benefits department Jonathan Lewis is a key contact.

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP regularly handles matters affecting qualified retirement plans, healthcare arrangements and executive compensation. The firm advises high-level executives on employment and compensation arrangements, as well as providing employee benefits counsel to companies. It has additional expertise in ESOP transactions.

Strengths

"The firm are able to provide expert advice on all areas of employee benefits. They are always responsive and provide excellent services."

Work highlights McDermott has advised Liberty Mutual on a wide range of employee benefits and executive compensation matters.

Notable practitioners

Chicago-based Todd Solomon is a key contact.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP has a highly regarded practice capable of handling a wide array of executive compensation and employee benefits matters. It offers particular strength in benefits and compensation matters pertaining to corporate transactions, including executive incentive and succession. The firm is also competent in advising on ERISA-related issues, including fiduciary duty and withdrawal liability.

Strengths

"Paul Weiss has a strong team that is collaborative and well equipped to handle difficult issues."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP advised General Electric in the executive compensation and benefits aspects of its separation into three distinct companies each with a distinct focus on health care, energy and aviation respectively.

Notable practitioners

Jean McLoughlin and Lawrence Witdorich are key contacts at the firm.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP provides an interdisciplinary approach to executive compensation and employee benefits issues, owing to its prominent public M&A and private equity practices. It is a strong choice to advise on the employee benefits

and executive compensation aspects of significant corporate transactions. The firm is particularly well versed in equity incentive awards and other executive compensation arrangements.

Strengths

"They are fantastic service providers and very good at being your partner through the whole process."

Work highlights Simpson Thacher and Bartlett LLP represented Microsoft Corporation in the successful completion of its \$75 billion acquisition of Activision Blizzard.

Notable practitioners

New York-based Gregory Grogan leads the firm's executive compensation and employee benefits group.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP provides robust advice on an array of employee benefits and executive compensation issues. The firm is particularly well known for assisting with benefits and compensation matters linked to corporate transactions. It offers expertise in stock and cash-based plans, fiduciary responsibilities and prohibited transactions under ERISA.

Strengths

"They are very knowledgeable about the market, our peers and related topics such as accounting. Their work on the legal aspects is outstanding."

Work highlights Skadden served as lead benefits counsel to S&P Global in the auction and sale of its engineering solutions business to KKR,

Notable practitioners

Regina Olshan, global head of the firm's executive compensation and benefits group, is a key contact.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP is respected for advising on compensation and benefits issues including regulation, corporate governance and executive changes. It is especially well known for handling employee benefits and executive compensation issues that arise in global transactions. The department provides counsel to management teams, compensation committees and individual executives as well as companies from a wide range of industries.

Strengths

"The firm is phenomenal and the lawyers are strong."

Notable practitioners

Marc Treviño in New York leads the firm's executive compensation group.

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell, Lipton, Rosen & Katz is a lean outfit renowned for its transactional capabilities, handling the executive compensation and benefits aspects of significant M&A, IPOs, joint ventures and private equity investments. The firm draws upon its wider strengths in tax, securities and corporate law to offer clients a multidisciplinary approach.

Strengths

"Wachtell Lipton have a phenomenal bench."

Work highlights Wachtell, Lipton, Rosen & Katz

advised Pfizer on its \$43 billion acquisition of Seagen.

Notable practitioners

New York-based Jeannemarie O'Brien is a key contact.

Band 3

Baker McKenzie

What the team is known for Baker McKenzie provides expert advice on a wide range of employee benefits and executive compensation matters, with notable expertise in M&A. The firm is especially highlighted for expertly managing cross-border transactions. It frequently advises on equity compensation plans and is also a go-to firm for advising on the design and maintenance of retirement and executive compensation plans.

Strengths

"They have a phenomenal team that regularly sees around corners for us. They are always ready and helpful across the globe."

Work highlights Baker McKenzie assisted Johnson & Johnson with global employment, benefits and equity compensation matters related to the spinoff of its consumer health business into a new publicly traded company.

Notable practitioners

Chair of the firm's North American compensation practice Barbara Klementz is a key contact.

Covington & Burling LLP

What the team is known for Covington & Burling LLP has a well-regarded DC-based employee benefits and executive compensation team. The firm provides robust assistance to high-profile global corporations with all of their benefits and compensation matters. Its areas of particular focus include ERISA compliance, defined benefit pension plan derisking and representation before governmental entities such as the IRS and Pension Benefit Guaranty Corporation. It has significant expertise in M&A-related employee benefits issues.

Strengths

"Covington has always provided high-level service, including timely, knowledgeable and thorough responses to questions and requests for documents or revisions."

Work highlights Covington & Burling advised McCormick & Company on their employee benefits plans and executive compensation including integrating employees from recent acquisitions.

Notable practitioners

Michael Francese in Washington, DC is a key contact.

Kirkland & Ellis

What the team is known for Kirkland & Ellis is a well-regarded firm noted for handling the employee benefits and executive compensation aspects of sizable corporate transactions. The group acts on behalf of clients in the technology, energy and financial sectors, among others.

Strengths

"Kirkland's attorneys understand the market and are creative in structuring complex executive compensation packages."

Nationwide Employee Benefits & Executive Compensation

Work highlights Kirkland & Ellis counseled Adenza on its definitive agreement to be acquired by Nasdaq.

Notable practitioners

Michael Falk, based in the firm's Chicago office, and Scott Price, based in New York, are key contacts.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP provides expert assistance with employee benefits and executive compensation issues, supported by its team of in-house benefits consultants and actuaries. The team acts on behalf of a variety of clients including private equity funds, universities, tax-exempt organizations and global corporations, advising on traditional benefits issues as well as those arising from corporate deals. Its areas of expertise include health and welfare benefits, retirement plans and ERISA fiduciary rules.

Strengths

"The team is very experienced and have seen every permutation, so they know how to handle every eventuality."

Work highlights Ropes & Gray represented ImmunoGen on executive compensation and benefits matters in its sale to AbbVie.

Notable practitioners

New York-based Allie Alperovich and Boston-based Renata Ferrari are key contacts.

Band 4

A&O Shearman

What the team is known for A&O Shearman has a well-regarded team with proficiency in handling domestic and cross-border employee benefits and executive compensation matters. It fields particular expertise in issues arising out of corporate transactions. The group is additionally able to advise on the design of executive incentive arrangements and corporate governance issues. On 1st May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"They are always on point and able to help think through complex issues and very current rules and regulations."

"The team is exceptionally experienced. Matters are addressed promptly and with seasoned insight."

"The firm is able to effectively handle multiple complex issues across multiple jurisdictions."

Work highlights The firm advised CVS on the executive compensation, employment and benefit matters relating to the acquisition of Oak Street Health in an all-cash transaction.

Notable practitioners

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP has a respected practice that focuses on advising clients on transactional employee benefit and compensation matters. The firm assists clients with securities issues, designing equity incentive and other compensation programs, and advising on severance issues. The group also regularly provides corporate govern-

ance and taxation advice.

Strengths

"Cravath advises on our most sensitive and complex matters with incredible sensitivity and thoughtfulness."

Work highlights Cravath, Swaine & Moore LLP advised Johnson & Johnson in its separation of Kenvue.

Notable practitioners

New York-based Eric Hilfers leads the firm's executive compensation and benefits group.

Dechert LLP

What the team is known for Dechert LLP is a go-to firm for employee benefits and executive compensation issues arising out of corporate transactions. The firm is especially active on behalf of clients in the financial services industry. Its attorneys assist clients with designing and implementing executive compensation programs, as well as retirement and welfare plans.

Strengths

"There is no aspect of the practice area that they can't handle with ease and extreme competence."

Notable practitioners

New York-based Steven Rabitz and Howard Klein are co-chairs of the firm's employee benefits and executive compensation group.

Faegre Drinker

What the team is known for Faegre Drinker Biddle & Reath LLP has significant experience advising plan sponsors and service providers on an array of employee benefits matters. The firm offers particular expertise in ERISA Title I issues and ESOP plans. The team is able to also assist with executive compensation matters including employment and separation agreements.

Strengths

"The firm has proven to be responsive and timely to deadlines and responds within the appropriate amount of time."

Work highlights Faegre Drinker assisted Lennar with all aspects of its benefit matters, including their 401(k) plan and health and welfare plans.

Notable practitioners

Chicago-based Sarah Bassler Millar is a key contact.

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP has a strong practice covering high-level employee benefits and executive compensation matters. The firm fields extensive experience assisting with corporate transactions, including spinoffs, buyouts and M&A. It is known for its expertise advising investment firms on ERISA issues, including prohibited transactions and fiduciary duty.

Strengths

"They are adept at navigating the technical, complex rules under ERISA while being thoughtful about considering the impact on client and commercial relationships."

"Their ability to break down the technical aspects and communicate it in an easy to understand way was exceptional."

"They are really adept at picking apart parties posi-

tions and analysing pros and cons of each of them. They don't necessarily say a lot but what they do say has impact and is concise and clear without being complex."

Notable practitioners

New York-based Jeffrey Ross is a key contact.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP provides expertise in the full gamut of executive compensation and employee benefits matters. The team has significant expertise advising on ERISA. It frequently advises on the compensation and benefits aspects of corporate transactions, including IPOs and M&A.

Strengths

"Gibson Dunn provide a variety of solutions to different problems that meet the objectives of the business."

Notable practitioners

Sean Feller in Century City and Krista Hanvey in Dallas lead the firm's executive compensation and employee benefits practice group.

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw LLP is a respected firm which houses a deep bench of expert lawyers across a number of states. The firm frequently assists with the design and implementation of retirement and health and welfare plans. Its capabilities include advising on ERISA compliance and litigation. The group acts on behalf of clients in the retail, manufacturing and financial services industries.

Strengths

"We turn to Seyfarth with our most complex questions and can always trust that they will not only help us work through technical answers, but will also work with us to develop creative solutions to complex problems."

Work highlights Seyfarth Shaw advised University Hospital Health Systems on retirement, health and deferred compensation matters.

Notable practitioners

Chicago-based Diane Dygert is a key contact.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP is a respected firm offering considerable strength in employee benefits and executive compensation matters pertaining to corporate transactions, as well as restructurings and bankruptcies. It is able to advise private and public companies on the design and operation of nonqualified pension plans, equity compensation arrangements and employment agreements.

Notable practitioners

Paul Wessel in the New York office is a key contact.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP has a highly regarded practice frequently representing compensation committees and boards of directors on a wide array of executive compensation and employee benefits issues, particularly in relation to corporate transactions. The group also advises plan sponsors and investment firms on ERISA matters. Its attorneys work

alongside other practice areas such as restructuring, private equity and insurance to provide a full-service experience for clients.

Strengths

"Willkie are extremely adept at helping us with creative solutions that work for all of our stakeholders."

Work highlights Willkie Farr & Gallagher advised Franklin Resources on its agreement to acquire Putnam Investments from Great-West Lifeco.

Notable practitioners

Michael Katz and Jordan Messenger in New York are key contacts.

Winston & Strawn LLP

What the team is known for Winston & Strawn LLP proficiently manages executive compensation and employee benefits matters emerging out of mergers and acquisitions and other corporate transactions. It is noted for its expertise in the full range of benefits matters, including pension plans, health and welfare plans, ESOPs and other compensation arrangements.

Strengths

"Winston & Strawn understands the full range of issues and manages to support its clients on all matters from complex audits and litigation to strategic plan design and reduction of administrative burdens."

Work highlights Winston & Strawn advised Blue Cross Blue Shield Association in connection with its oversight of pension and 401(k) plans.

Notable practitioners

New York-based Scott Landau and Chicago-based Joseph Adams are key contacts.

Band 5

Alston & Bird LLP

What the team is known for Alston & Bird LLP is able to advise on a range of matters, including tax-qualified retirement and savings plans, health and welfare plans, ERISA litigation and executive compensation. The team often advises clients on the employee benefits and executive compensation aspects of corporate transactions and government agency investigations.

Strengths

"Alston has a depth of experience and is very well versed in the highly technical work that applies to our members."

Work highlights Alston assisted Bertelsmann in managing several 401(k) plans, including a large multiple employer plan.

Notable practitioners

Blake MacKay in Atlanta is a key contact.

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. has a broad practice with notable strength advising clients on the employee benefits and executive compensation aspects of M&A transactions. The team also counsels clients on ERISA matters. It is particularly well regarded for advising large corporations in the energy industry.

Strengths

"The firm provides expert opinions, timely responses and outstanding work."

Work highlights Baker Botts advised Atlanta

Braves Holdings on equity and executive compensation matters.

Notable practitioners

Houston-based Gail Stewart is a key contact at the firm.

Cooley LLP

What the team is known for Cooley LLP is well placed to provide counsel on a range of employee benefit and executive compensation matters, including retirement plans, health and welfare plans and executive compensation arrangements. The team frequently provides counsel on benefits and compensation aspects of M&A transactions. The firm's clients range from emerging companies to multinational companies.

Strengths

"The Cooley team are fantastic at synthesizing complex issues and delivering recommendations at a level to meet their audience."

Work highlights Cooley advised Horizon Therapeutics on its agreement to be acquired by Amgen.

Notable practitioners

San Diego-based Amy Wood is chair of the firm's compensation and benefits practice.

DLA Piper LLP (US)

What the team is known for DLA Piper LLP is adept at handling class actions arising from allegations of ERISA violation and excessive fees. The firm also offers substantial experience assisting clients with employee benefit and compensation matters in connection with M&A transactions. The group is particularly noted for its ability to provide regulatory and compliance advice.

Strengths

"The team has expert attorneys available to handle complex matters, especially on the executive compensation, employment tax and international employment law sides."

Work highlights DLA Piper led on all employee benefits and executive compensation integration work on behalf of client Philip Morris Products, on its majority-ownership transaction regarding Swedish Match.

Notable practitioners

Washington, DC-based Rita Patel is chair of the firm's US employee benefits and executive compensation practice.

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland (US) LLP is especially active in handling M&A-related compensation and benefits issues. The firm assists clients with drafting and implementing executive compensation arrangements, as well as handling benefit plan design, compliance and administration. Its clients hail from a wide range of sectors, including media, manufacturing and financial services.

Strengths

"The breadth of knowledge is quite impressive and very helpful in finding practical solutions to benefits issues."

Work highlights Eversheds Sutherland advised IGM Financial in its purchase of equity interest in Rockefeller Capital Management.

Notable practitioners

Adam Cohen is a key contact in Washington, DC.

Goodwin

What the team is known for Goodwin is able to advise on a wide array of employee benefits and executive compensation issues, including matters related to corporate and financing transactions, and related tax considerations. The firm has notable expertise in ERISA fiduciary issues, DOL investigations and pension plan design, operation and termination.

Strengths

"Goodwin are very responsive and experienced, we have a high level of trust in them."

Work highlights Goodwin advised Northmark Bank in its merger with Cambridge Trust Company.

Notable practitioners

Washington, DC-based Patrick Menasco and Boston-based James Mattus are key contacts.

Haynes and Boone, LLP

What the team is known for Haynes and Boone LLP's expansive coverage includes retirement, health and welfare and compensation plans. The team offers particular skill in benefits and compensation issues pertaining to corporate transactions. The firm also represents clients in dealings with regulators including the IRS and DOL.

Strengths

"Haynes and Boone has the expertise to handle any employee benefits and executive compensation matter we take to them."

Work highlights Haynes and Boone LLP assisted Aggreko with the acquisition of all of the equity interests of Resolute Industrial.

Notable practitioners

Susan Wetzel is cochair of the firm's employee benefits and executive compensation group.

Jones Day

What the team is known for Jones Day advises corporations and boards of directors on various executive compensation and employee benefits issues. The firm is particularly adept at navigating the employee benefits and executive compensation aspects of corporate transactions and also offers counsel on pension plan derisking and ERISA compliance.

Strengths

"The Jones Day staff are top-notch, with a variety of experts at our disposal."

Notable practitioners

Miguel Eaton in the firm's Washington, DC office and Eric Mosier from the New York office lead the firm's employee benefits and executive compensation practice.

Mayer Brown LLP

What the team is known for Mayer Brown LLP has a robust employee benefits and executive compensation group, assisting national and multinational corporations with transactional, compliance and contentious issues. It has noted expertise in ERISA fiduciary work. Known for its multidisciplinary approach to benefits and compensation matters, with strengths in corporate, finance, tax and securities.

Strengths

"I always feel that I am a priority with Mayer Brown, even on the smallest matter."

Work highlights Mayer Brown advised Somerset Reinsurance in its sale of a controlling interest to Aquarian Holdings.

Notable practitioners

Maureen Gorman in Palo Alto is a key contact.

Paul Hastings LLP

What the team is known for Paul Hastings LLP has an expert team active across a variety of employee benefits and compensation matters, including the design, operation and termination of pension plans, litigation and assisting with issues related to M&A and IPOs. The team represents high-profile clients in the technology, financial services and manufacturing industries, among others.

Strengths

"The team at Paul Hastings are thoughtful, with the ability to go deep as well as broad."

Work highlights Paul Hastings advised Symphony Technology Group in its acquisition of Momentive.

Notable practitioners

Stephen Harris, based in Los Angeles, is a key contact.

Sidley Austin LLP

What the team is known for Sidley Austin LLP provides expert advice on all employee benefits and executive compensation issues, with particular effectiveness in M&A. It has an impressive client base includes major companies and nonprofit organizations. The firm is also recommended for its expertise in pension plan investments and ERISA regulations.

Strengths

"Sidley's team is highly responsive and has a very deep subject matter expertise that allows us to get the needed answers to the business on the necessary timeline."

Work highlights Sidley Austin LLP assisted Exelon Corporation with investment matters for its corporate pension plan and funded welfare

plans.

Notable practitioners

Chicago-based Corey Perry and Matthew Johnson co-lead the firm's global employee benefits group.

Troutman Pepper

What the team is known for Troutman Pepper has an established employee benefits and executive compensation practice. The firm offers services in the design and implementation of retirement and health and welfare plans. It works with clients such as board of directors, plan fiduciaries and plan administrators.

Strengths

"They are extremely responsive and keep everything organized so we do not miss anything. When I have a question they respond in the same day, which is very helpful."

Work highlights Troutman Pepper advised Sealed Air on their benefit plans and executive compensation matters.

Notable practitioners

James Earle who is based in Charlotte is a key contact.

Trucker Huss APC

What the team is known for Trucker Huss APC is a dedicated employee benefits practice with expertise covering the full range of plans, including retirement, health and welfare, and ESOPs. The firm advises plan sponsors and fiduciaries on the design and administration of plans, as well as assisting with DOL audits and M&A transactions. The firm is noted for its considerable West Coast coverage, with offices in Los Angeles, Portland and San Francisco.

Strengths

"Trucker Huss has a wide variety of extremely knowledgeable team members that we rely on to help address questions and provide guidance."

Notable practitioners

San Francisco-based Bradford Huss is a key contact.

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP is adept at handling employee benefits and executive compensation matters arising from corporate and financing transactions. The group's clients include SPACs, private equity firms and companies in the oil and gas sector. The team also provides counsel on the design and administration of employee benefit plans, as well as asset management.

Strengths

"The Vinson & Elkins team are knowledgeable and creative in their advice and assistance. They show a deep understanding of this space."

Work highlights Vinson & Elkins advised Denbury on equity incentive arrangements in its entry into a definitive agreement to be acquired by Exxon Mobil Corporation.

Notable practitioners

David D'Alessandro in Houston is a key contact.

Energy & Natural Resources Nationwide

Energy: Electricity (Transactional)
Leading Firms
Band 1
Latham & Watkins LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Band 2
Baker Botts L.L.P.
Kirkland & Ellis LLP
Simpson Thacher & Bartlett LLP
White & Case LLP
Band 3
Gibson, Dunn & Crutcher LLP
Morgan, Lewis & Bockius LLP
Sullivan & Cromwell LLP
Band 4
Bracewell LLP
Eversheds Sutherland (US) LLP
Mayer Brown LLP
McGuireWoods LLP
Orrick, Herrington & Sutcliffe LLP
Sidley Austin LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Akin

What the team is known for Akin offers clients a diverse energy practice. The firm is known for expertise in transactional matters, routinely acting for public and private companies in both domestic and foreign markets. It possesses particular strength in the upstream arena, as well as in pipeline and LNG matters, plus the MLP sector.

Strengths

"The Akin team is responsive and practical."

"Akin's strengths are in its amount of resources and timeliness of response."

"The Akin team has a great depth of knowledge available to it."

Work highlights Akin represented FireBird Energy in its agreement to sell all of its leasehold interests and related assets to Diamondback Energy in a transaction valued at approximately \$1.75 billion.

Notable practitioners

John Goodgame (see p.570)'s expertise spans a broad array of transactional matters, including financings, acquisitions, divestitures and IPOs.

Strengths: *"John has a very practical and creative approach."* **Emily Mallen** has notable experience handling a range of regulatory matters concerning oil and gas pipelines as well as offering broader compliance advice. **Strengths:** *"Emily is responsive and thoughtful."* **Stephen Hug** advises transmission and distribution utilities, generation owners and wholesale marketers on regulatory issues before FERC. **Strengths:** *"Stephen is a skilled communicator."* *"He understands commercial realities and provides timely and sophisticated advice on complex matters."* **Wesley Williams** (see p.3279) is cohead of Akin's energy team. He impresses due to his broad transactional capa-

Energy: Electricity (Transactional)
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Lamb William S <i>Baker Botts L.L.P.*</i>
Eminent Practitioners
Calder Andrew <i>Kirkland & Ellis LLP*</i>
Leading Individuals
Band 1
Klauber John G <i>Morgan, Lewis & Bockius LLP</i>
Kurzweil David <i>Latham & Watkins LLP*</i>
Shenberg Michael <i>White & Case LLP</i>
Sinha Pankaj K <i>Skadden, Arps, Slate, Meagher & Flom*</i>
Walsh Elaine <i>Baker Botts L.L.P.*</i>
Band 2
Barancik Tia S <i>Sullivan & Cromwell LLP*</i>
Holcomb Ryan S <i>Bracewell LLP*</i>
Katsantonis Joanne <i>McGuireWoods LLP*</i>
Rubinov Elena <i>Mayer Brown LLP*</i>
Band 3
Chisling Brian <i>Simpson Thacher & Bartlett LLP*</i>
Didriksen Michael <i>Baker Botts L.L.P.*</i>
Espinoza Michael <i>Morgan, Lewis & Bockius LLP</i>
Fitts Sarah <i>ArentFox Schiff LLP (ORL) ◇</i>
Hunt Eli <i>Simpson Thacher & Bartlett LLP*</i>
Kelly Brian <i>McGuireWoods LLP*</i>
Lark Frederick (Fritz) <i>McDermott Will & Emery LLP*</i>
Lieberman David <i>Simpson Thacher & Bartlett LLP*</i>
Politan Nicholas <i>Gibson, Dunn & Crutcher LLP*</i>
Short Jr Herbert J <i>Eversheds Sutherland (US) LLP*</i>
Warren Thomas H <i>Eversheds Sutherland (US) LLP*</i>
Up-and-coming individuals
Mendoza Kristin <i>Kirkland & Ellis*</i>
Owen David <i>Latham & Watkins LLP*</i>

bility and routinely handles complex M&A and joint venture deals. **Strengths:** *"Wesley is very knowledgeable in multiple disciplines."* *"He is a very commercial and practical attorney. His breadth of experience has given him a significant amount of contacts in the industry."*

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. is a very well-regarded energy firm with strength across transactional, regulatory and litigation settings. It is frequently retained by oil and gas, power and investor clients who are active in energy matters. The firm is strong in oil and gas acquisitions and sales, with particular expertise in the MLP market. It provides regulatory advice and FERC representation on pipeline and rate issues. The firm is noted for particular abilities in FERC rulemakings. It is also active in the power space, assisting traditional power, renewable energy and utility clients on a range of transactions.

Strengths

"I have always been impressed with the breadth of expertise within Baker Botts."

"There is almost nothing Baker Botts does not do exceptionally well. The team consistency achieves really good results on a wide range of issues."

"Baker Botts provides a deep bench of talent for matters."

Work highlights Baker Botts L.L.P. acted for Hibernia Energy in connection with the sale of its

Energy
Electricity (Regulatory & Litigation)
Leading Firms
Band 1
Steptoe LLP
Band 2
Latham & Watkins LLP
McDermott Will & Emery LLP
McGuireWoods LLP
Troutman Pepper
Wright & Talisman PC
Band 3
Bracewell LLP
Jenner & Block LLP
Morgan, Lewis & Bockius LLP
Rock Creek Energy Group, LLP
Spiegel & McDiarmid LLP
Van Ness Feldman LLP
Band 4
Davis Wright Tremaine LLP
Day Pitney LLP
Eversheds Sutherland (US) LLP
Jones Day
Sidley Austin LLP
Thompson Coburn LLP
Band 5
Baker Botts L.L.P.
Balch & Bingham LLP
Crowell & Moring LLP
Gibson, Dunn & Crutcher LLP
Kirkland & Ellis LLP
K&L Gates
Orrick, Herrington & Sutcliffe LLP
Paul Hastings LLP
Stinson LLP
Vinson & Elkins LLP
Willkie Farr & Gallagher LLP

Midland Basin assets valued at \$2.25 billion to Civitas Resources.

Notable practitioners

William Lamb (see p.616) has long-standing experience advising senior management and boards of directors on power and utility industry transactions, with considerable strengths in handling high-value mergers and strategic A&D. **Michael Rosenwasser** (see p.683) has particular strengths advising on master limited partnership formation alongside his extensive experience in oil and gas transactions, including investments and M&A. **Strengths:** *"Michael is a great lawyer."* **Elaine Walsh** (see p.729) has considerable experience handling high-value transactions on behalf of major electricity market clients, which include key power producers and private equity investors. **Strengths:** *"Elaine is fantastic. She has a confidence and presence that is respected and her technical ability is great."* *"We hire Elaine because she is an expert."* **David Applebaum** (see p.491) leverages his experience in FERC's Office of Enforcement to assist clients with a range of regulatory matters, most notably investigations, enforcement and compliance. **Strengths:** *"David has expert knowledge and he is very service-minded."* *"David is extremely knowledgeable."* *"He has an incredibly*

Energy: Electricity (Regulatory & Litigation)	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Jaffe Kenneth G. Alston & Bird LLP (ORL) ♦ *
Acker Lawrence G. Van Ness Feldman LLP	Massey William L. Covington & Burling LLP (ORL) ♦ *
Gergen Michael. Latham & Watkins LLP *	Raskin David. Steptoe LLP
Hollis Sheila Slocum. Duane Morris LLP (ORL) ♦ *	
Leading Individuals	
Star individuals	Lankford Cory. Orrick, Herrington & Sutcliffe LLP
Estes III John N. Jenner & Block LLP	Larson Lyle. Balch & Bingham LLP *
Band 1	Price Matthew. Jenner & Block LLP
Clair Adrienne E. Thompson Coburn LLP	Reese Evan. Day Pitney LLP
Doot David T. Day Pitney LLP	Schneider Jonathan D. Stinson LLP
Kelly Suedeen G. Jenner & Block LLP	Simon Daniel. Nelson Mullins Riley (ORL) ♦ *
Levy Neil L. McDermott Will & Emery LLP *	Skees J. Daniel. Morgan, Lewis & Bockius LLP
McCarthy Catherine. Bracewell LLP *	Walsh Linda. Husch Blackwell LLP (ORL) ♦
Pantano Paul. Willkie Farr & Gallagher LLP *	Wenner Adam. Orrick, Herrington & Sutcliffe LLP
Reed Wendy N. Wright & Talisman PC *	Band 5
Roberts Richard. Steptoe LLP	Bachman Gary. Van Ness Feldman LLP
Schwartz David L. Latham & Watkins LLP *	Barth Emil. Baker Botts L.L.P. *
Tewksbury David. McDermott Will & Emery LLP *	Blair Bonnie S. Thompson Coburn LLP
Band 2	Brown Tyler. Latham & Watkins LLP *
Applebaum David. Baker Botts L.L.P. *	Carpentier Deborah A. Crowell & Moring LLP
Barrowes Brooksany. Kirkland & Ellis LLP *	Claybour Margaret. Rock Creek Energy Group, LLP *
Bogorad Cynthia S. Spiegel & McDiarmid LLP	English Julia. McGuireWoods LLP *
Byrne Donna. Troutman Pepper *	Feingold Heather L. Mayer Brown LLP *
Cannon Jr George D. A&O Shearman (ORL) ♦ *	Frank Kimberly. K&L Gates *
DeGrandis William D. Paul Hastings LLP *	Gray Jason. Duncan & Allen (ORL) ♦
Friedman Jessica C. Rock Creek Energy Group, LLP *	Hall Joseph. Eversheds Sutherland (US) LLP *
Gianvecchio Natasha. Latham & Watkins LLP *	Halpern Jesse. Thompson Coburn LLP
Jones Christopher R. Troutman Pepper *	Hug Stephen. Akin
Mullins Todd. McGuireWoods LLP *	Lauterbach Victoria. Foley Hoag LLP (ORL) ♦
Strauss Scott H. Spiegel & McDiarmid LLP	Lawrence Gregory. Greenberg Traurig, LLP
Symons Noel. McGuireWoods LLP *	Levitine Ilia. Duane Morris LLP (ORL) ♦
Warren Wendy. Wright & Talisman PC *	McNaul Margaret E. Thompson Coburn LLP
Band 3	Mullen Daniel A. Steptoe LLP
Atkins Sean. Davis Wright Tremaine LLP	Perlis Mark. Covington & Burling LLP (ORL) ♦ *
Bay Norman C. Willkie Farr & Gallagher LLP *	Polito Christopher. Sidley Austin LLP *
Beh James C. Jones Day	Postar Michael. Duncan, Weinberg, Genzer (ORL) ♦
Berman Stan. Berman and Todderud LLP (ORL) ♦	Reiter Harvey L. Stinson LLP
Fagan Joseph H. Day Pitney LLP	Richardson Bruce L. McDermott Will & Emery LLP *
Flynn Paul M. Wright & Talisman PC	Rueger Jane. Perkins Coie LLP (ORL) ♦ *
Frank Daniel. Eversheds Sutherland (US) LLP *	Ryan Jay. Baker Botts L.L.P. *
Healey Terence. Sidley Austin LLP *	Saia Doreen U. Greenberg Traurig, LLP
Jakubiak Jeffrey M. Vinson & Elkins LLP	Sensiba Charles. Troutman Pepper *
King Deanna E. Bracewell LLP *	Shelton Rebecca. Thompson Coburn LLP
Lim Stephanie. McDermott Will & Emery LLP *	Shepherd Jr John Lee. Hunton Andrews Kurth LLP *
Rizzo Sandra E. Arnold & Porter (ORL) ♦	Tunnell Andrew. Balch & Bingham LLP *
Smith Douglas. Van Ness Feldman LLP	Vince Clinton A. Dentons LLP (ORL) ♦
Spina Stephen M. Morgan, Lewis & Bockius LLP	Williams Joseph B. Norton Rose Fulbright (ORL) ♦
Williams Mark C. Mayer Brown LLP *	Wood Julia. Rock Creek Energy Group, LLP *
Yuffee Michael. Baker Botts L.L.P. *	Up-and-coming individuals
Band 4	Barksdale William R. Jenner & Block LLP
Colby Amie V. Troutman Pepper *	Davis Farrell Katlyn. McGuireWoods LLP *
Connelly David. Balch & Bingham LLP *	Hook Marcia. Clifford Chance US LLP (ORL) ♦
Decker John S. Vinson & Elkins LLP	Kohli Raunaq. Jenner & Block LLP
Fleishman Robert S. Kirkland & Ellis LLP	Lombardi Sebastian. Day Pitney LLP
Franco Vincenzo. Rock Creek Energy Group, LLP *	McGrath Jenna. Milbank LLP (ORL) ♦ *
Green Douglas G. Steptoe LLP	Nurani Latif. Spiegel & McDiarmid LLP
Hollaway William. Gibson, Dunn & Crutcher LLP *	Rwejuna Serena. White & Case LLP *
Irvin Kenneth W. Sidley Austin LLP *	Associates to watch
Kaplan Donald. K&L Gates *	Blackburn James. Latham & Watkins LLP *
Key Jennifer L. Steptoe LLP	Czepiel Margaret. Day Pitney LLP
Keyser William. Steptoe LLP	Grant Kayla J. Orrick, Herrington & Sutcliffe LLP
Kunselman Michael N. Davis Wright Tremaine LLP	

* Indicates individual with profile.

♦ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

Energy: Electricity (Finance)	
Leading Firms	
Band 1	
Hunton Andrews Kurth LLP	
Band 2	
Bracewell LLP	
Morgan, Lewis & Bockius LLP	
Pillsbury	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Ellis Emmett (Bud). Hunton Andrews Kurth LLP *	
Leading Individuals	
Band 1	
Baxter David. Pillsbury	
Delaney Jeffrey J. Pillsbury	
Eckland Todd W. Bracewell LLP *	
Fitzpatrick Jr Michael F. Hunton Andrews Kurth LLP *	
Friend Steven. Hunton Andrews Kurth LLP *	
Giblin Jr Thomas P. Morgan, Lewis & Bockius LLP	
Hanlon Peter. Gibson, Dunn & Crutcher LLP *	
Hood Catherine. Bracewell LLP *	
Koontz Eric A. Troutman Pepper *	
O'Brian Adam. Hunton Andrews Kurth LLP *	
O'Brien Peter. Hunton Andrews Kurth LLP *	
Reisler Kimberly. Morgan, Lewis & Bockius LLP	
Terrell J. Anthony. Bracewell LLP *	
Up-and-coming individuals	
Calcado Alexandra. Pillsbury	
Harney Brendan. Hunton Andrews Kurth LLP *	
Jamieson Patrick. Hunton Andrews Kurth LLP *	
Langan Stephanie. Pillsbury	

strong knowledge of FERC enforcement.” **Michael Didriksen** (see p.541) represents investors, utilities and developers in a wealth of complex commercial matters spanning the sector, including mergers, acquisitions and retail power contracts. **Strengths:** “Michael is phenomenal. He is a sector specialist.” “Michael is a very fine lawyer.” **Michael Yuffee** (see p.740) focuses his practice on FERC and CFTC compliance as well as rulemaking proceedings and transaction approvals. **Strengths:** “His communication is timely and constructive.” “Michael is incredibly seasoned and experienced. He is also business-minded.” **Lawrence Hall** (see p.577)’s expertise is frequently sought out by publicly traded and private equity-backed oil and gas companies. He advises on a broad array of matters, including M&A and related commercial agreements. He has considerable strengths in mandates in the upstream space. **Strengths:** “Lawrence is a good advocate for his clients and focused on getting deals done.” “He is sophisticated enough to understand multiple aspects of the industry. I can rely on him not to miss anything.” **Erin Hopkins** (see p.588) is noted for assisting clients in the oil and gas sector on the acquisition and sale of companies and other assets as well as mineral and royalty interests. **Strengths:** “Erin has a pulse on the market and he is able to provide efficient service in a timely manner.” **Jonathan Platt** (see p.670) has a broad transactional practice. He often acts on behalf of oil and gas exploration companies and providers in significant M&A deals. **Strengths:** “Jonathan is incredibly knowledgeable of the energy space.” “He is extremely organized. He is on top of everything.” **Emil Barth** (see p.498) demonstrates capabilities across the power and

oil and gas sectors. He is proficient in handling a range of regulatory matters before FERC, pipeline rate cases and tariff issues. **Strengths:** *"Emil takes on any difficult issue without flinching." "He is an excellent lawyer and communicator and a pleasure to work with."* **Michelle Boudreaux** (see p.510) is an experienced and a widely esteemed practitioner. She offers FERC advice to owners of natural gas and liquids pipelines. She routinely provides counsel on transactions and major project developments. **Strengths:** *"Michelle is an experienced and practical attorney that delivers timely and helpful advice." "She is extremely knowledgeable."* **Clint Rancher** (see p.675) has a broad transactional practice. He is noted for his strength handling M&A for upstream and midstream companies. **Strengths:** *"Clint offers excellent service and commercial awareness." "He consistently provides practical advice on complex matters." "Clint is a very client-focused attorney."* **Jay Ryan** (see p.687) is cochair of the firm's energy regulatory group. He provides expert counsel on a range of matters before FERC, with experience handling transmission, licensing and permitting matters. **Strengths:** *"Jay offers creative and proactive advice." "He comes up with very good strategies."*

Balch & Bingham LLP

What the team is known for Balch & Bingham LLP is recognized for its excellent regulatory expertise in the nuclear space. It offers deep knowledge on nuclear safety testing, investigations and fuel and services contracts. The firm is further noted for its capability in spent fuel litigation matters and also its ability to advise nuclear energy clients on whistle-blower response. It is able to advise at the cutting edge of new nuclear plant development. The firm also represents clients active in the power space in FERC proceedings and filings as well as providing regulatory support to transactions in the space.

Strengths

"Balch & Bingham is extremely knowledgeable with years of experience and success of engaging across the political spectrum."

"The desire to serve their clients and the execution of that desire has been a hallmark of Balch's lawyers for decades."

"The Balch team is extremely talented in providing legal solutions."

Work highlights Balch & Bingham LLP served as lead nuclear regulatory counsel to Vistra in connection with its acquisition of the Energy Harbor operating fleet.

Notable practitioners

Stanford Blanton (see p.506) is a go-to counsel for owners and operators seeking expert advice on the full gamut of agency-facing, general regulatory and commercial matters across the nuclear sector. **Strengths:** *"Stanford is one of the market leaders." "He offers a great balance of executive function, detailed engagement and strategic thinking." "He can help you navigate the landscape given the breadth of his experience."* **Peter LeJeune** (see p.620) has expertise spanning the regulatory requirements of nuclear plant development and related technology as well as commercial matters such as sales and investments. **Strengths:** *"Peter offers great strategic thinking."*

"Peter's strength is in boiling complex issues down to practical advice." **Alan Lovett** (see p.626) is noted for his knowledge of an array of regulatory matters in the industry. He manages proceedings pertaining to acquisitions and license transfer as part of decommissioning efforts. **Strengths:** *"Alan is very detail-oriented and able to produce work product incredibly fast."* **David Connelly** (see p.531) often acts as regulatory counsel on mergers and acquisitions and is further noted for handling a range of ratemaking applications and other FERC proceedings. **Strengths:** *"David is very responsive and also very efficient." "I think very highly of David's ability and his attention to client needs." "David is extremely thorough and his eye for detail is extraordinary."* **Lyle Larson** (see p.617) routinely represents his utility clients in FERC filings and proceedings, including those concerning market-based rates. **Strengths:** *"Lyle has a passion for serving his clients and finding solutions."* **Andrew Tunnell** (see p.723) is frequently called upon by transmission owners to handle FERC rate filings, comments on rulemaking and compliance mandates. **Strengths:** *"He is extremely efficient and effective." "Andrew is devoted to his clients. His work ethic is tireless."*

Blank Rome LLP

What the team is known for Blank Rome LLP is a highly regarded oil and gas regulatory practice able to draw on the expertise of attorneys with long-standing industry experience capable of handling a variety of regulatory work. It offers particularly strong representation in FERC and CFTC investigations and enforcement proceedings. The firm is further noted for assisting clients in obtaining oil and gas export authorization.

Strengths

"Blank Rome is very knowledgeable and strategic when it comes to federal regulatory matters."

Work highlights Blank Rome LLP served as the lead trial counsel for BP America in a gas market manipulation case initiated by FERC.

Notable practitioners

Mark Haskell is deeply experienced in representing clients seeking FERC and DOE authorization for LNG project development and expansion. He also skillfully acts for pipeline owners and shippers in market manipulation disputes and rate cases. **Strengths:** *"Mark Haskell understands all facets of energy law. He is unparalleled in his breadth of knowledge." "Mark Haskell is one of the foremost experts in the industry."* **Brett Snyder** is noted for his experience handling rate cases and cost allocation proceedings on behalf of pipeline companies. **Strengths:** *"Brett Snyder is a good advocate and he is easy to work with." "Brett is very thorough and thoughtful in his responses." "Brett Snyder provides a high level of service."* **Lamiya Rahman** assists oil and gas and infrastructure companies with a range of matters before federal agencies, including FERC and the DOE. **Strengths:** *"Lamiya Rahman is fantastically bright."*

Bracewell LLP

What the team is known for Bracewell LLP is a leading firm with highly impressive expertise across the energy arena, particularly esteemed for its ability within the oil and gas regulatory

space. It offers excellent capability in FERC and CFTC investigations, as well as representation of pipeline clients in FERC rate, tariff and jurisdictional matters. The firm is also able to assist large utility clients, transmission owners and private equity investors on regulatory power matters, along with electric cooperatives and municipal utilities. It is frequently seen on big-ticket transactions in both the power and the oil and gas space, handling matters for clients ranging from electric utilities and merchant transmission owners to upstream exploration companies and refineries.

Strengths

"Bracewell houses premier natural gas regulatory lawyers."

"The Bracewell team has an excellent knowledge base."

"Bracewell's strengths are in its responsiveness and the team's ability to come up with practical solutions."

Work highlights Bracewell LLP represented Kinder Morgan owned El Paso Natural Gas Pipeline and Stagecoach Pipeline & Storage Company in parallel FERC investigations regarding their respective transportation rates.

Notable practitioners

Todd Eckland (see p.546) expertly handles the full spectrum of financial offerings on behalf of agents, purchasers and underwriters. **Strengths:** *"Todd is brilliant. He is extremely sharp." "He is highly commercial and responsive."* **Eugene Elrod** (see p.547) possesses significant expertise in advising pipeline owners and developers in a broad array of FERC matters and regulatory issues, including rate-setting disputes, project permitting and transaction approval. **Strengths:** *"Eugene has deep institutional knowledge of FERC."*

"He is responsive, business-minded and a true subject matter expert." **Catherine Hood** (see p.588) is a leading practitioner in energy and utility sector finance and frequently advises underwriters, issuers and investors on complex debt and equity transactions. **Strengths:** *"Catherine is a wonderful practitioner. She has a long history in this space and is extremely knowledgeable." "She is very collaborative, collegial, responsive and easy to work with."*

Mark Lewis (see p.622) specializes in advising companies and joint ventures in the midstream space on a broad range of regulatory matters, particularly pipeline project approvals and related operational issues. **Strengths:** *"Mark is incredibly knowledgeable of the legal space but he also keeps client concerns and goals at the forefront of his counsel and work." "Mark is extremely strategic and business-minded." "He has so much experience in the area he can give useful and practical advice."*

Catherine Little (see p.624) is well-regarded for her strength in PHMSA matters. She represents clients with oil and gas pipeline and LNG assets. **Strengths:** *"Catherine's advice is very practical." "Catherine Little has deep knowledge of PHMSA regulations."* **Catherine McCarthy** (see p.636) is notable for her expertise in project and transaction approvals as well as rate, tariff and sale matters before FERC. She also provides day-to-day regulatory and commercial advice for key clients.

Strengths: *"Catherine has vast experience in this space." "Catherine is phenomenal. She gives very practical advice that is always timely."* **Alan Rafte**

Energy: Nuclear (Regulatory & Litigation)
Leading Firms
Band 1
Morgan, Lewis & Bockius LLP
Pillsbury
Band 2
Balch & Bingham LLP
Hogan Lovells US LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Meserve Richard Covington & Burling LLP (ORL) ◇ *
Poindexter Thomas Nukelaw LLC (ORL) ◇
Leading Individuals
Band 1
Blanton M Stanford Balch & Bingham LLP *
Matthews Timothy P. Morgan, Lewis & Bockius LLP
Silberg Jay Pillsbury
Stenger Daniel Hogan Lovells US LLP *
Band 2
LeJeune Peter Balch & Bingham LLP *
Roma Amy C Hogan Lovells US LLP
Teplinsky Elina Pillsbury
Band 3
Besette Paul Morgan, Lewis & Bockius LLP
Fagg Brad Morgan, Lewis & Bockius LLP
Lepre Michael G. Pillsbury
Lovett Alan Balch & Bingham LLP *
Merrifield Jeffrey Pillsbury
Polonsky Alex Morgan, Lewis & Bockius LLP
Up-and-coming individuals
Accomando Jane Morgan, Lewis & Bockius LLP
Leidich Anne Pillsbury
Walsh Timothy J. V. Pillsbury
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

(see p.673) has significant expertise spanning gas and liquids pipeline transactions, with a particular focus on the upstream and midstream sectors. He has further capabilities advising on DrillCo financing. **Strengths:** "Alan is extremely capable. He really knows the energy industry well." "He is very customer-focused." "Alan is very responsive and he has a wealth of information." **Anthony Terrell** (see p.718) provides issuers, underwriters and purchasers with expertise across debt, equity and hybrid securities as well as M&A and corporate restructurings. **Strengths:** "He is extremely knowledgeable." **Ryan Holcomb** (see p.586) has notable expertise in negotiating power purchase agreements, sales and acquisitions involving both traditional and renewable power assets. He is a popular choice for private equity funds investing in the power sector. **Strengths:** "Ryan is great to work with. He provides solid, practical advice and manages matters well." "He is one of the most thoughtful lawyers and his client service is top-notch." **Kirk Morgan II** frequently serves as federal regulatory counsel to oil and gas projects, advising on a range of related agreements and FERC proceedings. **Strengths:** "Kirk is incredibly responsive and always provides creative solutions to complex issues." "Kirk is very practical in his advice." "He's responsive, thorough and thoughtful." **Deanna King** (see p.608) is frequently called on by major power sector companies to provide regulatory compliance and commercial advice as

Energy: Oil & Gas (Transactional)
Leading Firms
Band 1
Kirkland & Ellis LLP
Latham & Watkins LLP
Vinson & Elkins LLP
Band 2
Akin
Baker Botts L.L.P.
Bracewell LLP
Gibson, Dunn & Crutcher LLP
Sidley Austin LLP
Band 3
Holland & Knight LLP
Locke Lord LLP
Porter Hedges LLP
White & Case LLP
Band 4
Haynes and Boone, LLP
Hunton Andrews Kurth LLP
Jones Day
King & Spalding LLP
McDermott Will & Emery LLP
Orrick, Herrington & Sutcliffe LLP
Reed Smith LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Weil, Gotshal & Manges LLP
Willkie Farr & Gallagher LLP
Winston & Strawn LLP

well as to assist with proceedings before FERC and the CFTC. **Strengths:** "Deanna is able to articulate the most nuanced and complex concepts." **James McAnelly III** offers a wealth of expertise in the upstream space spanning acquisitions and investments involving exploration, production and storage properties. He is also active in bankruptcy proceedings. **Strengths:** "James has an incredible breadth of knowledge of transactions." "I could not recommend James more highly for his client service, expertise and efficiency." **Molly Butkus** acts on behalf of natural gas clients on a range of transactions, including the sale and divestiture of assets. She has particular experience in the water-gathering and disposal area. **Strengths:** "Molly is very commercial and engaged with her clients." **Jason Jean** (see p.596) has a notable practice representing energy clients in high-value transactions, including the sale of midstream assets and joint venture agreements. **Strengths:** "He is very sharp, he understands his clients very well and he is responsive." **Austin Lee** (see p.619) is recognized for his representation of oil and gas exploration companies and private equity clients on a range of deals. He has a particular focus on joint venture agreements and asset exchange transactions. **Strengths:** "Austin is very sharp, thorough and commercial." "He has great attention to detail and he is very responsive." **Michael Brooks** has a wealth of regulatory expertise and is frequently retained to advise on internal compliance reviews. **Strengths:** "Michael consistently delivers thoughtful guidance, including awareness of developing behaviors and trends." **George Fatula** (see p.551) frequently acts as regulatory counsel in the context of pipeline construction. He also manages a range of commercial agreements, notably including joint ventures. **Strengths:** "George works well with clients. He has a thorough

understanding of the energy space." "He is very experienced and knowledgeable." **Annie Cook** (see p.532)'s regulatory practice is focused in the oil and gas space. She is particularly noted for her expertise in pipeline safety matters. **Strengths:** "Annie is easy to work with and thoughtful." **Parker Lee** (see p.619) focuses his practice on handling transactions in the energy space. He has strength representing investors in the acquisition of oil and gas assets. **Strengths:** "Parker is very sharp and knowledgeable." "Parker ensures our needs and concerns are prioritized and he provides attentive service that greatly contributes to our achievements." "The quality of Parker's work is consistently excellent."

CBL Energy Law PLLC

What the team is known for CBL Energy Law PLLC is an oil regulatory boutique firm comprising a number of highly experienced practitioners. It excels in pipeline work, predominantly on the liquids transportation side. The firm offers pipeline owners a fantastically deep understanding of how best to manage FERC and state regulatory issues. It is noted for its excellent capability in pipeline ratemaking and appellate matters before the DC Circuit. The firm continues to develop a strong natural gas pipeline offering, acting in both interstate and intrastate regulatory matters.

Strengths

"CBL has a bench of talent."

"The firm is fantastic when it comes to the team's knowledge and skill in oil & gas regulatory law."

Work highlights CBL Energy Law PLLC represented Buckeye Partners, Energy Transfer and others in proceedings before FERC and the Court of Appeals for the Fifth Circuit regarding the calculation of FERC's index level for a five-year period from July 1st, 2020 to June 30th, 2026.

Notable practitioners

Charles Caldwell has considerable experience representing pipeline owners in a wide range of FERC proceedings, particularly those concerning tariffs and rates of return as well as advising on related appeals. **Strengths:** "Charles is one of the best oil pipeline lawyers." "He is an excellent FERC lawyer. He is experienced and extremely well-connected." **Amy Hoff** concentrates her practice in the crude oil and refined products space. She is particularly adept at representing clients in rate litigation proceedings before FERC. **Strengths:** "Amy is very astute in navigating the regulatory system." **Elizabeth Kohlhausen** has considerable experience advising liquid pipeline owners and operators on regulatory compliance and FERC proceedings, including rate cases. **Strengths:** "Elizabeth has a really deep understanding of the regulatory regime and a good manner with clients." "She is super responsive and creative when needed." **Dean Lefler** acts as regulatory counsel to pipeline and oil and gas companies concerning a range of FERC matters including rate filings. **Deborah Repman** has notable experience handling a range of liquids pipeline matters, including disputes over tariffs, rates and federal rulemaking. **Strengths:** "She offers a practical approach with commercially-oriented solutions." **Sabina Walia** is recognized for her representation of natural gas pipeline owners in a variety of

Energy: Oil & Gas (Transactional)		Energy: Oil & Gas (Regulatory & Litigation)	
Senior Statespeople and Eminent Practitioners		Leading Firms	
Senior Statespeople: distinguished older partners	Eminent Practitioners	Band 1	
Rosenwasser Michael Baker Botts L.L.P.*	Calder Andrew Kirkland & Ellis LLP*	Bracewell LLP	
	Fullenweider Keith Vinson & Elkins LLP	Steptoe LLP	
		Vinson & Elkins LLP	
Leading Individuals		Band 2	
Band 1	Jean Jason Bracewell LLP*	CBL Energy Law PLLC	
Bland Douglas S. Vinson & Elkins LLP	Kennedy Jeremy Haynes and Boone, LLP	Latham & Watkins LLP	
Darden Michael P. Gibson, Dunn & Crutcher LLP*	Kuperman Shay Vinson & Elkins LLP	Van Ness Feldman LLP	
Holmes Hillary H. Gibson, Dunn & Crutcher LLP*	Lee Austin Bracewell LLP*	Band 3	
O'Leary Michael Hunton Andrews Kurth LLP*	Moore Rodney L. Winston & Strawn LLP*	Blank Rome LLP	
Rafte G. Alan Bracewell LLP*	Mouton Jeremy Porter Hedges LLP*	Hogan Lovells US LLP	
Band 2	Platt Jonathan Baker Botts L.L.P.*	Venable LLP	
Castro Jr. David Kirkland & Ellis LLP*	Radney Terry Locke Lord LLP*	Band 4	
Looche Bryan Vinson & Elkins LLP*	Samji Omar Weil, Gotshal & Manges LLP*	Baker Botts L.L.P.	
Schlegel Jeffrey A. Jones Day	Smith Chad Kirkland & Ellis*	Greenberg Traurig, LLP	
Speier Anthony Kirkland & Ellis LLP*	Sweeney David Clifford Chance US LLP (ORL) ◇	Morgan, Lewis & Bockius LLP	
Tucker Hugh Haynes and Boone, LLP	Torello Steven O'Melveny & Myers LLP (ORL) ◇	Sidley Austin LLP	
Band 3	Vogelsang Craig S. Norton Rose Fulbright (ORL) ◇	Wright & Talisman PC	
Byrd Michael Porter Hedges LLP*	Zisman Stuart King & Spalding LLP*	Band 5	
Goodgame John Akin*	Band 5	Day Pitney LLP	
Grand John Vinson & Elkins LLP	Atnipp Douglas C. Egan Nelson (ORL) ◇	Hunton Andrews Kurth LLP	
King Michael Latham & Watkins LLP*	Ayre Jonathan Orrick, Herrington & Sutcliffe LLP	John & Hengerer	
Langlois Jack J. McDermott Will & Emery LLP*	Derman Andrew B. Holland & Knight LLP	King & Spalding LLP	
McAnelly III W. James Bracewell LLP	Fallon Archie Willkie Farr & Gallagher LLP*	Kirkland & Ellis	
McLean Sarah Willkie Farr & Gallagher LLP*	Johnson Gary Reed Smith LLP	Orrick, Herrington & Sutcliffe LLP	
Piazza Michael De Voe Gibson, Dunn & Crutcher LLP*	King C. Randall Porter Hedges LLP	Pierce Atwood LLP	
Stolte Justin T. Latham & Watkins LLP*	Otness Eric Skadden, Arps, Slate, Meagher & Flom LLP*	Troutman Pepper	
Swanstrom Bill Locke Lord LLP*	Patterson Danielle Vinson & Elkins LLP		
Szalkowski Stephen C. Latham & Watkins LLP	Rancher Clint Baker Botts L.L.P.*		
Vashi Rahul Gibson, Dunn & Crutcher LLP*	Roger Joe Orrick, Herrington & Sutcliffe LLP		
Vrielink Cliff W. Sidley Austin LLP*	Schumacher Jason A. O'Melveny & Myers LLP (ORL) ◇		
Zhao Mingda White & Case LLP	Sunkara Ram Holland & Knight LLP		
Band 4	Williams Wesley Akin*		
Butkus Molly E. Bracewell LLP	Up-and-coming individuals		
Carper Cody Weil, Gotshal & Manges LLP*	Anderson Lauren Latham & Watkins LLP*		
Chandler Tim Sidley Austin LLP*	Bennett Chris Weil, Gotshal & Manges LLP*		
Choi Emery White & Case LLP	Jaquillard Lindsey Kirkland & Ellis LLP*		
Hall Lawrence A. Baker Botts L.L.P.*	Lee Parker A. Bracewell LLP*		
Hays Peter King & Spalding LLP*	Lukaszewski Katy Simpson Thacher & Bartlett LLP*		
Heasley Chris Kirkland & Ellis LLP*	Stringer David Clifford Chance US LLP (ORL) ◇		
Hopkins Erin Baker Botts L.L.P.*			
* Indicates individual with profile.			
◇ (ORL) = Other Ranked Lawyer.			
Alphabetical order within each band. Band 1 is highest.			

tariff proceedings and FERC certification issues. **Strengths:** "Sabina always makes sure we feel like her number one client. She is creative and thoughtful in her responses." "She is very smart and practically minded."

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP is a highly capable team that focuses on regulatory matters, particularly in the power space. The firm is active in both FERC proceedings and in federal appeals courts. Its particular strengths include obtaining FERC approvals for corporate restructurings and rate setting. The firm offers additional capability in market access, public policy and infrastructure planning matters. It frequently represents energy storage and microgrid companies as well as renewable and conventional power clients.

Strengths

"Crowell & Moring is well-balanced and considers business needs in its advice."

"Crowell & Moring structures its advice to prioritize items that are important. The firm gives good, realistic and helpful advice."

Notable practitioners

Deborah Carpentier is frequently called upon by solar developers to handle compliance mandates and FERC filings. **Strengths:** "Deborah is very efficient." "Deborah is a pleasure to work with."

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine LLP advises utilities, transmission owners and independent power producers on a host of regulatory issues. It offers notable strength in rate proceedings before FERC and the CPUC, as well as in investigations and enforcement actions.

Work highlights Davis Wright Tremaine LLP provided FERC representation for EDF Renewables in respect of the company's wind, solar and energy storage project developments.

Notable practitioners

Sean Atkins has a wealth of experience in regulatory matters pertaining to wholesale power markets, including market expansion and rate calculation. **Michael Kunselman** has a varied power side practice, acting for major utilities, renewable companies and ISOs in proceedings before FERC. He is well-versed in handling formula transmission rate cases.

Day Pitney LLP

What the team is known for Day Pitney LLP is well-regarded in the power space, with particular expertise in regulatory and FERC matters, frequently representing clients at both state and federal level. The firm offers significant knowledge of market rules, transmission and interconnection issues. It also demonstrates growing capability in FERC natural gas matters where its practitioners represent shippers such as large industrials and municipalities in contested rate proceedings.

Strengths

"Day Pitney has great field vision allowing its lawyers to think beyond the immediate issues and provide counsel and advice on resolving problems."

"Day Pitney has a very impressive team of lawyers. They have the rare combination of technical expertise and good pragmatic counsel."

"The Day Pitney team is very user-friendly, responsive and knowledgeable."

Work highlights Day Pitney LLP served as lead FERC counsel to Northern Indiana Public Service Company, a subsidiary of NiSource, in respect of its interconnection matters.

Notable practitioners

David Doot provides expert representation in regulatory matters concerning capacity markets, including advising on disputes and overall strategy. **Strengths:** "David Doot has incredible

Energy: Oil & Gas (Regulatory & Litigation)	
Senior Statespeople	
Senior Statespeople: distinguished older partners	O'Neill Brian D Van Ness Feldman LLP
Acker Lawrence G Van Ness Feldman LLP	Williams William A Law Office of Bill Williams (ORL) ◇
Leading Individuals	
Band 1	Speed-Bost Regina Y SB Law PLLC (ORL) ◇
Brose Steven Steptoe LLP	Zembruski Elizabeth John & Hengerer
Caldwell Charles CBL Energy Law PLLC	Band 5
Elrod Eugene R Bracewell LLP *	Barrowes Brooksany Kirkland & Ellis LLP *
Haskell Mark R Blank Rome LLP	Barth Emil Baker Botts L.L.P. *
Krantz Stefan Hogan Lovells US LLP	Boudreaux Michelle T. Baker Botts L.L.P. *
Lewis Mark K Bracewell LLP *	Brooks Michael W Bracewell LLP
Nevins Patrick Latham & Watkins LLP *	Chambers Andrea J DLA Piper LLP (US) (ORL) ◇
Reed Steven Steptoe LLP	Clevenger Suzanne Vinson & Elkins LLP
Seegers James D Vinson & Elkins LLP	Collins Ryan Wright & Talisman PC *
Tonery Lisa Orrick, Herrington & Sutcliffe LLP	Fagan Joseph H Day Pitney LLP
Band 2	Fatula George Bracewell LLP *
Adducci Steven Venable LLP *	Fleishman Robert S Kirkland & Ellis LLP
Barr Christopher J. Post & Schell, P.C. (ORL) ◇	Green Valerie Day Pitney LLP
Gibbs Kirstin E Morgan, Lewis & Bockius LLP	Irvin Kenneth W Sidley Austin LLP *
Korman Paul Van Ness Feldman LLP	John Douglas John & Hengerer
Minesinger Kenneth M Greenberg Traurig, LLP	Junge Gregory Hogan Lovells US LLP
Morgan II D Kirk Bracewell LLP	Lefler Dean CBL Energy Law PLLC
Olson James E Jones Day	Lyster Damien Vinson & Elkins LLP
Powers Richard Venable LLP *	Marcil Lorrie Steptoe LLP
Rich Randall S Pierce Atwood LLP *	McGrath Melinda (Mindy) Troutman Pepper *
Band 3	Mocek Gregory A&O Shearman (ORL) ◇ *
Bowe Jr James F King & Spalding LLP *	Mullen Daniel A. Steptoe LLP
Floom John Paul Floom Energy Law PLLC (ORL) ◇	Pincus Michael Van Ness Feldman LLP
Koury Joseph S Wright & Talisman PC *	Repman Deborah CBL Energy Law PLLC
Nelson Howard L Greenberg Traurig, LLP	Sweeney Kevin Law Office of Kevin M. Sweeney (ORL) ◇
Poynor Daniel Steptoe LLP	Swers Andrew Wright & Talisman PC *
Snyder Brett A Blank Rome LLP	Wagner Gregory Venable LLP *
Sundback Mark Sheppard, Mullin, Richter (ORL) ◇	Walia Sabina Dugal CBL Energy Law PLLC
Band 4	Watson Monique Vinson & Elkins LLP
Archuleta Daniel Troutman Pepper *	Wochner David L K&L Gates *
Decker John S Vinson & Elkins LLP	Up-and-coming individuals
Forshay Paul F Holland & Knight LLP	Diamond Michael Van Ness Feldman LLP
Hoff Amy CBL Energy Law PLLC	Tsang Wu Pam Morgan, Lewis & Bockius LLP
Kohlhausen Elizabeth B. CBL Energy Law PLLC	Associates to watch
Mallen Emily Akin	Kooistra Russell Troutman Pepper *
Proctor Shemin Hunton Andrews Kurth LLP *	Rahman Lamiya Blank Rome LLP
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

Energy: PHMSA Specialists	
Leading Individuals	
Band 1	
Little Catherine D Bracewell LLP*	
Olenchuk Susan Van Ness Feldman LLP	
Band 2	
Coyle Keith Babst, Calland, Clements and Zomnir (ORL) ◇	
Curry James Babst, Calland, Clements (ORL) ◇	
Hainline Joseph Van Ness Feldman LLP	
Kurdock Brianne K Babst, Calland, Clements (ORL) ◇	
Murchison Vince Murchison Law Firm (ORL) ◇	
Up-and-coming individuals	
Cook Annie Bracewell LLP*	

ance and litigation and NERC issues. It possesses the ability to advise on the financial instrument side of energy work and has experience working with the CFTC. The firm is particularly noted for handling matters for electric cooperatives and clients in the renewable energy space. It is also sought after for its expertise in power transactions.

Strengths

"Eversheds always brings strong skill sets to the table regardless of the complexity of the issue or the subject matter."

"Eversheds' expertise in the electric cooperative space is second to none."

"Evershed Sutherland's depth and breadth of knowledge relative to FERC matters is very strong."

Work highlights Eversheds Sutherland (US) LLP advised Pattern Energy Group on matters concerning the development of wind generation projects in the Southwestern United States. The matters included FERC litigation, generator inter-connection and transmission access issues.

Notable practitioners

Daniel Frank (see p.557) is frequently called upon by transmission companies, generators and cooperatives to advise on applications and proceedings before FERC as well as broader strategic concerns. **Strengths:** "Daniel is a terrific FERC attorney." **Herbert Short Jr** (see p.1583) has a strong track record of representing cooperatives and financial service clients in high-value offerings, and advising on securities compliance matters. **Strengths:** "Herbert's leadership, skill set and personal warmth puts us at ease in stressful situations and gives us confidence." **Thomas Warren** (see p.1586) effectively counsels clients on M&A and investments alongside broader corporate matters arising from the sector, including finance and tolling agreements. **Strengths:** "Thomas Warren is super commercial and he gives good practical advice." "Thomas is one of the hardest working people I know. He gets great results." "Thomas is very responsive and intelligent. He is also a good negotiator." **Joseph Hall** (see p.577) has notable experience in the renewable energy space, often acting on behalf of project developers in transmission matters and regulatory approvals before FERC.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is a strong energy practice with capabilities across both power and oil and gas matters. The firm leads and arranges financing for big-ticket power transactions, with particular

industry knowledge." **Joseph Fagan** has capabilities spanning a range of power market matters, including rate, rulemaking and other proceedings before FERC. **Strengths:** "Joseph Fagan has a really excellent, personable way about him." "Joseph Fagan's ability to refocus people and get to the right result is exceptional." "He clearly explains complex issues and he proactively identifies and manages future hurdles." **Evan Reese** is sought out for his expert FERC regulatory counsel. He focuses his practice in the power market, regularly representing electric utilities and transmission developers. **Strengths:** "Evan Reese is very thorough and he knows the area of transmission very well." **Valerie Green** assists her clients with a range of FERC matters. She has experience representing a range of industry participants in contested rate cases. **Strengths:** "Valerie is always on top of things and very responsive." "Valerie is sharp, bright and effective." "Valerie is very good and thorough. She does a good job of being a strong advocate for her clients." **Sebastian Lombardi** advises

his clients on a range of regulatory matters and frequently appears in FERC proceedings. He has particular expertise representing energy companies active in the New England area. **Strengths:** "Sebastian is very focused on delivering outstanding customer service. He continually thinks about issues of mutual interest and what guidance or solutions would be appropriate, even before the client has identified and considered certain issues." "Sebastian Lombardi has a really measured demeanor. He is an extremely capable person." **Margaret Czepl** assists in an impressively broad array of FERC matters ranging from rate cases and transactional support, to regulatory compliance mandates. **Strengths:** "Margaret is very thorough and has good experience. She is able to jump into matters and get things done quickly."

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland (US) LLP is known for representing clients on power regulatory matters including FERC compli-

strength in the wind and solar spaces. It is also recognized for its capabilities in the power regulatory space covering rate, rulemaking and enforcement proceedings before FERC. The firm is further recognized for substantial strength in the oil and gas transactional space, regularly acting on upstream, midstream and downstream matters.

Strengths

"Gibson Dunn does an outstanding job in the energy industry. They are responsive and commercial."

"The Gibson Dunn team is dedicated, extremely smart and puts the client first."

"The Gibson Dunn team is very knowledgeable and practical."

Work highlights Gibson, Dunn & Crutcher LLP advised the Conflicts Committee of the Board of Directors of Shell Midstream Partners on its \$1.96 billion merger with Shell USA, an oil and gas subsidiary of Shell.

Notable practitioners

Michael Darden (see p.536) has tremendous expertise in oil and gas sector M&A and is frequently called on to handle major domestic and international transactions on behalf of prominent industry players. **Strengths:** *"Michael is a very experienced and extremely knowledgeable lawyer."*

"He is a phenomenal talent." **Peter Hanlon** (see p.578) has long-standing experience assisting clients with complex financing arrangements including securities offerings. He handles financings involving conventional power and renewables assets. **Hillary Holmes** (see p.587) has a strong track record for acting for oil & gas companies across a variety of corporate transactions. Alongside her recognized strength in capital market transactions, she is also acclaimed for her corporate M&A work and asset A&D practice. **Strengths:** *"Hillary is a very good technical lawyer."*

"She handles very complicated matters." **Michael De Voe Piazza** (see p.3258) advises private equity investors and oil and gas companies on M&A as well as corporate, acquisition and development financing. **Strengths:** *"Michael is a super sharp lawyer. He is perfect for complex transactions."*

"He is an excellent lawyer." **Nicholas Politan** (see p.670) is equally adept in wind, solar and traditional power transactions, acting for operators, developers and investors on M&A and financings. He adroitly handles both domestic transactions and those with cross-border elements. **Strengths:** *"Nicholas is an amazing talent."*

"He is hard-working and efficient." **Rahul Vashi** (see p.726) handles all types of oil and gas sector work, including high-value mergers and sale and purchase agreements. **Strengths:** *"Rahul is amongst the most talented, creative and commercially astute lawyers with whom I have ever worked."*

"Rahul is a very strong and practical lawyer." *"He is super responsive. He goes above and beyond for clients."* **William Hollaway** (see p.586) ably handles a range of issues across the electricity sector, including cost allocation matters for transmission owners, power generators and private equity investors. He has additional strength in assisting with FERC approval for project development and commercial transactions. **Strengths:** *"William's approach to strategic thinking is very good."*

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig, LLP is a robust team well-respected for its work in the oil and gas pipeline rate space. It is frequently called upon to litigate, negotiate and settle matters at FERC for major pipeline clients with specific knowledge of market power and manipulation issues. The firm also provides regulatory support and compliance advice to clients seeking to develop oil, gas and LNG facilities in the US.

Strengths

"Greenberg Traurig can provide the benefits of a strong local team and a global network."

"Greenberg Traurig is very quick to respond to our inquiries and provides thorough responses."

"Greenberg Traurig has a very deep and talented team."

Work highlights Greenberg Traurig, LLP successfully defended the State of Alaska and the Alaska Gasline Development Corporation at the US Court of Appeals for the D.C. Circuit. The plaintiffs sought to challenge FERC's granting of a license to construct, own and operate the Alaska LNG Project.

Notable practitioners

Kenneth Minesinger possesses extensive experience representing oil and gas pipeline owners and trade associations in an array of disputes and filings. **Strengths:** *"Mr Minesinger is a very good lawyer who has provided us with great service."*

"He has an exceptional broad based background and drives results for his clients." **Howard Nelson** is adept at advising pipeline operators on a range of FERC filings and disputes. **Strengths:** *"Howard Nelson is quick to see beyond the surface and grasp intricacies. He is intuitive, convincing and he has an exceptional presence."*

Gregory Lawrence has expertise spanning a broad spectrum of electric regulatory matters, including investigations and disputes before FERC. **Doreen Saia** has a wide-ranging power practice, often representing utilities, suppliers and large companies in tariff and transmission issues before FERC and the NYISO. **Strengths:** *"Doreen Saia has deep subject matter knowledge of complex issues."* *"Doreen understands the letter and the spirit of the law."* *"Doreen Saia has a plethora of knowledge."*

Haynes and Boone, LLP

What the team is known for Haynes and Boone, LLP operates a thriving traditional oil & gas transaction practice. The firm routinely advises on significant upstream A&D transactions across the country, but particularly in the Eagle Ford shale play. The team is also active on corporate mandates such as M&A and asset-backed securitizations on behalf of a varied client base of public and sponsor-backed companies.

Strengths

"The Haynes and Boone team is very sophisticated not only in the legal realm but in the commercial business complexities of the upstream oil and gas business."

"We have yet to have a question or concern which was not fully and adequately addressed by Haynes and Boone in an expeditious manner."

"Haynes and Boone has a great team with ample experience in the oil and gas business."

Work highlights Haynes and Boone, LLP served

as lead counsel to Chesapeake Energy in the sale of a portion of its oil & gas assets in the Eagle Ford shale to INEOS Energy for \$1.4 billion.

Notable practitioners

Hugh Tucker has notable depth of expertise in LNG matters as part of a robust oil and gas practice. He advises on M&A, project development and joint ventures in both domestic and cross-border settings. **Jeremy Kennedy** focuses his practice in the oil and gas space, representing clients active in all streams. He is experienced across an array of A&D transactions.

Hogan Lovells US LLP

What the team is known for Hogan Lovells offers a highly capable nuclear practice that is adept at handling export control, fuel cycle and nuclear operating licensing issues at the NRC. It is also home to a well-regarded oil and gas regulatory team, with strength in the representation of gas pipelines, LNG matters and FERC litigation. The firm is also active on compliance and project development issues. Its litigation capabilities are bolstered by expertise in complementary areas, such as intellectual property and environmental law.

Strengths

"Hogan Lovells' attention to detail and work on some of the most complex topics is amazing."

"Hogan Lovells has a deep energy practice. There is huge knowledge from within the firm."

"The Hogan Lovells' team is extremely talented. They are inquisitive and have a vested interest in our success."

Work highlights Hogan Lovells advised ANR Pipeline Company on filing and litigating a Natural Gas Act Section 4 rate filing.

Notable practitioners

Stefan Krantz is commended for his representation of domestic and international pipeline operators. He has noteworthy experience managing a range of regulatory compliance issues and complex disputes. **Strengths:** *"Stefan is awesome. He is strategic and thoughtful."* **Daniel Stenger** (see p.711) is highly regarded for his expertise in the nuclear energy sector. He is sought after for strategic advice on complex issues pertaining to the licensing and regulation of nuclear facilities. **Strengths:** *"Daniel is very knowledgeable in his field. He is also a good listener and very responsive."*

Amy Roma has expertise spanning contentious, regulatory and commercial matters involving the NRC and DOE. She has further strengths in advising on nuclear liability, export controls and nuclear technology. **Strengths:** *"Amy's ability to serve clients is outstanding."* **Gregory Junge** is frequently called upon to assist natural gas pipeline operators with a range of FERC proceedings and compliance issues, including those under the Natural Gas Act. **Strengths:** *"Gregory has huge expertise."* *"He is very thorough."* *"Gregory is a fantastic lawyer and a good advocate for his clients."*

Holland & Knight LLP

What the team is known for Holland & Knight LLP is noted for its strength in handling transactions for clients active in the oil and gas space. The firm frequently represents financial institutions and energy companies in the A&D of assets and com-

panies. It has additional strength in joint ventures and investments into upstream and midstream companies.

Strengths

"The Holland & Knight team can distill very complex issues and provide information clearly."

"Holland & Knight has the ability to put together a team of experts to provide well rounded support. The team is extremely responsive and always makes itself available even at the last minute."

"Holland & Knight is exceptionally responsive to client needs and inquiries."

Work highlights Holland & Knight LLP advised INEOS Energy in connection with the acquisition of a portion of Chesapeake Energy's oil and gas assets in the Eagle Ford shale in South Texas for \$1.4 billion.

Notable practitioners

Paul Forshay advises clients on a broad range of FERC proceedings and compliance issues in the oil and gas sector. **Strengths:** *"Paul is a very skillful advocate in writing and on his feet."* **Andrew Derman** ably assists clients with domestic and cross-border investments and transactions, including M&A and infrastructure development.

Ram Sunkara focuses his transactional practice in the oil and gas space, regularly representing his clients in acquisitions, sales and joint ventures. **Strengths:** *"Ram provides excellent service. He has a very sophisticated practice and he is commercially astute."* *"Ram Sunkara has great experience and acumen."*

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth LLP has a robust oil and gas regulatory and litigation team providing clients with high-quality representation before FERC and the DOE. The firm enjoys a fine track record for its work in midstream and upstream oil and gas transactions, acting for private equity firms and energy companies. It is also further noted for expertise in electricity financings.

Strengths

"The Hunton team takes charge and anticipates what is needed."

"Hunton Andrews Kurth's group has strong knowledge of the FERC."

"The team demonstrates commercial and transactional experience."

Work highlights Hunton Andrews Kurth LLP advised Barclays Capital, among others, as initial purchasers on NextEra Energy Partners's offering of \$500 million of 2.50% Convertible Senior Notes due 2026.

Notable practitioners

Emmett Ellis (see p.547) leverages his expertise to handle complex transactions on behalf of energy companies and investment banks.

Michael Fitzpatrick Jr (see p.556) has significant experience handling capital markets transactions across the power sector, frequently acting for both issuers and underwriters. **Steven Friend** (see p.560) specializes in energy and utility industry financing. He has stellar expertise in assisting issuers and underwriters on debt and equity offerings. **Adam O'Brian** (see p.655) regularly represents his underwriter clients in SEC-registered offerings, focusing his practice in the power

and utility markets. **Peter O'Brien** (see p.656) is a strong choice for clients in both domestic and international capital markets matters. **Strengths:** *"Peter is a consummate professional."* *"He is a top-notch lawyer."* *"He has a deep reservoir of knowledge."* **Michael O'Leary** (see p.657) frequently advises major oil and gas clients on sophisticated domestic and international M&A as well as corporate securities matters, including IPOs, debt and equity offerings. **Strengths:** *"Michael is an outstanding lawyer."* **Shemin Proctor** (see p.673) handles regulatory issues pertaining to liquids and is frequently sought after to advise on compliance and FERC proceedings. **Strengths:** *"Shemin is very knowledgeable."* **John Lee Shepherd Jr** (see p.700) has an impressive practice that involves advising on FERC litigation and enforcement matters. He is notably adept at advising transmission owners. **Strengths:** *"John has a laser-like focus on cases and his knowledge is incredible."* **Brendan Harney** (see p.578) frequently assists underwriters and issuers in SEC-registered offerings in the electric utility space. **Strengths:** *"Brendan does a great job at organizing incredibly complex matters."* *"He is very solid and responsive."* **Patrick Jamieson** (see p.595) routinely assists on public and private securities offerings in the energy space.

Jenner & Block LLP

What the team is known for Jenner & Block LLP is a strong litigation-focused offering in the electricity space. The firm possesses strength in power market reform matters including expertise in renewable energy. It boasts established FERC expertise and capabilities across grid resilience, rate and policy issues.

Strengths

"Jenner & Block is excellent in all areas, from basic nuts-and-bolts to strategy."

Work highlights Jenner & Block LLP intervened on behalf of Constellation Energy in defense of FERC's implementation of an order allowing state-supported zero-emitting generators to reflect their subsidies when submitting offers in power auctions.

Notable practitioners

John Estes III is a stellar attorney highly regarded for his work on behalf of major power market clients on a broad array of FERC disputes and enforcement actions. **Strengths:** *"John Estes is the best attorney out there. He is smart and he knows everybody."* *"John is very good about thinking strategically about the next several steps ahead."*

"John Estes provides unique insight into agency policymaking and unparalleled history and experience." **Sudeen Kelly** leverages her expertise as a former FERC commissioner to advise clients on a broad array of regulatory proceedings and rule-making interventions. **Strengths:** *"Sudeen Kelly impresses due to her breadth of experience, judgment and attention to detail."* *"Sudeen Kelly is a force of nature."* *"Sudeen has a tremendous ability to break down complex issues into easy to understand and manageable topics."* **Matthew Price** is noted for his work representing energy corporations and non-profit organizations in proceedings before FERC, including cost and market rule matters. **Strengths:** *"Matthew is very sharp and easy*

to work with. His oral submissions are top-notch." *"Matthew Price is one of the most strategic lawyers I have worked with."* *"Matthew has very good judgment and the ability to tackle issues in the regulatory and litigation space in a thorough and practical way."* **William Barksdale** is recommended for his expertise in handling complex investigations and enforcement proceedings before the FERC. **Strengths:** *"He is very knowledgeable."* **Raunaq Kohli** provides expert regulatory support on A&D transactions and project development in the power space. His clients include both energy companies and financial institutions.

John & Hengerer

What the team is known for John & Hengerer is a well-respected team with considerable experience representing a broad client base in the oil and gas sector, including developers, owners and operators of pipelines. The firm also counsels oil and petroleum product shippers. It frequently advises on project approval proceedings and handles rate litigation before FERC.

Strengths

"John & Hengerer is very responsive and the team understands the regulatory regime."

Notable practitioners

Elizabeth Zembruski is well-known for her representation of shippers, particularly in rate cases before FERC. **Strengths:** *"Elizabeth is very practical. She is focused on results."* *"Elizabeth is very knowledgeable and easy to work with."* **Douglas John** has considerable experience in regulatory issues across the oil and gas sector. **Strengths:** *"Douglas John is very knowledgeable."*

Jones Day

What the team is known for Jones Day is noted for its expertise spanning the power and oil and gas sectors, counting power generators, institutional investors, electric utilities and pipeline operators as part of its client base. It ably assists with master limited partnerships, joint ventures and other commercial agreements in the oil and gas sector. The firm also handles a broad range of regulatory matters in the power sector including M&A approval, investigations and rate and tariff proceedings.

Strengths

"Jones Day provides exceptional work product and services on a consistent basis. I know anytime we make a request, they always deliver."

"The Jones Day team do not only have a thorough knowledge of the legal rules but have strong relationships with FERC staff."

Work highlights Jones Day advised Marathon Petroleum on the formation of a joint venture with Neste to convert Marathon's idled refinery in Martinez, California into a 730 million gallons per year renewable fuels facility.

Notable practitioners

James Olson has experience advising oil and gas pipeline clients on a range of regulatory matters, including rate and tariff proceedings before FERC. **Strengths:** *"I am always impressed with James's ability to quickly grasp issues and generate consensus among participants in regulatory proceedings."* *"James Olson knows the issues well and prepares his client well. He takes a big picture view*

for the client.” *“James is a real leader. He achieves results.”* **Jeffrey Schlegel** has excellent capacity to effectively assist with joint venture and master limited partnership structuring. He has further expertise in a broad array of commercial agreements in the oil and gas sector. **Strengths:** *“Jeffrey is a true expert in the field. He does a good job of thinking strategically about the issues.”* *“Jeffrey Schlegel’s strengths are in his business acumen and the way he manages his team.”* *“Jeffrey is a fantastic lawyer. He is knowledgeable, practical and smart.”* **James Beh** has notable experience assisting power generators, institutional investors and electric utilities on a broad range of regulatory matters. He has particular knowledge of issues arising in the California energy market. **Strengths:** *“James Beh is an extremely capable lawyer.”*

King & Spalding LLP

What the team is known for King & Spalding LLP is recognized for advising oil and gas industry clients and public authorities on regulatory matters in connection with the development of production, storage and transportation infrastructure, with a growing presence in LNG. It frequently represents a range of clients in applications to FERC and DOE. The firm is further noted for expertise in commercial transactions and contracts across the oil and gas sector, frequently handling acquisitions, fuel supply agreements and engineering, procurement and construction contracts.

Strengths

“King & Spalding has a deep bench of experts. The firm can always find someone with the right expertise to handle matters.”

“King & Spalding’s service levels and responsiveness is top-notch. The wait time for a response or a path forward on any matter is very minimal.”

Work highlights King & Spalding LLP advised Competitive Power Ventures (CPV) on fuel supply matters relating to natural gas-fired generating facilities. This included advising CPV’s Three Rivers Energy Center on issues relating to the potential relocation of a pipeline lateral authorized by FERC.

Notable practitioners

James Bowe Jr (see p.511) is highly sought after by clients in the LNG space. He has particular experience as regulatory counsel to project developments and commercial transactions. **Strengths:** *“James’ command of the agency and regulatory practice is phenomenal.”* *“James Bowe’s thoughtful approach fully protects our interests while he advocates for the best positions possible.”* *“James is very knowledgeable in a very technical area of the law.”* **Peter Hays** (see p.581) has expertise spanning across the oil and gas sector. He is known for representing multinational corporations and upstream producers in sale and purchase agreements and equity transactions. **Strengths:** *“Peter Hays is a really good technical lawyer.”* **Stuart Zisman** (see p.742) focuses his practice on the midstream sector. He effectively advises clients, including commodity traders and infrastructure developers on acquisitions, joint venture agreements and debt financings. **Strengths:** *“Stuart is really commercial and savvy about the underlying business.”* *“Stuart Zisman provides significant*

industry experience when it comes to navigating complex joint venture deals.” *“Stuart is huge on customer satisfaction. He is very smart and well-experienced.”* *“Stuart Zisman has tremendous commercial instincts.”*

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis is a rapidly developing team highlighted for its ability to handle complex transactions and capital markets matters across both the power and oil and gas sectors. It is able to offer support in M&A, joint ventures, PPAs and structured financings. Its clients include private equity funds, utilities, pipelines and power marketers. The firm is adept at assisting with all regulatory aspects of transactions in addition to broader FERC administrative litigation matters.

Strengths

“Kirkland & Ellis’ team is exceptional in the specialty it operates in because it has a great depth of experience and a corporate culture that remains client focused.”

“When we hire Kirkland, we know a matter will get done in a really high level, great way. They have a subject matter expert in every discipline you can imagine.”

“Kirkland & Ellis’ team has incredible breadth and depth.”

Work highlights Kirkland & Ellis advised ONEOK on its definitive agreement to acquire all outstanding units of Magellan Midstream Partners in a transaction valued at approximately \$18.8 billion.

Notable practitioners

Andrew Calder (see p.518) is a member of the firm’s Executive Committee and leverages his wealth of expertise to advise companies and private equity sponsors on complex transactions, corporate governance and securities matters. **Strengths:** *“Andrew is an exceptional lawyer with a keen commercial acumen.”* **Brooksany Barrowes** (see p.498) has significant experience providing adjacent regulatory counsel on mergers and acquisitions, alongside wider expertise in handling a range of proceedings before FERC. **Strengths:**

“Brooksany represents her clients’ interests very well.” **David Castro Jr** (see p.521) has considerable expertise in a broad array of upstream oil and gas transactions, including major mergers and acquisitions and strategic joint ventures. **Strengths:** *“David is extremely bright. He works very hard and he understands what clients want.”*

“David is very practical, easy to work with and has great experience.” **Anthony Speier** (see p.708) has strengths spanning acquisitions, divestitures and joint venture formation, particularly involving upstream and midstream oil and LNG assets. **Strengths:** *“Anthony is a very strong attorney who is really strong on deals.”* **Robert Fleishman**

offers high-quality regulatory advice in the context of pipeline projects, CFTC investigations and various commercial agreements. **Strengths:** *“Robert is an outstanding lawyer.”* **Chris Heasley** (see p.581) demonstrates significant capabilities in the oil and gas space. He often assists in the purchase and acquisition of upstream and midstream interests, alongside handling joint venture transactions. **Strengths:** *“Chris’ commitment to his*

clients is evident in all aspects of his work product.”

“Chris is very thorough and easy to work with.”

Chad Smith (see p.705) s transactional practice covers acquisitions, sales and joint venture formations in the oil and gas sector. **Strengths:** *“Chad is easy to work with and you know it is going to be a thorough job when he is on it.”* *“Chad is a really strong lawyer. He is very responsive and great at managing processes.”* **Lindsey Jaquillard** (see p.595) ably assists a range of oil and gas sector clients with mergers, acquisitions and divestitures. **Strengths:** *“Lindsey is very thorough. Nothing slips through the cracks.”* *“She is technically very, very good.”* *“Lindsey is a highly talented technical lawyer. She brings a helpful dynamic to the table.”* **Kristin Mendoza** (see p.641)’s transactional practice covers the complex A&D of electric generating assets as well as mergers in the space. **Strengths:** *“Kristin is incredibly smart and a very good negotiator.”*

Strengths

“The professionals at K&L Gates quickly grasp complex concepts and apply them to benefit the client.”

“The K&L Gates team is constantly available for questions and support across any number of topics.”

K&L Gates

What the team is known for K&L Gates is active within the FERC regulatory context for power clients as well as offering representation before state commissions and federal courts. It is frequently seen in transmission cost allocation, interconnection agreements and NERC reliability matters.

Strengths

“The professionals at K&L Gates quickly grasp complex concepts and apply them to benefit the client.”

“The K&L Gates team is constantly available for questions and support across any number of topics.”

Work highlights K&L Gates acted for Duke Energy Florida in a complaint filed at FERC against NextEra alleging its utilities Florida Power & Light and Gulf Power had, among other issues, violated the transmission service and planning obligations in their tariff.

Notable practitioners

Donald Kaplan (see p.601)’s regulatory expertise is frequently sought after by transmission owners and other industry clients, particularly concerning costs and rate calculations. **Kimberly Frank** (see p.557)’s practice sees her represent electric cooperatives and other power companies at FERC. Her expertise includes compliance issues and rate cases. **Strengths:** *“Kimberly is really strategic. She takes a much longer view on what is good for her clients and how to approach FERC.”* *“Kimberly does not only understand our needs, but provides critical, significant and strategic advice that fits us.”*

“Kimberly is responsive, always ahead of deadlines, strategic and quickly grasps complex issues.” **David Wochner** (see p.736) is well thought of for his practice relating to LNG. He can be often found in front of FERC handling significant project authorization matters and in front of the Department of Energy in respect of natural gas export matters. **Strengths:** *“David is an exceptional collaborator, resource and facilitator with deep industry knowledge and contacts.”* *“David Wochner has tremendous knowledge. He goes above and beyond to find the answer.”* *“David is a maestro of all things regulatory in the US energy space.”*

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Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a distinguished international firm, renowned for the leading role it plays in both oil and gas and power transactional matters. It regularly acts on sophisticated deals for corporate, financial and sovereign industry participants. The firm also provides both electricity and oil and gas clients with a committed regulatory offering. It represents clients adeptly at FERC and before other energy regulatory bodies too.

Strengths

"The Latham team is incredibly savvy and experienced. They are business minded and technically excellent."

"Latham & Watkins is able to bring a lot of different strengths in different disciplines."

Work highlights Latham & Watkins LLP advised Vistra on the execution of a definitive agreement with Energy Harbor in which Energy Harbor merged with and into a newly-formed subsidiary of Vistra.

Notable practitioners

Michael Gergen (see p.564) is a strong choice for clients on a broad range of issues, with expertise spanning regulatory, transactional and legislative matters concerning power markets. **Strengths:** *"Michael is very impressive."* **David Kurzweil** (see p.615) offers considerable transactional expertise at the single asset and portfolio level alongside advising on commercial agreements supporting project financing. **Strengths:** *"David offers considerable expertise."* *"He is one of the most experienced lawyers in the country."* **Patrick Nevins** (see p.653) is adept at advising pipeline owners, joint venture operators and project developers on FERC and other regulatory approvals as well as handling proceedings concerning tariffs and rate design. **Strengths:** *"Patrick is a very strong strategist."* **David Schwartz** (see p.694) has considerable experience advising clients on high-stakes proceedings before FERC, including those arising from market manipulation allegations. **Strengths:** *"David provides really excellent strategic direction and very important contributions on matters."* *"It is the knowledge and attention that he brings that leads to the best outcome on matters."* **Natasha Gianvecchio** (see p.565) is an accomplished regulatory attorney who possesses strengths across litigation and transactional matters in the electricity sector. **Strengths:** *"Natasha is very responsive and insightful."* *"Natasha is very much on the pulse of what is going on at FERC and in the market."* **Michael King** (see p.608)'s practice spans the upstream and midstream spaces, with experience advising on acquisitions and sales of assets as well as joint ventures and commercial agreements. **Strengths:** *"Michael's technical skills are extremely good."* *"He is a really commercial lawyer."* **Justin Stoltz** (see p.712) has considerable expertise in upstream and midstream oil and gas transactions, including high-value strategic M&A. **Strengths:** *"Justin is extremely hard-working and also extremely intelligent."* *"He consistently delivers quality work and he is pleasant to work with."* **Stephen Szalkowski** focuses his practice on midstream oil and gas transactions and is frequently sought after for acquisitions. **Strengths:** *"Stephen is a practical and a commercial advocate."*

Tyler Brown (see p.515) has experience handling approvals for transactions and project development as well as a broad range of power market matters, including rulemaking and cost allocation. **Strengths:** *"Tyler offers great insight on matters."* *"Tyler is super sharp and very smart."* **Lauren Anderson** (see p.3197) is a transactional lawyer who focuses her practice in the energy sector. She expertly represents her clients in acquisitions, joint ventures and private equity matters. **Strengths:** *"She is very easy to work with."* *"Lauren is very knowledgeable and a pleasure to work with."* *"She is very efficient."* **David Owen** (see p.659) focuses his M&A practice on representing investors and owners of electricity generating assets. **Strengths:** *"David is a phenomenal lawyer."* **James Blackburn** (see p.506) has experience in a range of power market matters, including ratemaking and rulemaking. He also assists on FERC investigations, particularly those concerning market manipulation and tariff violations. **Strengths:** *"James is very knowledgeable and a pleasure to work with."*

Locke Lord LLP

What the team is known for Locke Lord LLP comes recommended for upstream, midstream and downstream deals that involve complex corporate structurings. The firm assists clients involved in exploration and production, gathering, storage and processing, and the provision of services and equipment to the industry. It possesses expertise in joint ventures, sales, acquisitions and operations management. The firm is well-equipped to advise energy companies, as well as private equity firms looking to enter the space for the first time.

Strengths

"Locke Lord has a great understating of the midstream business and how it works."

"The Locke Lord team makes itself available in a very short time frame. They go above and beyond by giving us the time and attention we need."

"Locke Lord is deeply experienced in the market."

Work highlights Locke Lord LLP advised WildFire Energy on its agreements to acquire Chesapeake Energy's Brazos Valley region of its Eagle Ford assets for \$1.42 billion.

Notable practitioners

Bill Swanstrom (see p.3272) is widely recognized in the market for his midstream oil and gas practice. His expertise is frequently sought in acquisitions and sales both by companies and private equity investors. **Strengths:** *"Bill Swanstrom is a fantastic midstream practitioner."* **Terry Radney** (see p.673) focuses on upstream and midstream transactions in the oil and gas sector and frequently assists clients with M&A activity and various commercial agreements. **Strengths:** *"Terry is smart and he gets the deal done."* *"Terry's knowledge is phenomenal."*

Mayer Brown LLP

What the team is known for Mayer Brown LLP represents insurers, financial service clients and portfolio companies in M&A and equity financing transactions. It is noted for its expertise in joint ventures and high-value offerings.

Strengths

"The Mayer Brown team has the ability to get creative and come up with drafting solutions to address client concerns and objectives."

"Mayer Brown has an excellent team across the board."

Work highlights Mayer Brown LLP represented CDPQ as part of an investment vehicle composed of CDPQ, Invenenergy, and funds managed by private equity firm Blackstone Infrastructure Partners in a \$1.5 billion purchase of a renewables portfolio owned by American Electric Power.

Notable practitioners

Elena Rubinov (see p.686) advises financial services clients on corporate transactions in the energy space. She has notable experience handling acquisitions and joint venture formation.

Mark Williams (see p.735) provides adept counsel on the regulatory elements of corporate transactions. He frequently acts for utilities, corporates and investors across the sector. **Strengths:** *"Mark is substantively really good and he is encyclopedic in his knowledge."* *"Mark is extraordinarily knowledgeable about FERC's laws and regulations."* *"Mark Williams provides an exceptional level of service. He takes a very prudent approach to regulatory risks."* **Heather Feingold** (see p.552)'s practice centers on providing regulatory counsel and obtaining FERC approvals for a variety of transactions in the power space.

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP is a rapidly developing practice replete with expertise in regulatory and litigation matters, including representation before FERC, NERC and the CFTC as well as state regulatory bodies. It is capable of advising on the full spectrum of power market rules compliance and related proceedings on behalf of a wide client base. The firm provides expert representation in the context of investigations and audits in the power sector as well as managing merger and acquisition approvals. It is further noted for its growing strength in oil & gas transactions.

Strengths

"The McDermott regulatory team is incredibly responsive and smart."

"We could not ask for a more responsive and service-oriented firm."

"McDermott Will & Emery has a strong bench of talent with diverse skill sets that allow the team to call upon internal subject matter experts to handle complex matters."

Work highlights McDermott Will & Emery LLP represented affiliates of CPV, J-POWER, LS Power and REV in connection with non-performance penalties arising out of Winter Storm Elliott.

Notable practitioners

Neil Levy (see p.621) has expertise in a broad array of power market proceedings and regulatory compliance alongside further capabilities assisting with oil and gas sector issues.

Strengths: *"Neil is a consummate professional and very savvy."* *"He is excellent at looking at the big picture and figuring out a path to get to the end as efficiently as possible."* **David Tewksbury** (see p.718) expertly advises clients on power market matters, including rulemaking and compliance, as well as acting as regulatory counsel in M&A.

Strengths: “David has an extraordinary amount of experience.” “He demonstrates an incredibly deep understanding of the industry, its history, and the issues impacting the existing and developing sector.” **Jack Langlois** (see p.616) advises on mergers, acquisitions, sales and joint ventures for a broad array of clients. **Strengths:** “Jack is very technical but also commercial.” “He has his finger on the pulse of negotiations and deals.” “Jack brings a wealth of experience.” **Frederick (Fritz) Lark** (see p.617) advises private equity sponsors and electric companies on mergers, acquisitions and investments across the sector. **Strengths:** “Fritz is very smart and he has a lot of experience.” “He is pragmatic about coming to solutions in a web of complex issues.” **Stephanie Lim** (see p.623) has considerable expertise in a broad range of power market rulemaking interventions and other disputes before FERC. She also manages the approval process for transactions. **Strengths:** “Stephanie clearly has really vast expertise in the space.” **Bruce Richardson** (see p.680) notably advises clients on compliance with NERC reliability rules and reactive power services.

McGuireWoods LLP

What the team is known for McGuireWoods LLP possesses significant strengths across regulatory work in the power space. It maintains a robust FERC enforcement practice that counts many of the leading utilities as clients. The firm is noted for its work on regulatory compliance and market manipulation litigation. It also offers a highly knowledgeable regional transmission organization team that focuses on representing clients on market structure and rate issues. The firm has particular strength in relation to cost allocation and compensation issues. It is further recognized for advising on power sector transactions and wider corporate strategy for public utilities, independent power producers and investors.

Strengths

“The McGuireWoods team is proactive. Its attorneys have the ability to think ahead of the issues.”

“McGuireWoods’ attorneys are committed, thorough, confident and loyal through some of the most complex deals in the industry.”

“McGuireWoods has an extremely strong regulatory and litigation department. The team is well-versed on all topics in the industry.”

Work highlights McGuireWoods LLP represented Edison Electric Institute, among others, in an amicus brief in support of the statute of limitations arguments made by Vitol.

Notable practitioners

Joanne Katsantonis (see p.3349) advises public utilities, independent power producers and investors on a broad array of transactions and broader corporate strategy. **Strengths:** “Joanne is an exceptional lawyer.” **Todd Mullins** (see p.648) leverages his past experience at FERC to advise clients on a broad range of enforcement and compliance matters. **Strengths:** “Todd is very experienced and has been a tremendous help for us.” **Noel Symons** (see p.715) has considerable expertise in the full range of regulatory matters concerning RTO markets, including reliability, must run issues and cost allocation. **Brian Kelly** (see p.604) is chair of the firm’s energy industry

team power practice. He has a strong track record representing electric utilities, infrastructure companies and independent power producers in a range of transactions. **Strengths:** “Brian is a fantastic lawyer who understands the market.” “He is fantastic to work with and is very responsive.” **Julia English** (see p.548) routinely acts as regulatory counsel on transactions concerning power generation and transmission assets. She frequently represents her clients before FERC. **Katlyn Davis Farrell** (see p.538) supports electric utilities in a range of FERC mandates including transaction approvals, transmission rate filings and a variety of compliance matters. **Strengths:** “Katlyn is phenomenal. She provides really good legal analysis.”

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is a market-leading and impressively broad-based group with recognized ability across the full range of energy sectors. It is best known as one of the strongest and deepest nuclear regulatory teams in the country, frequently handling the largest and most complex of matters for utilities. The firm also offers clients a strong regulatory power practice with extensive capabilities in compliance and enforcement matters before FERC. It is noted for expertise in regulatory matters for oil and gas clients and extensive administrative and appellate litigation capabilities too. The firm supplements its sector-spanning regulatory expertise with broad capabilities in the acquisition, sale and financing of conventional and renewable power assets.

Strengths

“Morgan, Lewis & Bockius is very adept at handling complex energy regulatory issues.”

“What sets Morgan Lewis apart is they take the time to understand our business and ensure the advice they give us is practical.”

“Every lawyer Morgan Lewis brings onto the team is not only technically competent but understands the industry.”

Work highlights Morgan, Lewis & Bockius LLP represented Energy Harbor in its acquisition by Vistra.

Notable practitioners

Thomas Giblin Jr has expertise spanning private placements as well as debt and equity offerings, which he deftly handles on behalf of utility and energy clients. **John Klauberg** centers his highly acclaimed power market practice around mergers, acquisitions and sales as well as joint venture agreements, with a particular focus on representing utilities. **Strengths:** “John is one of the top lawyers in the sector.” “He provides us with sophisticated and practical advice.” **Timothy Matthews** has considerable expertise across the sector and is frequently called upon to act for clients before the NRC on licensing and development matters. He has further strength in investigations and enforcement work. **Strengths:** “Timothy knows the NRC inside and out.” “He is excellent, very knowledgeable and level-headed.” **Kimberly Reisler** focuses her practice on utilities and underwriters, leveraging her considerable expertise in corporate and securities law to assist with a broad array of power sector transactions. **Strengths:** “Kimberly is one of the preeminent voices in the space.”

“She is a very thorough lawyer.” **Kirstin Gibbs** has a distinguished background handling oil and gas pipeline matters, including disputes arising from commercial contracts and project permitting. Her recent experience includes handling FERC approvals and investigations in the natural gas sector. **Strengths:** “Kirstin is practical, knowledgeable and very creative.” “She is smart, practical and she has deep market understanding.” “Kirstin is responsive to client needs.” **Paul Besette** advises clients on the regulatory aspects of transactions in the nuclear space, and has experience in proceedings before the NRC. **Strengths:** “Paul has a depth of experience in the space.” **Michael Espinoza** has expertise in energy transactions focused in the regulated utilities and renewables space. He often handles high-value acquisitions. **Strengths:** “Michael is extremely thoughtful about the issues and is incredibly timely.” **Brad Fagg** adroitly advises clients on spent fuel issues and related disputes. He is further noted for his expertise in a range of regulatory and contractual matters spanning the nuclear sector. **Strengths:** “Brad is very knowledgeable and practical.” “He is very experienced and knowledgeable in his area.” **Alex Polonsky** is capable of handling proceedings before the NRC as well as advising clients on a broad range of regulatory issues, particularly concerning waste storage and nuclear technology development. **Strengths:** “Alex is a solid and creative counsel.” “He is a knowledgeable guy.” **Stephen Spina** is frequently called upon by clients to advise on regulatory matters spanning market pricing, standards compliance and rate proceedings. **Strengths:** “Stephen is an excellent lawyer.” **Daniel Skees** routinely acts on behalf of electric utilities in FERC authorizations and approvals relating to acquisitions. **Strengths:** “Daniel is one of the most intelligent and ‘dialed-in’ lawyers I have worked with.” “He is smart and hard-working.” **Jane Accomando** supports her clients on regulatory and commercial matters in the nuclear space. She is currently coleader of the firm’s global energy industry team. **Strengths:** “Jane does really terrific work.” “She is responsive, considered and detail-oriented.” **Pam Tsang Wu** demonstrates broad expertise across the oil and gas sector. She has notable experience handling FERC regulations and approvals, purchase and sale agreements and Section 4 rate cases. **Strengths:** “Pam is smart and practical. She is also always responsive and has a deep market understanding.”

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP adeptly handles a variety of transactions for clients in the power industry, including the purchase and sale of assets as well as joint ventures and other agreements. It is noted for developing transactional capabilities in the natural gas and LNG space. The firm offers further expertise in regulatory authorization and other proceedings before FERC and the DOE in regulatory proceedings connected with the siting and construction of LNG production, liquefaction and export facilities.

Strengths

“Nights, weekends, holidays; it does not matter. Orrick always helps when we call.”

"Orrick handles all aspects of FERC work for us. The team has open lines of communication with the agency."

"The Orrick team is really good at being quick to advise and it really caters its advice and guidance to what we are looking for."

Work highlights Orrick, Herrington & Sutcliffe LLP represented Freeport LNG and its affiliates in proceedings before FERC, DOE and other agencies to obtain authorization to construct and operate the Freeport Liquefaction Project.

Notable practitioners

Lisa Tonery comes highly recommended for her considerable expertise in representing major clients in high-value LNG proceedings before FERC and the DOE, particularly in seeking authorization for the construction and operation of liquefaction and export terminals. **Strengths:** *"Lisa Tonery is very responsive and she has her finger on the pulse of FERC." "Lisa's relationships with key members of FERC and the DOE are super valuable and her in-depth knowledge of the industry is really valuable too."* **Cory Lankford** assists with regulatory issues and approvals in the context of M&A, project development and investments. **Strengths:** *"Cory is very knowledgeable and able to deliver creative solutions." "Cory brings a wealth of sophisticated ability to the job. When it is a complex issue or problem, he has the knack of calming the room." "Cory Lankford is very responsive and provides great and useful advice."* **Adam Wenner** assists developers and power companies with the regulatory aspects of transactions and project development across the traditional power and renewables sectors. **Strengths:** *"Adam Wenner brings a wealth of experience and technical competence on regulatory issues." "Adam Wenner is unflappable. He keeps everybody calm." "Adam is very knowledgeable and responsive."* **Jonathan Ayre** is noted for his work handling acquisitions, asset securitizations, financings and restructuring transactions on behalf of oil and gas sector clients. **Strengths:** *"Jonathan is always there when we need him and he is extremely effective."* **Joe Roger** is active in the oil and gas space, where he is particularly noted for his upstream sector work. He is adept in acquisitions, divestitures and various other transactions. **Strengths:** *"Joe is extremely knowledgeable and very responsive. He totally understands commercial and legal issues." "Joe Roger is an excellent partner."* **Kayla Grant** focuses her practice in the power space, advising her clients on a variety of FERC regulatory matters including jurisdictional issues and market-based rate authority applications. **Strengths:** *"Kayla provides excellent service and information." "Kalya is always on-point, concise and responsive."*

Paul Hastings LLP

What the team is known for Paul Hastings LLP is routinely engaged to advise power sector clients on complex FERC proceedings. The firm demonstrates considerable expertise in project authorizations and FERC enforcement actions. It is particularly noted for its experience in transmission and solar energy work.

Strengths

"In addition to inherent industry knowledge, Paul Hastings' professionals know what questions to ask

and how to focus on what really matters."

"Paul Hastings is critical to our success. The team demonstrates attention to detail and responsiveness."

Work highlights Paul Hastings LLP represented Leeward Renewable Energy in a number of FERC interconnection and transmission matters in connection with its First Solar projects.

Notable practitioners

William DeGrandis (see p.539) has a strong track record of assisting clients on various regulatory and commercial issues, including interconnection and transmission disputes, M&A approval and broader contractual agreements. **Strengths:** *"William DeGrandis is focused on technical accuracy. If a project is stuck, he is the first person I would call to get it unstuck." "William has a true understanding of client relations and the need to supplement and enhance what the client itself may know." "William DeGrandis is extremely thorough. He has great attention to detail and very good follow up. Nothing falls through the cracks."*

Pierce Atwood LLP

What the team is known for Pierce Atwood LLP draws on its federal regulatory expertise to skillfully represent oil and gas and electric utility clients before FERC. The team has extensive knowledge of the Natural Gas Act and regularly handles rate case proceedings. It has additional strength in compliance matters.

Strengths

"Pierce Atwood is more than capable of handling sophisticated matters."

"Pierce Atwood could not be timelier and more thorough in its responsiveness."

Work highlights Pierce Atwood LLP acted for Granite State Gas Transmission in connection with FERC's certificate and construction rules and FERC rate filings.

Notable practitioners

Randall Rich (see p.679) has deep expertise in regulatory issues and FERC proceedings pertaining to natural gas pipelines. **Strengths:** *"Randall is highly knowledgeable about the rules and regulations in the space he practices." "Randall Rich has been a FERC lawyer for years. He understands what needs to happen at the commission and he understands its policies and processes." "Randall is always a straight shooter. He is an excellent advocate."*

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman LLP possesses one of the best nuclear practices in the country. Its lawyers are thought leaders in the modernization of nuclear energy and advanced nuclear technologies. It is frequently seen on issues involving the NRC, including licensing for new facilities, spent fuel processing disputes and approvals. The firm is also active in international nuclear development matters. It is very well thought of in energy securities circles and on complex power financings. The team has particular strength in statute-based securitization financings for stranded costs for public utilities, tax-exempt debt financings and sale-leaseback structures.

Strengths

"Everyone I have worked with at Pillsbury is very knowledgeable, experienced and great to work with."

"Pillsbury's team is up to speed with all commercial trends."

"The group has deep expertise in domestic and international regulatory actions and a broad understanding of the energy landscape."

Work highlights Pillsbury Winthrop Shaw Pittman LLP successfully represented Holtec in its efforts to oppose a Federal District Court case filed by the Attorney General of New Mexico against the NRC in an effort to prevent licensing of the Holtec ClSF spent fuel storage facility.

Notable practitioners

David Baxter has considerable experience representing a broad array of clients in capital markets transactions, including issuers, purchasers and underwriters. **Strengths:** *"David is a great lawyer."* **Jeffrey Delaney** acts for a wide range of energy companies and underwriters on capital markets transactions. **Strengths:** *"Jeffrey is a very smart lawyer."* **Jay Silberg** has substantial expertise in securing regulatory approvals for transactions as part of a robust regulatory practice. He frequently appears before the NRC and DOE on behalf of a roster of prominent clients. **Elina Teplinsky** focuses her practice on export control and project development issues and frequently advises nuclear utilities, vendors and developers on compliance with DOE and NRC regulations.

Strengths: *"Elina is incredibly knowledgeable and responsive." "She is extremely knowledgeable and very experienced."* **Michael Lepre's** nuclear regulatory practice sees him handle spent fuel and decontamination issues. He has appeared in multiple contested hearings before the NRC. **Jeffrey Merrifield** leverages his expertise as a former member of the NRC to advise clients across a broad spectrum of matters. He manages acquisitions and divestitures and counsels on nuclear technology development. **Strengths:** *"Jeffrey brings significant experience to every situation."*

"He is one of the most hard-working individuals I have had the pleasure of working with." **Alexandra Calcado** is noted for her representation of investment companies in high-value financings. Her experience includes handling public offering transactions. **Stephanie Langan** is a corporate and securities associate with experience advising underwriters, purchasers and issuers on a broad range of transactions, including mortgage bond and common stock offerings. **Strengths:** *"Stephanie is great to work with."* **Anne Leidich** focuses her practice in the nuclear space and assists clients on a variety of regulatory issues. **Strengths:** *"Anne is a consummate professional, who brings both technical and legal expertise."* **Timothy Walsh's** nuclear practice covers both regulatory compliance and proceedings before the NRC.

Strengths: *"He delivers a timely, accurate, complete and balanced work product related to highly sensitive matters."*

Porter Hedges LLP

What the team is known for Porter Hedges LLP offers a robust oil and gas transactional team with experience in upstream and midstream deals. It is particularly knowledgeable in the sale and

disposition of US shale assets as well as on joint venture structuring and deal financing. The firm is also active on farm-out and participation agreement negotiations. It possesses the capacity to advise debtors, creditors and bidders in connection with sales of oil and gas assets in the context of bankruptcy proceedings.

Strengths

"Porter Hedges has strong knowledge on the subject matter and a no-nonsense approach to effectively guiding negotiations."

"Porter Hedges houses lawyers who understand the industry and stay on top of trends and legal issues facing the industry."

"I have always been impressed with Porter Hedges' responsiveness and attention to getting us answers quickly."

Work highlights Porter Hedges LLP represented Ascent Resources in the closing of a bolt-on acquisition with XTO Energy for a total purchase price of \$270 million.

Notable practitioners

Michael Byrd (see p.517) focuses on upstream mergers and acquisitions as part of a robust oil and gas transactional practice. **Strengths:** *"Michael Byrd is a great practitioner. He is very pragmatic and practical."* **Jeremy Mouton** (see p.648) specializes in upstream transactions and can assist clients with a broad array of matters, including asset sales and dispositions, commercial agreements and mineral rights acquisitions. **Strengths:** *"Jeremy is technically good. He is a problem-solver."* *"Jeremy Mouton is very attentive to his client's needs."* *"Jeremy is so strong across the board."* **Randall King** is cochair of the firm's energy practice. He has a comprehensive transactional offering including expertise in upstream and midstream acquisitions and dispositions, as well as a range of commercial agreements.

Reed Smith LLP

What the team is known for Reed Smith LLP is recognized for its oil & gas transactional practice. The firm routinely advises on M&A activity between industry clients, A&D of upstream and midstream assets and commercial agreements such as tolling contracts. It also frequently assists lenders in the oil & gas space.

Strengths

"Reed Smith has a very strong ability to handle complex and sophisticated matters."

Notable practitioners

Gary Johnson assists clients across the upstream, midstream and downstream energy sectors. He handles acquisitions, operating agreements and joint venture transactions.

Rock Creek Energy Group, LLP

What the team is known for Rock Creek Energy Group, LLP is highly skilled at handling the federal regulatory aspects of transactions in the power sector. The firm's experience covers the full spectrum of energy assets including conventional power, transmission assets, renewable energy and energy storage.

Strengths

"Rock Creek is incredibly knowledgeable and skilled in its subject matter. The team understands commercial aspects and advises in a commercially

mindful manner."

"Rock Creek has a ton of history and knowledge of energy regulatory work."

Work highlights Rock Creek Energy Group, LLP served as federal energy regulatory counsel to Brookfield Renewable Partners in respect of its acquisition of Duke Energy's commercial renewables business.

Notable practitioners

Jessica Friedman (see p.559) is particularly adept at seeking regulatory approvals and negotiating various agreements to support project development as well as mergers and acquisitions. **Strengths:** *"Jessica Friedman is very knowledgeable and smart."* *"Jessica is very adaptable and has a deep knowledge of regulatory risk in transactions."* *"Jessica Friedman has a very broad experience in the space."* **Vincenzo Franco** (see p.557) is called upon by both energy companies and financial institutions alike for his expertise in FERC regulatory issues. **Strengths:** *"Vincenzo is very knowledgeable and practical."* *"Vincenzo Franco is fantastic. He is extremely client friendly."* **Margaret Claybour** (see p.527) frequently advises major institutional investors on the regulatory aspects of acquisitions and investments in the power space. She has additional strength acting in FERC proceedings. **Strengths:** *"Margaret's work is so thoughtful."* **Julia Wood** (see p.737) handles the licensing and regulatory due diligence of projects for her power sector clients. She has particular expertise in the hydroelectric space. **Strengths:** *"Julia is easy to work with."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP offers clients broad expertise in the energy space covering transactional, regulatory and litigation work. It is particularly well thought of in the oil and gas space with capability across upstream, midstream and downstream matters. The firm represents clients before FERC on regulatory approvals, enforcement and rate issues. It offers additional strength in power regulation and litigation, assisting clients participating in the generation, transmission and distribution and trading of electricity. The firm also offers capabilities in transactional matters for electricity clients.

Strengths

"Everyone I have worked with at Sidley has been outstanding. All of its practitioners are fantastic."

"I am incredibly impressed by Sidley's ability to handle complex matters."

"The Sidley Austin team is always approachable and always puts the clients first."

Work highlights Sidley Austin LLP acted for Coaltrain Energy in connection with FERC's anti-manipulation case against Coaltrain and certain individuals regarding trading practices in the Mid-Atlantic electric energy markets in 2010.

Notable practitioners

Terence Healey (see p.581) is adept at handling a range of proceedings and providing related regulatory counseling concerning power market matters, including acquisition approval, market manipulation claims and investments. **Strengths:** *"Terence is very easy to deal with. He is knowledgeable and collaborative."* *"He has an encyclopedic knowledge of the space."* **Cliff Vrielink** (see

p.3276) has a notable practice advising pipeline and investment companies on asset purchase and sale transactions. **Strengths:** *"Cliff is deeply knowledgeable and he delivers excellent client service."* **Tim Chandler** (see p.3208) is noted for his work handling various cross-border transactions. He represents investment clients in the purchase of assets, corporate acquisitions and other financings. **Strengths:** *"Tim is a very commercial lawyer."* *"He's an excellent lawyer."* **Kenneth Irvin** (see p.593) has sector-spanning expertise including oil and gas pipeline and power market issues, with capabilities representing clients in a range of proceedings before FERC. **Strengths:** *"Kenneth gives very commercial guidance and he is very responsive."* *"He is very practical, commercial and really good in a crisis."* **Christopher Polito** (see p.671) is adept at representing major energy clients before FERC. He is noted for his experience handling tariff and cost matters, as well as non-public investigations. **Strengths:** *"Christopher is very communicative and he provides a great work product."*

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is well-regarded for its representation of private equity houses, banks and other financial institutions on electricity portfolio transactions. It possesses experience dealing with complex tax arrangements and acquisition financings. The firm is notably strong in the areas of private fund formation and bond transactions. The firm's areas of focus include transmission, renewable energy matters and issues related to power utilities.

Strengths

"The Simpson Thacher team is incredibly knowledgeable."

"Simpson Thacher houses very smart lawyers. They are always responsive and work diligently."

Notable practitioners

Brian Chisling (see p.525) advises energy and infrastructure companies, providers and underwriters on various transactions, including acquisitions and high-value public offerings. **Strengths:** *"Brian has very extensive transaction experience and he is a strong negotiator."* **Eli Hunt** (see p.591) is cohead of the energy and infrastructure practice. His impressive transactional practice sees him act for major private equity investors in addition to investor-owned utilities. **Strengths:** *"Eli is a great partner to have on the team."* **David Lieberman** (see p.623) has expertise spanning a broad array of commercial transactions in the power sector, frequently advising on high-value M&A and investments. **Strengths:** *"David is very client-oriented."* *"His technical ability is great."* **Katy Lukaszewski** (see p.627)'s transactional practice sees her handle joint venture formations and acquisitions in the oil and gas space. **Strengths:** *"Katy's turnaround times are amazing. She is very quick but also her attention to detail is strong."* *"Katy is really great about being a fierce advocate for us."*

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates is a distinguished power practice. It represents US and global energy market participants, including public and private companies, private equity firms, investment banks and governmental entities. The firm is particularly esteemed for big-ticket utility M&A deals. It also brings expert capability in holding company reorganizations, asset auctions and joint ventures.

Strengths

"The firm has really deep expertise in the utilities space."

"Skadden has a strong and dedicated team from top to bottom. They have best-in-class expertise to address the range of potential issues that may arise."

"The team is tremendously talented, very commercial and incredibly responsive."

Notable practitioners

Pankaj Sinha (see p.703) has tremendous experience across the nuclear, renewables and traditional power sectors. **Strengths:** *"Pankaj is a preeminent lawyer in the space. He gives very savvy, sound, business judgment."* *"He brings to his work a 'calm-under-pressure' demeanor that encourages a clear-headed approach to problem solving."* *"Pankaj is a very good communicator and he is very analytical."* **Eric Otness** (see p.3256) is a Houston-based partner with a strong transactional practice, frequently handling M&A, joint ventures and refinancing matters. **Strengths:** *"Eric is a great lawyer. He is very knowledgeable."*

Spiegel & McDiarmid LLP

What the team is known for Spiegel & McDiarmid LLP offers clients experienced regulatory counsel, being well-versed in the power market and industry reform. It is highly esteemed for FERC and federal court power litigation. The firm enjoys a fine track record for its work on behalf of state regulatory bodies, trade associations, municipalities and cooperatives. It possesses particular strength in relation to infrastructure development, rate regulation, reliability standards and competition policy. The firm is a go-to practice for representation of public sector clients and non-profit cooperatives in the power space.

Strengths

"Spiegel & McDiarmid is highly responsive and consistently willing to go above and beyond for its clients to assure strong representation and effectiveness in the regulatory arena."

"The team at Spiegel is comprised of professionals with decades of experience in FERC and NERC matters."

"Spiegel has a strong depth of experience and bench strength."

Work highlights Spiegel & McDiarmid LLP acted on behalf of the Transmission Access Policy Study Group in its participation in NERC's development of the Extreme Cold Weather Preparedness and Operations reliability standard. The firm subsequently filed comments supporting NERC's request for FERC approval of the proposed standard.

Notable practitioners

Cynthia Bogorad has considerable experience representing energy sector clients, with particular strengths advising utilities on rulemaking and legislation, including proceedings before FERC. **Strengths:** *"Cynthia is very knowledgeable and experienced, as well as efficient with her time."* *"Cynthia Bogorad is incredibly well-respected by energy policy regulators and staff alike. Her strategic insights and knowledge of the complex issues she manages make her absolutely invaluable to her clients."* *"Cynthia is very adept at advocating strongly for her clients' interests while providing concrete solutions to address their concerns."* **Scott Strauss** represents state utility commissions and consumer-owned and municipal utilities in regulatory challenges and other contentious proceedings as well as managing complex contract negotiations. **Strengths:** *"Scott is a very skillful and knowledgeable attorney."* *"Scott Strauss is a consummate professional who responds to requests promptly and comprehensively."* **Latif Nurani** is an up-and-coming practitioner noted for his work on policy development matters and FERC rate cases. He often acts on behalf of municipal utilities. **Strengths:** *"Latif Nurani is an outstanding lawyer and a brilliant thinker. He is excellent at analyzing really difficult issues and being a strong advocate."*

Steptoe LLP

What the team is known for Steptoe LLP is a superb group, offering clients top-level regulatory advice on both oil and gas and power issues. It excels in FERC proceedings and appellate litigation, as well as enforcement, settlement negotiation and power market advice. The firm continues to assist clients with important government and internal investigations. It is particularly highly esteemed for its representation of oil pipeline and power utility clients, offering market-leading representation on regulatory matters connected with sophisticated transactions and disputes. The firm possesses significant energy-related antitrust and environmental capabilities, bolstering its comprehensive offering to clients.

Strengths

"Steptoe always provides excellent client service. The team is timely, accurate and understands the complexities of our business and operations."

"Steptoe houses high calibre attorneys who are very responsive, smart and strategic."

"The Steptoe team is uniformly excellent."

Work highlights Steptoe LLP secured favourable FERC rulings on behalf of Evergy regarding a change to how its capital structure is calculated, and responded to complaints and challenges concerning Evergy's prior calculation of the capital structure.

Notable practitioners

David Raskin has decades of experience handling a range of electric industry matters, including power market rulemakings and rate cases. **Steven Brose** has a wealth of experience assisting pipeline owners and industry trade associations with FERC proceedings concerning ratemaking and capacity allocation as well as advocating for policy change. **Strengths:** *"Steven stands out as one of the top practitioners in the market. He has a solid understanding of the law but can also bring a*

historical understanding of the sector to his cases." *"He has a lot of experience in the field. He has seen every scenario and he is also very up-to-date on current trends."* **Steven Reed** is commended for his work managing FERC complaints and appellate proceedings on behalf of large pipeline clients. He also advises on rate and tariff issues. **Strengths:** *"Steven is the gold standard for oil pipelines."* *"He is one of the most experienced practitioners. He is a tremendous legal and commercial guide."* **Richard Roberts** has considerable expertise spanning federal regulatory compliance, enforcement proceedings and disputes before FERC. **Strengths:** *"Richard is a fantastic lawyer."* *"He is very smart, strategic and very easy to work with."* **Daniel Poyner** is noted for his experience representing oil and gas pipeline owners in a range of disputes before FERC. He has particular expertise in rate-making proceedings. **Strengths:** *"Daniel is a very technical lawyer."* *"He has very deep knowledge."* **Douglas Green** has notable experience assisting with a range of litigation and regulatory matters, frequently acting for large utilities before federal agencies. **Strengths:** *"Douglas is smart, responsive and practical."* **Jennifer Key** focuses her practice on the representation of electric utilities and is frequently called upon to litigate a broad array of issues before FERC. She also manages day-to-day regulatory counseling. **Strengths:** *"Jennifer is easy to work with, responsive and accessible."* *"She is an excellent attorney. She is always very responsive."* **William Keyser** has a diverse power practice, representing utilities, transmission providers and power producers across a range of regulatory matters before FERC. **Strengths:** *"He is smart and practical."* *"William is very strong on strategy and client relationships."* **Lorrie Marcil** is widely respected for her FERC regulatory practice in which she regularly advises clients on rate issues and approvals for infrastructure projects. **Strengths:** *"Lorrie has a great reputation and many years of experience."* **Daniel Mullen**'s regulatory practice spans the oil and gas and power sectors. He frequently handles sensitive FERC and CFTC investigations and enforcement proceedings. **Strengths:** *"Daniel is really strong on enforcement matters."*

Stinson LLP

What the team is known for Stinson LLP is well-regarded by clients and peers alike for its capable regulatory offering. It is highly active on FERC and NERC matters for a wide variety of clients including trade associations, public and investor-owned utilities, municipalities and cooperatives. The firm's practitioners advise on a range of matters including rates, regulatory compliance and litigation and have particular knowledge of regional energy markets.

Strengths

"The Stinson team is exceptionally skilled and professional."

"I am very impressed with Stinson's responsiveness to all of my requests, no matter the difficulty or complexity of the issue."

"Stinson's understanding of FERC policies, precedents and personalities is exemplary."

Work highlights Stinson LLP represented the Large Public Power Council in FERC's Transmis-

sion Planning and Cost Allocation rulemaking proceedings.

Notable practitioners

Jonathan Schneider focuses his federal regulatory practice on representing state and municipal utilities in a range of FERC matters, including rulemaking interventions. **Strengths:** *"Jonathan Schneider is able to bring people together, get them to think outside their position and get them to come to a solution." "Jonathan is an excellent FERC attorney with many years of experience which results in advice that clients value." "Jonathan Schneider is responsive and gives clear communication." Harvey Reiter is particularly knowledgeable in competition matters in the electric and natural gas industries. He maintains a broad FERC regulatory practice frequently acting for municipal utilities. Strengths: "Harvey is a wealth of knowledge and experience. He is always very responsive to my requests for direction or advice."*

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP is highly regarded for work on sophisticated M&A transactions in the power space both domestically and abroad. It is retained by a wide range of clients including IPPs, utilities, private equity firms and banks. The firm is active on hydroelectric and wind power generation deals. It also offers a well-regarded mining practice that assists clients with cross-border mergers and financings. The firm's additional capital markets capabilities support its comprehensive industry practice.

Strengths

"Sullivan & Cromwell has a broad base of knowledge on utilities and private equity."

"The way Sullivan & Cromwell approaches the work is thorough and constructive. When they do something, it is of very high quality. They get it right the first time."

Notable practitioners

Tia Barancik (see p.496) leverages her regulatory background to effectively assist a range of power sector clients on strategic M&A and investments involving gas, solar and wind assets. **Strengths:** *"Tia is very thorough and deeply thoughtful. She thinks about all of the potential angles and consequences. Her documents are extremely tightly drafted and cover all eventualities." "Tia is a very detail-oriented M&A lawyer and she is able to get complex deals done with difficult counterparties."*

Thompson Coburn LLP

What the team is known for Thompson Coburn LLP has a strong regulatory offering frequently acting for municipalities, cooperative utilities and renewable energy companies. The firm provides insight at FERC and state regulatory agencies, especially in relation to wholesale electric power. It also has expertise in bulk power, interconnection and transmission arrangements.

Strengths

"Thompson Coburn is able to manage a number of significant, complex matters simultaneously and the team has a deep understanding of the substantive legal issues."

Work highlights Thompson Coburn LLP represented a number of California municipal elec-

tric systems in transmission rate proceedings at FERC.

Notable practitioners

Adrienne Clair has expertise in a broad range of matters before FERC, acting for a client base spanning municipal utilities, generation and transmission cooperatives and local distribution companies. **Strengths:** *"Adrienne Clair is tremendously bright and insightful." Bonnie Blair is noted for her federal regulatory practice, where she represents a range of electric utility industry clients on ratemaking, market restructuring and other policy issues. Jesse Halpern's practice sees her represent electric cooperatives in filings at FERC as well as providing advice on regulatory compliance. She has particular strength in transmission rate matters. Strengths: "Jesse Halpern is very dynamic and smart." Margaret McNaul specializes in representing electric municipalities and cooperatives in proceedings before FERC, often those pertaining to transmission rates. She also manages policy issues within the CAISO region. Rebecca Shelton is noted for her representation of municipally owned utility clients and cooperative utility clients in rate proceedings before FERC. Strengths: "Rebecca demonstrates significant understanding of substantive legal matters and an ability to manage highly complex administrative litigation process."*

Troutman Pepper

What the team is known for Troutman Pepper has an impressively broad practice that is well-regarded for expertise on electricity and natural gas regulatory matters. Its partners possess a deep understanding of FERC, in addition to state regulators. The firm is frequently seen advising IPPs, utilities and renewable operators. It also offers expertise in transmission and power market and rate design issues. The firm's natural gas partners often feature at FERC both on behalf of utility shippers and pipeline owners in respect of rate cases and permit filings. It is further noted for electricity finance expertise.

Strengths

"Troutman Pepper has repeatedly shown an ability to get up to speed quickly in complex situations, identify the client need and provide timely feedback or work product."

"Troutman has one of the largest energy regulatory practices in the country. It is hard to think of a subject area where the firm is not able to bring its expertise to bear."

Work highlights Troutman Pepper advised utilities including PacifiCorp, NV Energy and Public Service Company of New Mexico on waiver proceedings at FERC in connection with prices charged during the 2020 California heat wave.

Notable practitioners

Eric Koontz (see p.1573) has particular strengths in representing public utilities in corporate and project financing transactions, including debt, equity and hybrid securities. **Strengths:** *"Eric is really smart, diligent and he understands the industry and the law." Donna Byrne (see p.517) focuses her practice on enforcement and investigations before FERC, with particular experience handling non-public investigations relating to MISO capacity issues. Strengths: "Donna Byrne is*

a true business partner for us. She is careful, deliberate and she helps us look at things from all angles." "Donna understands FERC particularly well and her insights on what to expect are invaluable." "Donna is calm, measured and very effective." Christopher Jones (see p.597) assists with a broad range of FERC matters. He is often called upon in connection with commercial and transactional matters, including seeking regulatory approval for M&A and power supply agreements. Strengths: "Christopher always provides a very high level of service. He demonstrates a sophisticated understanding of how best to achieve business objectives within the relevant regulatory parameters." "Christopher has taken the time to learn our business, understand it and provide us with great advice and counsel." "Christopher Jones provides excellent legal advice. He is strategic, easy to work with and highly experienced." Daniel Archuleta (see p.492) regularly acts on behalf of pipelines, handling Section 4 rate cases before FERC, as well as investigations and enforcement matters. Strengths: "Daniel Archuleta is an outstanding advocate." "Daniel is so responsive, we feel like his only client." "Daniel is very sharp and thoughtful. He understands all aspects of his client's work." Amie V Colby (see p.530) serves as Troutman Pepper's managing partner. She has expertise representing utilities in RTO and ISO matters as well as advising on FERC and NERC compliance. Strengths: "Amie Colby is highly practical. She can balance business considerations with candid advice." "Amie provides a first class service." Mindy McGrath (see p.2746) is widely acclaimed for her federal regulatory practice. She is a frequent participant in FERC rate cases, largely on behalf of natural gas distribution utilities. Strengths: "Mindy is very experienced and knowledgeable." Charles Sensiba (see p.697) is an experienced attorney with particular prowess in hydropower law. He often advises on relicensing and compliance matters for various projects before FERC. Strengths: "Charles is an expert and leader in the hydroelectric space." Russell Kooistra (see p.612) has experience assisting oil and gas and pipeline companies with rate cases as well as FERC compliance and permitting matters. Strengths: "Russell is extremely responsive." "Russell Kooistra is a jack of all trades." "Russell is very detail-oriented."

Van Ness Feldman LLP

What the team is known for Van Ness Feldman LLP is an impressive group that specializes in assisting energy clients with the full range of power and oil and gas regulatory matters. It is well-regarded for work on gas pipeline siting, FERC litigation and LNG work, and offering strong capability in pipeline rate cases. The firm possesses a considerable pipeline safety practice focusing on regulatory compliance and enforcement. It is frequently retained on transmission rate, reliability and efficiency matters. The firm is also active on hydroelectric power matters, with particular expertise in relicensing. It is further noted for extensive capabilities in energy-related environmental and PHMSA issues.

Strengths

"Van Ness Feldman's attorneys are very knowledgeable about the regulatory scheme and have good

relationships with agency staff.”

“Van Ness Feldman has a deep bench and is able to tackle all of the various tasks we have sent its way. The team offers thorough and well founded recommendations.”

“Van Ness Feldman spots the problems no one else sees and the team finds solutions.”

Work highlights Van Ness Feldman LLP represented Spire STL Pipeline in obtaining a new certificate from FERC to keep the pipeline in operation after its certificate of public convenience and necessity had been vacated at the District of Columbia Court of Appeal in 2021.

Notable practitioners

Lawrence Acker has considerable expertise in advising natural gas distributors, power marketers and electric utility operators on a range of issues including regulatory compliance and project licensing. **Brian O'Neill** has a long history of managing a vast array of FERC and DOE proceedings relating to pipelines, including certification and expansion. His recent experience includes handling Natural Gas Act violations. **Strengths:** “Brian has gravitas and decades of experience.” **Susan Olenchuk** has significant experience in safety, compliance and enforcement issues before FERC and PHMSA. **Strengths:** “Susan Olenchuk has deep knowledge of pipeline safety issues.” **Joseph Hainline** is a former attorney advisor at PHMSA. He offers capable assistance to pipeline owners across compliance, investigation and enforcement mandates. **Paul Korman** assists pipeline operators with a broad spectrum of regulatory disputes and issues, including seeking approval for commercial transactions and pipeline expansion. **Strengths:** “Paul Korman has a wealth of knowledge of the industry.” **Douglas Smith** leverages his experience at FERC and the DOE to advise clients on a broad range of regulatory matters before those agencies. **Strengths:** “Douglas is quick to grasp key issues and he is very helpful and concise to work with.” **Gary Bachman** focuses his robust regulatory practice on hydroelectric sector matters, frequently advising on regulatory approvals, power sales contracts and interconnection arrangements. **Strengths:** “Gary is very knowledgeable and provides excellent service.” **Michael Pincus** is noted for his representation of pipelines before FERC and other state agencies. His experience includes project certification and environmental permits, as well as investigations and rate cases. **Strengths:** “Michael is fantastic on the certificate side. He is thorough.” “He has excellent contacts within FERC.” **Michael Diamond** is active on behalf of natural gas pipeline owners in a range of FERC proceedings including approvals for infrastructure and rate cases. **Strengths:** “Michael Diamond is very responsive and he knows his subject matter thoroughly.”

Venable LLP

What the team is known for Venable LLP is a focused team with an impressive practice representing oil and petroleum product shippers against pipeline owners. It is particularly well-regarded for work representing the airline industry and airport facilities as well as significant clients in the propane and refining industries. The firm is frequently seen in technical and complex rate

cases and rulemakings at FERC and in federal court. It is able to advise clients on a range of issues, such as income tax allowances, rate indexation and market manipulation.

Strengths

“The Venable team is extremely knowledgeable about the law and it is extremely responsive and timely.”

“Venable has a deep bench.”

“Venable has its clients’ interests in mind and it is mindful of commercial goals.”

Work highlights Venable LLP represented a coalition of pipeline shippers including American Airlines and BP Products North America in a challenge brought against the transportation rates of Colonial Pipeline Company.

Notable practitioners

Steven Adducci (see p.489) has considerable experience representing airlines, shippers and trade associations in a broad range of FERC proceedings. **Strengths:** “He advocates very effectively.” “Steven is a great lawyer. He is knowledgeable, experienced and responsive.” **Richard Powers** (see p.672) is a go-to counsel for shippers and airlines in a range of dispute and rulemaking petitions. **Strengths:** “Richard Powers is very knowledgeable and great to work with.” **Gregory Wagner** (see p.728) has recognized experience in litigation and transactional support matters across the oil and gas sector. **Strengths:** “Gregory Wagner is very knowledgeable and he provides timely and actionable advice.”

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP is a Houston-based powerhouse in the energy space, particularly excelling in oil and gas transactions and regulatory work. It continues to have a fantastic reputation for its work in upstream transactions and represents a fine choice of counsel for LNG matters. The firm offers leading representation in the midstream space, with expertise in matters including presidential permit applications and rate cases. With its strong international presence, clients are offered exceptional expertise in various energy-producing regions around the world. The firm draws on additional competencies in tax, environmental compliance and project finance, to assist players in the oil and gas sector.

Strengths

“Vinson & Elkins’ knowledge base and industry experience is second to none.”

“Vinson & Elkins is our go-to team when dealing with complex matters. The quality of its work is exceptional and is always provided in a timely manner.”

“The team is very experienced, strategic and has in-depth knowledge of maneuvering through the regulatory scheme.”

Work highlights Vinson & Elkins LLP advised EnCap on its \$4.275 billion sale of the leasehold interests and related assets of its portfolio companies Black Swan Oil & Gas, PetroLegacy Energy and Piedra Resources to Ovintiv.

Notable practitioners

Keith Fullenweider expertly advises private equity firms on the full spectrum of oil and gas transactions, including M&A, financing and secu-

rities matters. **Strengths:** “Keith is an excellent lawyer.” **Douglas Bland** has an impressive track record assisting clients across the oil and gas sector on high-value transactions. He is looked to for his advice on strategic investments and joint venture formation. **Strengths:** “Douglas is a great attorney.” “He has a very strong grasp of his area and how to get what we need done.” **James See-geers** has considerable expertise in regulatory issues surrounding the construction and operation of natural gas pipelines. **Strengths:** “James is an outstanding lawyer. He always does a great job.” “He brings a level of expertise to matters.” **Bryan Loocke** (see p.625) focuses his practice on upstream and midstream oil and gas matters, with expertise spanning M&A and a broad range of commercial agreements concerning gathering and processing. **Strengths:** “Bryan is very responsive and dialed-in on the market.” “He is a fierce negotiator and knowledgeable about the marketplace.” “Bryan is a great lawyer and he is very thoughtful.” **John Grand**’s oil and gas practice spans M&A, joint ventures and investments, with a particular focus in the upstream and midstream sectors. **Strengths:** “John’s strength is his ability to think through the issues. He is creative and practical.” **Jeffrey Jakubiak** has a wealth of experience handling a range of FERC proceedings as well as advising key power sector clients on compliance and enforcement matters. **Strengths:** “Jeffrey is very experienced and a strategist.” **John Decker** offers comprehensive regulatory counsel to clients in both the oil and gas and electricity sectors, often advising on the regulatory aspects of large transactions. He is particularly noted for his cognizance of international regulatory regimes. **Strengths:** “John is very proactive with his clients.” **Shay Kuperman** regularly represents clients active in the oil and gas sector. He has particular strength guiding clients through the acquisition of companies and assets. **Strengths:** “Shay is a practical and pragmatic attorney.” “He is a really smart and thoughtful lawyer.” **Suzanne Clevenger** acts for major energy clients in rate and tariff matters before FERC. She has additional experience handling Natural Gas Act Section 4 cases. **Strengths:** “Suzanne is very effective.” “She is probably one of the most responsive attorneys I have ever dealt with. Her approach shows thinking that is based on a vast basis of knowledge.” **Damien Lyster** fields significant regulatory expertise for which he is routinely sought out for by upstream and midstream oil and gas companies. **Strengths:** “You always know if you ask Damien to do something, he is going to do it thoroughly.” “Damien is always very responsive.” **Danielle Patterson** is noted for her expertise in oil and gas transactions. She has particular experience acting on behalf of hydrocarbon exploration companies. **Strengths:** “Danielle provides good quality, timely work.” “She is an excellent lawyer with an ability to summarize complex issues and recommend solutions.” **Monique Watson** focuses her practice in the natural gas sector. She is well-versed in oil pipeline regulations and managing rate approvals before FERC. **Strengths:** “Monique is a very good lawyer.”

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP advises major upstream and midstream companies, portfolio companies and financial institutions on high-value offerings and M&A transactions. It is also noted for its work handling joint venture agreements and bankruptcy proceedings in the sector.

Strengths

"Weil is well-versed in complex corporate transactions. The team has a very strong ability to boil the key issues down and generate relevant legal solutions."

Notable practitioners

Cody Carper (see p.521) has expertise spanning M&A and joint venture agreements. He is noted for his representation of large oil and gas sector clients. **Strengths:** *"Cody Carper is outstanding."*

Omar Samji (see p.689) handles midstream oil and gas transactions, frequently assisting clients with strategic joint ventures as well as asset sales and purchases. **Strengths:** *"Omar brings a high level of legal sophistication but he is also able to distill legal issues in a manner that is relatable to the business individuals on the deal."* **Chris Bennett** (see p.502) centers his practice on the upstream and midstream oil and gas sectors, frequently handling M&A and private equity transactions.

Strengths: *"Chris is very commercial. He understands business risks and he is able to advise myself and the business team on the best course of action."* *"Chris has a wonderful demeanor."* *"Chris Bennett is very commercially minded."*

White & Case LLP

What the team is known for White & Case LLP is a well-regarded electricity group, highly capable of handling complex portfolio transactions for utility, IPP and private equity investors. The firm is noted for its work in multijurisdictional M&A and distressed sales. It offers substantial knowledge of power market structures and developing market rules. The firm has particular strength in renewable power transactions, such as those involving wind farms and solar power plants.

Strengths

"The White & Case team has a deep bench that is able to handle all aspects of a deal."

Work highlights White & Case LLP represented Marathon Oil in its \$3 billion acquisition of the Eagle Ford assets of Ensign Operating, Ensign Operating II and Ensign Operating III.

Notable practitioners

Michael Shenberg frequently assists power sector clients with their commercial objectives, including advising on power plant sales and acquisitions. **Strengths:** *"Michael Shenberg is easily the best power transaction attorney I have ever worked with."* *"Michael brings a wealth of experience in M&A to transactions. He is outstanding."* *"Michael is very knowledgeable on the market. On the buy and on the sell side, he has seen it all. It is hard to come up with an issue he has not had experience of."* **Mingda Zhao** frequently acts for domestic and international companies as well as private equity funds in a range of corporate transactions. **Strengths:** *"He understands the commercial*

aspects of negotiating complex agreements and he knows what is going to be well received by the other side." **Emery Choi's** capabilities cover acquisition, divestitures and private equity investments. He is adept at handling both domestic and international energy transactions. **Serena Rwejuna** (see p.687) often advises energy companies and utilities on formula rates and assists with obtaining approvals from FERC. She is also experienced in assisting on enforcement actions. **Strengths:** *"Serena is a rising star in the FERC bar."*

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP has expertise in the oil and gas sector spanning upstream, midstream and downstream transactions. It adroitly advises a range of industry participants on strategic mergers, acquisitions, sales and joint venture agreements. The firm has a notable presence in the electricity space, handling FERC enforcements and investigations, alongside CFTC-related matters.

Strengths

"Willkie's attorneys are able to marry their litigation skill set with industry knowledge."

"Willkie Farr is trusted for handling complex and sophisticated matters and explaining issues clearly."

Work highlights Willkie Farr & Gallagher LLP prepared comments on behalf of EDF Renewables in respect to FERC's new transmission and interconnection policy.

Notable practitioners

Paul Pantano (see p.661) has considerable expertise in FERC and CFTC enforcement, alongside a broad array of regulatory matters facing clients across the sector. **Strengths:** *"Paul Pantano is best in class given his knowledge, intuition and creative thinking. He knows the playbook on the industry and his craft."* **Norman Bay** (see p.499) is chair of the firm's energy regulatory and enforcement group. He brings a wealth of experience from his previous position as chairman of FERC to his practice, advising energy clients on a range of regulatory issues. **Strengths:** *"I am really impressed with the thought and care that goes into Norman's advice."* *"Norman Bay has a deep knowledge of the agency."* *"Norman Bay is very knowledgeable."*

Sarah McLean (see p.3247) leverages considerable transactional expertise, handling joint ventures, acquisitions and divestitures. She often acts on behalf of operators, production companies and other clients. **Strengths:** *"Sarah McLean is extremely capable and very thorough."* *"Sarah is very to the point. With her you get to a transaction that works for both sides."* **Archie Fallon** (see p.3218) handles acquisitions, sales and joint ventures in the energy industry. He acts for an array of companies in the oil and gas space. **Strengths:** *"Archie Fallon is extremely thoughtful, careful and meticulous."* *"Archie Fallon has strong midstream experience."* *"Archie is very responsive and he is particularly strong in corporate areas."*

Winston & Strawn LLP

What the team is known for Winston & Strawn LLP has particular expertise representing clients in the midstream sector. It helps clients navigate acquisitions, joint ventures and sales both domes-

tically and internationally.

Strengths

"Winston & Strawn can turn around a product very quickly."

"The Winston & Strawn team is very responsive and reliable and has allowed us to complete our engagements efficiently."

"Winston & Strawn's practitioners are extremely knowledgeable with very relevant transaction experience. They are also very timely in their responses and never miss a deadline."

Work highlights Winston & Strawn LLP represented EnCap Flatrock Midstream in the formation of and commitment of \$200 million in capital to Vecino Energy Partners.

Notable practitioners

Rodney Moore (see p.646) has notable experience handling company and asset-level transactions, particularly upstream and midstream acquisitions and sales. **Strengths:** *"Rodney Moore imparts wisdom."*

Wright & Talisman PC

What the team is known for Wright & Talisman PC is a highly esteemed practice providing counsel for both oil and gas and power participants. The firm is particularly strong in its representation of RTOs at FERC and in federal appeals court. It possesses capability to act on power transmission issues. The firm is frequently called upon for advice concerning interstate oil and gas pipelines on tariff disputes and rate regulation cases. It is noted for its strength on matters related to the regulation of and investment in electric transmission companies.

Strengths

"Wright & Talisman houses a deep level of expertise. The team balances legal issues with business goals."

"Wright & Talisman offers not just legal competence but the team is also able to grasp the technical parts of a case."

"The team provide timely and excellent advice."

Work highlights Wright & Talisman PC acted for PJM in responding to numerous complaints made following non-performance charges being issued by the RTO in the wake of Winter Storm Elliott.

Notable practitioners

Wendy Reed (see p.677) is a go-to lawyer for transmission owners, providing regulatory counsel across a broad spectrum of issues, including cost allocation and rate calculations.

Strengths: *"Wendy is top-notch. You cannot place a value on her experience."* *"Wendy Reed's level of expertise, client focus, responsiveness, dedication and brilliance is unmatched."* *"Wendy is committed to meeting her client's needs and she offers creative solutions."* **Wendy Warren** (see p.730) is equally adept at handling significant disputes over power market rulemaking as she is in seeking regulatory approvals for mergers and acquisitions. **Strengths:** *"Wendy is very knowledgeable of FERC law and judicial precedent."* *"Wendy Warren is a really thoughtful advisor."*

Paul Flynn advises clients on the development and expansion of RTO and ISO markets as well as assisting with a broad range of related regulatory and rulemaking matters before FERC. **Strengths:** *"Paul has a very strategic approach and a wealth of*

experience to draw from.” “He represents his clients well.” **Joseph Koury** (see p.613) has decades of experience advising pipeline owners on a range of regulatory issues and disputes at FERC. He is also frequently sought after to assist with investigations and rate reviews. **Strengths:** “Joseph is an excellent strategist on FERC matters.” “Joseph has a very good sense of the judges and the other parties in litigation.” “Mr Koury’s depth of knowledge and years of experience allow him to bring a broad perspective to matters.” **Ryan Collins** (see p.530) has particular focus on the natural gas sector. He is sought out by pipelines and transmission companies to handle rate cases before FERC. **Strengths:** “Ryan Collins has all of the attributes you look for in outside counsel: expertise, creativity, efficiency and responsiveness.” “Ryan is extremely responsive and clear in his advice.” “Ryan is very knowledgeable of FERC law and a great strategic thinker.” **Andrew Swers** (see p.714) has notable experience supporting clients in FERC litigation. **Strengths:** “Andrew Swers has competence and understanding of technical and legal issues and he is also enjoyable to work with. He is cool under pressure.” “Andrew is very smart and sharp and he is also very good at establishing rapport.”

Other Ranked Lawyers

Douglas Atnipp of Egan Nelson LLP. has long-standing experience managing a wide range of oil and gas transactions. He expertly handles complex financings as well as M&A.

Christopher Barr of Post & Schell, P.C. has notable experience handling oil and gas pipeline matters before FERC. **Strengths:** “Christopher is very thoughtful and his written pleadings are well done.” “Christopher Barr is an extremely smart lawyer.” “Christopher is very skillful.”

Stan Berman of Berman and Todderud LLP has expertise spanning the full range of regulatory matters in the electricity sector, frequently appearing before FERC on behalf of utilities.

George “Chip” Cannon Jr (see p.519) of A&O Shearman possesses capabilities spanning the full range of regulatory matters in the sector, particularly in the context of mergers and acquisitions or project development. **Strengths:** “Chip has a broad understanding of energy assets and he provides actionable advice.” “Chip Cannon reads the room brilliantly.” “Chip has years of experience with FERC and other regulatory bodies.”

Andrea Chambers of DLA Piper LLP (US) has long-standing experience in the oil and gas sector, regularly advising clients on FERC compliance and representing them in rate proceedings. **Strengths:** “Andrea Chambers is very thorough and knowledgeable.”

Keith Coyle of Babst, Calland, Clements and Zomnir, P.C. is valued by his clients for his skilled handling of PHMSA matters. He frequently advocates on behalf of trade associations in the space, among other clients.

James Curry of Babst, Calland, Clements and Zomnir, P.C. is highly regarded for his strategic advice to a broad range of stakeholders including pipeline operators, trade associations, energy companies and investors. He is adept at handling

PHMSA compliance, investigation and rulemaking mandates. **Strengths:** “James has strong connections at PHMSA. He knows who we need to talk to and is very good at navigating us through issues.”

Sarah Fitts of ArentFox Schiff LLP is highly regarded for managing the sale, acquisition and financing of power assets, with a particular focus on the Japanese power market. **Strengths:** “Sarah is responsive and communicative.” “Sarah is a very strategic thinker. She anticipates questions.” “Sarah is really knowledgeable. She has a broad understanding of the industry.”

John Paul Floom of Floom Energy Law PLLC is noted for his representation of clients in the natural gas and liquids pipeline space in proceedings before FERC. **Strengths:** “John Paul Floom is extremely thoughtful.” “John Paul does a very good job for his clients. He is clear and articulate in giving his views.”

Jason Gray of Duncan & Allen is noted for his strong practice in the regulated utility space. His experience includes representation of clients before FERC as well as advice on an array of compliance matters. **Strengths:** “Jason Gray is an extremely smart, strong advocate and very insightful thinker.”

Sheila Slocum Hollis (see p.586) of Duane Morris LLP is known for playing a key role providing high-level counsel to clients on a broad array of federal regulatory matters, drawing on her expertise as the first director of FERC’s Office of Enforcement.

Marcia Hook of Clifford Chance LLP represents transmission companies, utilities and portfolio companies on a range of regulatory matters before FERC. She also has experience handling permitting issues before the DOE. **Strengths:** “She is a subject matter expert in the energy market.”

Kenneth Jaffe (see p.595) of Alston & Bird LLP deftly handles complex proceedings before FERC, with particular strengths in wholesale power market issues.

Brianne Kurdock of Babst, Calland, Clements and Zomnir, P.C.’s experience of working within PHMSA and a prominent pipeline trade association makes her well placed to advise clients on the full range of PHMSA matters including compliance, rulemaking and investigation, as well as enforcement proceedings.

Victoria Lauterbach of Foley Hoag LLP assists electric utilities with various complaints before FERC. She has notable experience representing MISO Transmission Owners in rate and tariff matters. **Strengths:** “Victoria is very responsive and proactive.” “Victoria Lauterbach has extensive knowledge regarding FERC compliance, but her commercial savvy and excellent drafting and negotiating skills allow her to be effective on a broad range of matters including energy transactions and commercial disputes.”

Ilia Levitine of Duane Morris LLP acts for multistate RTOs in complaints before FERC. He is skilled at tariff and policy issues. **Strengths:** “Ilia Levitine is intelligent and he is able to communicate it.”

William Massey (see p.633) of Covington & Burling LLP has decades of experience managing a broad array of power market matters. He is well-known for his time as a FERC commissioner.

Jenna McGrath (see p.638) of Milbank LLP has experience advising on electric transmission and energy storage policy as well as assisting with proceedings before FERC. **Strengths:** “Jenna McGrath has a great technical command of FERC rules.”

Richard Meserve (see p.642) of Covington & Burling LLP has extensive experience representing clients in the full spectrum of regulatory and policy matters, both domestically and internationally.

Gregory Mocek (see p.644) of A&O Shearman is an experienced commodities and derivatives attorney with considerable knowledge of a broad array of CFTC matters, owing to his former role as Director of Enforcement. He is frequently sought after to advise on regulatory compliance and investigations.

Vince Murchison of Murchison Law Firm is Dallas-based and specializes in the pipeline industry. His holistic practice frequently sees him appear in front of PHMSA on his client base which ranges from startup operators to integrated majors.

Mark Perlis (see p.666) of Covington & Burling LLP assists with a wide range of regulatory issues, including interconnection matters and reliability must-run issues as well as complex disputes before FERC. He also advises clients on compliance, enforcement and investigations. **Strengths:** “Mark is an excellent attorney.” “Mark Perlis is very knowledgeable.”

Thomas Poindexter of Nukelaw LLC has a multifaceted regulatory practice, with strengths in a broad array of regulatory matters pertaining to nuclear power plant operations. He also handles investigations and enforcement proceedings.

Michael Postar of Duncan, Weinberg, Genzer & Pembroke has broad regulatory expertise in the power space. He frequently acts for municipalities and electricity cooperatives.

Sandra Rizzo of Arnold & Porter has considerable expertise in advising clients on regulatory compliance, transaction approvals and enforcement and administrative proceedings before FERC. She frequently acts for utilities and power generators as well as individuals. **Strengths:** “Sandra is an excellent advocate. She has deep FERC experience.” “Sandra Rizzo is smart and articulate.” “Sandra is very punctual. She embraces assignments and she is very attentive to her clients.”

Jane Rueger (see p.686) of Perkins Coie LLP handles FERC litigation matters for her power sector clients as part of her wider energy practice. **Strengths:** “Jane is extremely knowledgeable and makes herself available and flexible.”

Jason Schumacher of O’Melveny & Myers LLP operates an impressive practice in which he acts on behalf of a varied client base of exploration and production companies and private financial sponsors in M&A transactions and asset and lease deals. **Strengths:** “Jason Schumacher is extremely hard-working.” “Jason knows the business, he is commercial.” “Jason is very analytical and a good communicator. He can explain complex legal matters in a way that non-lawyers can understand.”

Daniel Simon (see p.702) of Nelson Mullins Riley & Scarborough LLP has particular expertise providing regulatory support for development projects, including renewable energy ventures.

Strengths: “Daniel Simon has expertise and experience in the field sufficient to advise us as to appropriate, efficient and effective pathways to achieve positive results.” “Daniel Simon is a terrific attorney. He is particularly good at working on creative solutions.”

Regina Speed-Bost of SB Law PLLC has considerable experience advising pipeline owners on a range of FERC matters, including compliance, enforcement proceedings and rate disputes.

Strengths: “Regina Speed-Bost is extremely knowledgeable.”

David Stringer’s transactional practice at Clifford Chance LLP sees him handle acquisitions and sales of assets in the oil and gas space.

Mark Sundback of Sheppard, Mullin, Richter & Hampton LLP has substantial capabilities advising clients in regulatory proceedings and approvals, including rate and pipeline construction disputes.

Strengths: “Mark is very knowledgeable and personable.” “Mark provides excellent technical and strategic counsel.”

David Sweeney of Clifford Chance LLP has a comprehensive oil and gas practice, often handling joint ventures, acquisitions, restructuring and financing matters on behalf of major energy clients. **Strengths:** “David Sweeney is a fantastic practitioner.”

Kevin Sweeney of Law Office of Kevin M. Sweeney advises clients on proceedings before FERC as well as broader regulatory issues in the oil and gas sector.

Steven Torello of O’Melveny & Myers LLP represents his upstream and midstream oil and gas clients in acquisitions and divestitures. **Strengths:** “Steven has an extremely practical approach to matters.” “Steven Torello is an exceptional attorney all around.”

Clinton Vince of Dentons frequently advises cooperatives, municipalities and corporates on a broad array of regulatory issues. **Strengths:** “I love how Clinton thinks strategically.” “Clinton Vince prioritizes his clients’ interests and personifies humble service.” “Clinton Vince is a vastly experienced attorney. He has broad relationships and deep knowledge of a lot of sectors.”

Craig Vogelsang of Norton Rose Fulbright adeptly represents his clients in the acquisition and sale of upstream and midstream assets.

Strengths: “I am always impressed with Craig’s ability to turn documents around quickly.” “Craig is both knowledgeable and practical. He listens to client needs and makes bespoke solutions.” “Craig is great counsel.”

Linda Walsh of Husch Blackwell LLP has notable experience advising electric utilities on trans-

mission rate proceedings, approvals for acquisitions and dispositions and broader regulatory compliance. She frequently represents such clients before FERC and is knowledgeable in FPA and PURPA issues. **Strengths:** “Linda Walsh is very knowledgeable about the industry.” “Linda is focused on driving business results.” “Linda has deep knowledge of the electric regulatory landscape.”

Joseph Williams of Norton Rose Fulbright advises his power sector clients on regulatory compliance and enforcement matters. He has experience appearing before FERC and the CFTC. **Strengths:** “Joseph understands where the pressure points are in the administrative system. He is very smart and strategic.”

William Williams of Law Office of Bill Williams is deeply experienced across a broad array of FERC matters, particularly in obtaining regulatory approvals for transactions and pipeline construction. **Strengths:** “William is an excellent lawyer. He has a lot of experience and he has the ability to read the people he is interacting with.”

Energy Transition Nationwide

Energy Transition
Leading Firms
Band 1
Baker Botts L.L.P.
Orrick, Herrington & Sutcliffe LLP
Sidley Austin LLP
Vinson & Elkins LLP
Band 2
A&O Shearman
Akin
Bracewell LLP
Greenberg Traurig, LLP
Hogan Lovells US LLP
Holland & Knight LLP
King & Spalding LLP
Kirkland & Ellis LLP
Latham & Watkins LLP
Morgan, Lewis & Bockius LLP
Norton Rose Fulbright
Band 3
Eversheds Sutherland (US) LLP
McDermott Will & Emery LLP
Paul Hastings LLP
Perkins Coie LLP
Pillsbury
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
White & Case LLP
Willkie Farr & Gallagher LLP
Band 4
Jones Walker LLP
Kilpatrick Townsend & Stockton LLP
Locke Lord LLP
Wilson Sonsini Goodrich & Rosati
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. draws on its depth of experience in the energy sector to advise developers and investors in the oil and gas space on their energy transition efforts. The firm has particularly strong capabilities advising on the development and financing of carbon capture and sequestration projects. It has further strength in renewable natural gas and alternative fuels.

Strengths

"Baker Botts has significant resources and experience to bring to the table in simplifying complex matters. The team are extraordinarily responsive to client requests and requirements."

Work highlights Baker Botts L.L.P. advised Mad-eraGas on its multi-train renewable natural gas production facility which is based on collected wood waste.

Notable practitioners

DC-based Thomas Holmberg and Houston-based Jason Bennett are a key contacts.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP has an impressive practice representing top industry players in their energy tran-

sition efforts. The firm is particularly strong on transactional matters, with experience in acquisitions and investments in the space. Its experience spans hydrogen, CCS, biofuel and renewable energy assets.

Strengths

"Orrick is extremely knowledgeable and responsive. We have not had an issue that Orrick could not find a team member to address."

"Orrick has a knowledgeable team who offer business-minded solutions."

"The Orrick team is responsive and proactive."

Work highlights Orrick, Herrington & Sutcliffe LLP advised Ares Management, Apex Clean Energy and EPIC Midstream on the development of green hydrogen production, storage and transportation facilities at the Port of Corpus Christi, Texas.

Notable practitioners

Houston-based partners Blake Winburne and Dahl Thompson are a key contacts.

Sidley Austin LLP

What the team is known for Sidley Austin LLP has a distinguished energy transition practice. The team is noted for its excellent representation of clients active in key areas of the transition movement, including carbon capture, hydrogen, sustainable fuels as well as renewable energy and battery storage. The firm's capabilities cover project development and complex M&A.

Strengths

"The team have excellent subject matter knowledge."

"Sidley have a deep bench and a broad understanding of current market terms."

Work highlights Sidley Austin LLP represented United Airlines in its joint investment with Honeywell UOP Ecofining in Alder Fuels, a cleantech company focusing on technologies for producing sustainable aviation fuel.

Notable practitioners

Houston-based Cliff Vrielink and New York-based Tara Higgins are a key contacts.

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP has exceptional strength in the energy transition space. The firm draws on its deep bench to ably assist clients with project financing, acquisitions and joint venture transactions. Its expertise covers renewable energy as well as newer assets classes including EV charging, hydrogen and carbon capture.

Strengths

"V&E consistently provides technical advice with a practical perspective."

Work highlights Vinson & Elkins LLP advised Lotus Infrastructure Partners in the launch of NeuVentus, a platform focused on developing and delivering hydrogen pipeline transportation and salt cavern hydrogen storage projects.

Notable practitioners

Austin-based Kaam Sahely is a key contact.

Band 2

A&O Shearman

What the team is known for A&O Shearman ably represents companies in the upstream, midstream, renewable energy sectors and other industry participants in their transition efforts. It has capabilities in the acquisition and investment into companies active in the renewable energy space. The firm has strength in EV charging infrastructure and battery storage in addition to carbon capture and sequestration and hydrogen. On 1st May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Work highlights The firm advised Summit Carbon Solutions on the structuring and financing of a carbon capture project consisting of a series of ethanol plants, pipeline infrastructure, and sequestration facilities.

Notable practitioners

Los Angeles-based Kent Rowey is a key contact.

Akin

What the team is known for Akin possess significant strength representing market participants active in a variety of sectors in their energy transition efforts. The firm's expertise covers new technology such as carbon capture and storage, hydrogen plants and battery storage projects, as well as sustainable fuel. The team are equally adept at handling project financings and M&A transactions in the space.

Strengths

"Akin are responsive and thoughtful in their advice."

Work highlights Akin represented First Ammonia in its development of a commercial-scale green ammonia production facilities using renewable solar and wind.

Notable practitioners

New York-based Ike Emehelu and Houston-based Matthew Kapinos are key contacts.

Bracewell LLP

What the team is known for Bracewell LLP is noted for its strength advising traditional oil and gas companies on their energy transition efforts as well as providing counsel to renewable energy developers. The team has expertise in carbon capture and sequestration and offshore wind projects. Its project development practice is complemented by its strength handling regulatory and transactional matters.

Work highlights Bracewell LLP represented Talos Low Carbon Solutions in its development of various carbon capture and sequestration projects along the US Gulf Coast including a project offshore Jefferson County, Texas.

Notable practitioners

Houston-based Alan Rafte is a key contact.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig has a strong presence in the energy transition space. The firm has experience in carbon capture and sequestration, RNG and hydrogen. It handles joint ventures in the space to develop or invest in

renewable energy projects or technology such as EV charging and battery storage facilities.

Strengths

"The firm is very knowledgeable from a business perspective, which informs their legal advice. The team are very solution-oriented."

Work highlights Greenberg Traurig acted as project development and finance counsel to BNB Renewables in connection with its green ammonia project in Texas.

Notable practitioners

Houston-based William Garner and DC-based Kenneth Minesinger are key contacts.

Hogan Lovells US LLP

What the team is known for Hogan Lovells has significant strength across a range of energy transition matters including EV charging stations developments, CCS acquisitions and the redevelopment of traditional plants to be clean technology sites. The firm draws on its deep nuclear expertise to adeptly advise market participants in key developments in the space. It is additionally skilled in tax credit issues including in the solar and hydrogen space.

Work highlights Hogan Lovells represented JX Nippon Oil & Gas Exploration in the acquisition of NRG's interest in Petra Nova Parish Holdings, which owns the Petra Nova project, a carbon capture and storage project in Brazoria, Texas.

Notable practitioners

Houston-based Niki Roberts is a key contact.

Holland & Knight LLP

What the team is known for Holland & Knight LLP undertakes an array of work in the energy transition space for developer clients. The firm has significant capabilities in the biogas space which sees the it regularly handle RNG developments and SAF supply agreements. The team offers strength in battery assets as well as DAC and CSS projects.

Strengths

"Holland & Knight has both exceptional partners and strong associates that work well as a team."

Work highlights Holland & Knight LLP advised Vanguard Renewables on the acquisition, development, financing and operation of renewable gas production facilities located throughout the United States.

Notable practitioners

Houston-based George Humphrey is a key contact.

King & Spalding LLP

What the team is known for King & Spalding LLP has a respected team with strong capabilities in the energy transition space. The firm advises an array of energy companies in both the oil and gas and power space on cutting-edge projects, joint ventures and M&A transactions. It is experienced across waste to energy, hydrogen and CCS assets as well as novel direct air capture projects.

Strengths

"The team provides consistently excellent services tailored to our needs."

Work highlights King & Spalding LLP represented EverWind in its development of a green hydrogen ammonia production facility on the Burin Penin-

sula of Newfoundland and Labrador.

Notable practitioners

Houston-based Scott Greer and New York-based Jonathan Melmed are key contacts.

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis has a strong energy transition practice. The team possesses considerable expertise handling M&A, joint ventures and investments in the space. The firm represents an array of financial institutions in de-carbonization and renewable energy projects.

Work highlights Kirkland & Ellis advised Ares Acquisition on its definitive business combination agreement with X-Energy, a developer of small modular nuclear reactors and fuel technology for clean energy generation.

Notable practitioners

Houston-based Andrew Calder is a key contact.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is an energy powerhouse offering impressive expertise across the various sectors of the industry. In addition to its strength handling the project financing and development of renewable energy and storage projects, it ably advises on CCS, hydrogen and RNG projects. The team has additional capabilities in the acquisition and investment in low carbon assets.

Strengths

"The team are very savvy to market dynamics and conditions."

Work highlights Latham & Watkins LLP represented Fortescue Future Industries in the acquisition of Nikola's Phoenix Hydrogen Hub project.

Notable practitioners

New York-based Eli Katz and Houston-based Justin Stolte are key contacts.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has extensive energy transition capabilities which it leverages to provide expert representation on a range of market participants. It provides development, regulatory and transactional support projects to renewable and low carbon projects. It ably assists developers and investors with solar, wind projects, CCS and hydrogen assets.

Strengths

"The team are all super knowledgeable, well prepared and personable."

Work highlights Morgan, Lewis & Bockius LLP represented Hydro-Québec in its acquisition of Great River Hydro from affiliates of ArcLight Capital Partners for approximately \$2 billion.

Notable practitioners

DC-based Stephen Spina and Kirstin Gibbs are key contacts.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright has a wide-ranging energy transition practice which sees the it handle work across the gamut of energy asset classes. In addition to the firm's distinguished renewable energy practice, the firm has significant strength in the CCS space where it advises a range of developers. The

firm is also regularly engaged for its expertise in hydrogen developments.

Strengths

"I have been impressed with the team's ability to concisely explain complex terms in easy-to-understand terms."

"The team are extremely responsive and always insightful."

"The firm has their fingers on the pulse of what's happening in the market."

Notable practitioners

DC-based Keith Martin is a key contact.

Band 3

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland (US) LLP demonstrates strength a wide range of matters in the energy transition space. The firm has capabilities in the carbon sequestration and carbon offset space where it represents various developers and owners. It is further recognized for its handling of acquisitions and developments the renewable energy space, including those involving wind and solar assets.

Strengths

"The team is smart and diligent, and can explain complicated concepts in a way that is easy to understand."

Work highlights Eversheds Sutherland (US) LLP represented WEC Energy Group in its acquisition of an 80% ownership interest in the 250 MW Samson I Solar Energy Center in Texas.

Notable practitioners

Atlanta-based Thomas Warren is a key contact.

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP has significant renewable energy capabilities which includes the acquisition and development of assets. The team possesses further strength in the renewable fuels space where the firm handles hydrogen and RNG developments. The firm is also notably active on new technology matters which sees it advise a range of organizations including those active in solar PV module and hydrogen production.

Strengths

"The team possess a high capability for handling complex and sophisticated matters."

"The team is very knowledgeable, helpful and insightful."

Work highlights McDermott Will & Emery LLP represented Bayo tech in negotiating and executing agreements for it to purchase from Nikola up to 50 Class 8 hydrogen fuel cell electric vehicles for zero-emission hydrogen transport and for BayoTech to supply Nikola with low-carbon hydrogen from BayoTech's Missouri and California hydrogen hubs.

Notable practitioners

DC-based Carl Fleming is a key contact.

Paul Hastings LLP

What the team is known for Paul Hastings LLP is a strong choice for clients seeking to decrease traditional energy asset portfolios and increase investment into renewable energy. The firm has

strength handling the regulatory aspects of solar and battery storage projects.

Strengths

"The team has a strong understanding of commercial drivers."

"The firm is very involved in our space and are aware of all current market issues."

Work highlights Paul Hastings LLP represented the lenders in the financing of a solar farm and gen-tie line owned by Innergex.

Notable practitioners

New York-based Robert Freedman is a key contact.

Perkins Coie LLP

What the team is known for Perkins Coie LLP has great strength in the electricity space where it routinely counsels market participants on battery storage, EV charging and offshore wind developments. The firm is experienced at assisting clients with their energy transition efforts including those looking change their assets to include more clean energy. It also has capabilities in sustainable aviation fuel.

Work highlights Perkins Coie LLP acted as lead regulatory and land use counsel to Hectate Grid in connection with a number of electricity storage projects in California.

Notable practitioners

DC-based Jane Rueger is a key contact.

Pillsbury

What the team is known for Pillsbury has impressive capability across a huge range matters in the energy transition space. The firm's low carbon fuels practice sees them frequently handle work in the RNG, hydrogen and SAF space, which is complimented by their strength in CCS projects. The firm also demonstrates expertise advising clients with interests in in battery storage and EV charging.

Work highlights Pillsbury represented Renewable Energy Group in the negotiation of a number of agreements in connection to a renewable diesel manufacturing facility, rail and port logistics facilities and other infrastructure in Louisiana.

Notable practitioners

DC-based David McCullough is a key contact.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates has a depth of expertise in offshore wind and regularly represents companies looking to invest in those assets. The firm is also highly capable in project developments including battery storage and those involving components used in energy transition assets such as solar farms. It also demonstrates strength in CCS projects as well as associated offtake agreements.

Work highlights Skadden, Arps, Slate, Meagher

& Flom LLP & Affiliates represented Brookfield Renewable in the negotiation of a development and investment agreement with LanzaTech for up to \$500 million in equity funding to acquire, construct and operate certain new carbon capture and transformation projects in North America and Europe.

Notable practitioners

DC-based Lance Brasher is a key contact.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP undertakes an array of transactional work including handling the acquisition of low carbon assets to aid companies with their energy transition efforts. The firm demonstrate strength handling investments in new technologies such as EV charging stations and CCS developments and has capabilities in renewable energy developments including solar and offshore wind. The firm has further expertise in developments with cross-border elements such as those involving minerals and metals required for new technology used in the sector.

Notable practitioners

New York-based Inosi Nyatta and Christopher Mann are key contacts.

White & Case LLP

What the team is known for White & Case LLP undertakes an array of work in the energy transition space including in connection with CCS and DAC projects. The firm offers capabilities in the renewable energy sector and regularly handles the financings of assets such as wind farms.

Work highlights White & Case LLP advised Tallgrass Energy on a number of agreements in connection with the development of a blue ammonia plant.

Notable practitioners

Houston-based Jay Cuculis is a key contact at the firm.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP offers strength representing companies looking to acquire assets in the low carbon and clean energy space. The firm is experienced across renewable energy developments as well as CCS projects. It has additional capabilities in the hydrogen and RNG space.

Strengths

"Willkie Farr has a thoughtful, detailed and commercial team."

Work highlights Willkie Farr & Gallagher LLP represented PBF Energy in its 50-50 joint venture partnership with Eni Sustainable Mobility Spa for a renewable diesel biorefinery in Louisiana.

Notable practitioners

Houston-based Archie Fallon is a key contact.

Band 4

Jones Walker LLP

What the team is known for Jones Walker LLP demonstrates a depth of experience with CCS and hydrogen assets, regularly handling project developments and associated documents. The firm is further recognized for its expertise in the renewable energy space where it undertakes an array of work in offshore wind.

Notable practitioners

New Orleans-based Marjorie McKeithen is a key contact.

Kilpatrick Townsend & Stockton LLP

What the team is known for Kilpatrick Townsend & Stockton is noted for its strength in the energy transition space. The firm has deep experience in the biofuel space where it represents an array of market participants including those with interests in SAF.

Strengths

"The team have strong and deep knowledge."

Notable practitioners

DC-based Mark Riedy is a key contact.

Locke Lord LLP

What the team is known for Locke Lord LLP is noted for its capabilities in energy transition matters including those involving RNG projects. The firm has additional capability in offshore wind and transmission line development.

Work highlights Lock Lorde LLP represented Enterprise Products Operating in the negotiation of a CO2 transportation services agreement with Oxy Low Carbon Ventures.

Notable practitioners

Houston-based Brandon Lobb is a key contact.

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati counsels clients in developments and investments in the sector covering assets such as hydrogen and EV infrastructure. The firm represents a range of companies in the space, including start-ups, that are focused on the recycling of materials such as batteries and solar panels.

Strengths

"The team has incredible insights on an enormous range of topics."

"The team are very responsive, and provide pragmatic and actionable advice on complex issues."

Work highlights Wilson Sonsini Goodrich & Rosati represented Ambient Fuels in its private equity transaction with Generate Capital which included a commitment to fund up to \$250 million of green hydrogen infrastructure.

Environment Nationwide

Environment
Leading Firms
Band 1
Beveridge & Diamond PC
Hunton Andrews Kurth LLP
King & Spalding LLP
Latham & Watkins LLP
Perkins Coie LLP
Band 2
Arnold & Porter
Baker Botts L.L.P.
Bracewell LLP
Morgan, Lewis & Bockius LLP
Sidley Austin LLP
Band 3
Crowell & Moring LLP
Greenberg Traurig, LLP
Hogan Lovells US LLP
Paul Hastings LLP
Vinson & Elkins LLP
Band 4
Alston & Bird LLP
Bryan Cave Leighton Paisner LLP
Gibson, Dunn & Crutcher LLP
Holland & Hart LLP
Holland & Knight LLP
Nossaman LLP
Pillsbury
Van Ness Feldman LLP
Band 5
Barnes & Thornburg LLP
Faegre Drinker
Fox Rothschild
Kilpatrick Townsend & Stockton
K&L Gates
McGuireWoods LLP
Stoel Rives LLP
Troutman Pepper

Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

A&O Shearman

What the team is known for A&O Shearman offers notable expertise in environmental risk identification and management of potential liabilities, related to corporate transactions such as M&A, joint ventures and financings. Often assisting financial institutions, public sector clients and multinational corporations on environmental investigations, the firm additionally advises on insurance and related proceedings. The team are also highlighted for capabilities in climate change and environmental regulatory compliance and enforcement actions, as well as complex litigation involving contaminated properties.

On 1st May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Notable practitioners

Based in New York, Ken Rivlin is a key contact at the firm.

Environment: Mainly Transactional
Leading Firms
Band 1
Kirkland & Ellis
Latham & Watkins LLP
Band 2
A&O Shearman
Cravath, Swaine & Moore LLP
Davis Polk & Wardwell LLP
Simpson Thacher & Bartlett LLP
Weil, Gotshal & Manges LLP
Band 3
Cahill Gordon & Reindel LLP
Debevoise & Plimpton LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
Vinson & Elkins LLP
White & Case LLP

Alston & Bird LLP

What the team is known for Alston & Bird LLP has a capable team with national environmental capabilities. Particularly skilled in litigation covering citizen suits brought under CAA and CWA, as well as multiparty Superfund disputes, Alston & Bird's expertise also includes broad land use proceedings related to NEPA, CEQA and related regulations. The firm also defends enforcement actions on behalf of clients in regard to allegations of water, air and land compliance issues, often representing organizations from the transportation, manufacturing and chemical industries.

Strengths

"Alston & Bird performs phenomenally."

"The team is outstanding in every way: responsive, strategic and practical."

"The firm is very good at distilling complicated matters down to what really matters, making it simple for a trier of fact to understand."

Work highlights Alston & Bird LLP represented Five Point Holdings in a mass action filed by approximately 161 plaintiffs claiming personal injuries and property damage from alleged airborne contamination.

Notable practitioners

Doug Arnold based in Atlanta and Nicki Carlsen and Jeffrey Dintzer based in Los Angeles are key contacts at the firm.

Arnold & Porter

What the team is known for Arnold & Porter has an accomplished group that frequently represents major industrial clients in a range of contentious litigation and regulatory matters. Known for its natural resource damages, toxic tort and chemical case experience, the firm is well-versed in hazardous waste and environmental remediation. Noted for its strength on transactional matters, as well as land use, wetlands and mining issues, it has notable expertise in the chemical, manufacturing, industrial engineering and real estate sectors, among others. The team offers experience dealing with significant matters involving FIFRA and TSCA.

Strengths

"Arnold & Porter has a strong team with a lot of expertise, and is willing to address issues head-on." "A&P has a deep environmental bench and decades of experience. It's my go-to firm for high-stakes environmental matters."

"The A&P team has a deep and long-standing understanding of the chemicals business which profoundly adds to the value proposition."

Work highlights Arnold & Porter represented BP as lead counsel in 18 climate change lawsuits filed by state and local governments in various jurisdictions. The lawsuits alleged damage to coastal communities and infrastructure due to greenhouse gas-driven sea-level rise and storms.

Notable practitioners

DC-based Brian Israel is a key partner at the firm.

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. remains a long-time advocate for the oil and gas and energy industries. The firm provides full environmental legal services for its clientele, including contaminated site clean-up, clean air and water permitting, as well as litigation and crisis management counsel. The team is routinely sought after for its strengths in Superfund issues and regional haze regulations. Baker Botts is noted for its particular capability to advise on rulemaking issues, notably for electricity-generating companies.

Strengths

"Our case was complex and high-value; we chose Baker Botts for this reason. We believe it is the best in the country."

"Baker Botts provides high-quality legal advice."

"Baker Botts is a standout performer given its strategic thinking and approach."

Work highlights Baker Botts L.L.P. successfully defended Tennessee-American Water Company in a class action stemming from a 2019 main break in Hamilton County, Tennessee.

Notable practitioners

Houston-based Scott Janoe is a key contact at the firm.

Barnes & Thornburg LLP

What the team is known for Barnes & Thornburg LLP offers a group with notable national capabilities in environmental law proceedings. The firm's expertise covers regulatory compliance and enforcement actions related to energy, water quality and emerging contaminants such as PFAS. Adept at handling environmental disputes, including Superfund remediation and toxic tort litigation, it regularly advises major oil companies and refineries as well as energy and mining clients.

Strengths

"Environmental law is one of their real strengths."

"The firm has extremely experienced and knowledgeable staff who are gifted problem-solving partners."

"They have anticipated domestic knowledge and are able to offer me information on regulatory information on matters internationally."

"All parties are highly educated with not only strong independent minds, but solid communication skills."

Notable practitioners

Erika Powers based in Chicago is a key contact at the firm.

Beveridge & Diamond PC

What the team is known for Beveridge & Diamond PC is a respected boutique focused exclusively on environmental law at all levels across the country. Providing multidisciplinary expertise across the group, the firm represents a range of clients in matters from legislative advice and advocacy to clean air and water regulation and litigation. The firm offers particular capability in the pesticides and biotechnology space and is noted for its impressive client roster drawn from the pharmaceutical, chemical and retail industries, among others.

Strengths

"The depth of Beveridge & Diamond is phenomenal, and they always seem to be on top of the most recent activity in the space."

"Beveridge & Diamond gives a high level of service."

"Excellent client service, and a great resource for keeping clients abreast of relevant legal and regulatory developments."

Work highlights Beveridge & Diamond PC acted as lead counsel for the Mountain Valley Pipeline project on ESA issues.

Notable practitioners

Kathryn Szmuszkowicz is a key contact in Washington, DC.

Bracewell LLP

What the team is known for Bracewell LLP has a well-respected practice, noted for acting on behalf of a strong client base of upstream and midstream oil and energy clients. Regularly sought after for its counsel on air and water permitting, CERCLA issues and accident investigations, the firm also provides due diligence to a range of financial institutions and investors on environmentally affected transactions. The team frequently represents clients before state and federal agencies and regulatory bodies, including the Pipeline and Hazardous Materials Safety Administration (PHMSA), the Bureau of Ocean Energy Management and the Army Corps of Engineers, as well as the DOE and EPA.

Strengths

"I have been impressed with Bracewell's depth of knowledge on federal and environmental regulatory matters."

"The environmental group is first-class. They are very good at outlining major issues and finding ways to work around them."

Work highlights Bracewell LLP represented Colonial Pipeline Company, Texas Eastern Transmission and Vanguard Renewables in resolving issues arising under various environmental, transportation and safety statutes and agencies.

Notable practitioners

DC-based Jason Hutt and Jeffrey Holmstead are key contacts.

Bryan Cave Leighton Paisner LLP

What the team is known for BCLP offers experienced counsel to clients from the energy and mining sector on a broad range of environmental regulatory compliance and enforcement issues,

as well as toxic tort litigation and permitting. The firm is also noted for its handling of complex transactions involving brownfield redevelopment of former military bases and chemical plants, among other industrial sites, and frequently offers counsel on international M&A and risk management procedures.

Strengths

"Attorneys at BCLP are extremely diligent and responsive, consistently making time to provide advice on very short notice."

"BCLP handles complex matters very well, navigating the ever-changing zoning regulations in various municipalities."

Work highlights BCLP served as environmental and land use counsel to Empire State Development for the Penn Station Land Use Improvement and Civic Project.

Notable practitioners

Chicago-based Bryan Key is a key contact.

Cahill Gordon & Reindel LLP

What the team is known for Cahill Gordon & Reindel LLP is reputed for its environmental advice on a range of complex deals including debt financings, M&A and corporate restructurings. The firm handles risk analysis of transactions with potentially significant liabilities for construction, energy, mining and waste management clients. Skilled in a broad range of compliance and remediation issues, as well as complex litigation related to natural resources damages and toxic tort claims, the team often handles cost recovery actions and represents clients in environmental insurance coverage proceedings. It also provides assistance on climate change issues and sustainability initiatives.

Strengths

"I think Cahill Gordon & Reindel does a really nice job of handling complex matters."

"An excellent team that I can count on to be pragmatic and efficient in representing its clients' interests."

Work highlights Cahill Gordon & Reindel LLP advised Goldman Sachs on environmental aspects for a \$500 million senior notes offering by Clean Harbors.

Notable practitioners

Gregory Battista is a key contact in the New York office.

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP is a compact group known for its attentive service. Advising an enviable corporate clientele on the environmental aspects of acquisitions and other complex transactions, the firm has additional capacity to support projects after deal closure and assist with dispute resolution. Cravath regularly handles cross-border matters and provides environmental strategic counsel to clients in a wide range of industries, including manufacturing, petroleum and energy generation.

Work highlights Cravath, Swaine & Moore LLP provided legal counsel to Johnson & Johnson on the environmental law aspects of two significant transactions: the separation of Kenvue Inc., valued at approximately \$42 billion, and the \$16.6 billion acquisition of Abiomed.

Notable practitioners

Matthew Morreale and Annmarie Terraciano in New York are key partners at the firm.

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP has a regulatory-focused group experienced in the energy, manufacturing, chemicals and agricultural industries. The firm's diverse expertise includes litigation, transactional support, air and water quality and site cleanup and redevelopment. It frequently advises and advocates for clients, including both national and regional trade associations, on legislative changes and both civil and criminal environmental litigation.

Strengths

"It's been great working with Crowell & Moring. They are good at what they do and very collaborative in how they approach issues."

"Crowell & Moring's environmental practice is elite."

Work highlights Crowell & Moring LLP represented Boeing in connection with EPA's development and promulgation of the nation's first greenhouse gas emission standards for aircraft and the FAA's development and promulgation of regulations implementing those standards.

Notable practitioners

Based in DC, Elliott Laws, Kirsten Nathanson and Tom Lorenzen are key contacts.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP has an experienced team skilled in a diverse range of environmentally impacted transactions and financings on both a national and international platform. The firm's expertise includes disclosure and reporting requirements for capital markets transactions, complex M&A and project finance, and it is highly regarded for its work in the alternative energy space. Other areas of strength include know-how in environmental insurance issues and climate change regulations. The disputes team frequently handles challenges to the allocation of environmental risk among private parties.

Strengths

"It's been seamless working with Davis Polk. It is a pleasure to work with people so professional who share the same work ethic."

"Davis Polk & Wardwell has worked on very large matters valued in the billions for Fortune 100 companies that involve cross-border aspects."

"Davis Polk is hard-working, engaging, and possesses a really impressive team."

Notable practitioners

Based in New York, Loyti Cheng is a key contact at the firm.

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP offers a strong environmental transactional practice that is closely associated with its highly regarded corporate group. The firm regularly provides environmental analysis and due diligence on high-value transactions and deals for a range of clients in the healthcare, pharmaceutical and chemical sectors.

Strengths

"Debevoise & Plimpton is knowledgeable and

understands what is important."

"Debevoise & Plimpton has provided us with advice and support on a range of private M&A transaction work."

Work highlights Debevoise & Plimpton LLP advised The Southern Cross Group on the environmental aspects of its sale of Esmax to Aramco.

Notable practitioners

Stuart Hammer is a key contact in New York.

Faegre Drinker

What the team is known for Faegre Drinker remains a popular choice for environmental counsel, with an impressive geographical footprint across the US; experienced in complex disputes such as toxic tort class actions and Superfund litigation. It regularly provides assistance to major organizations from the energy sector, on enforcement actions and regulatory proceedings covering CWA, CAA, RCRA and FIFRA. The team also carries out environmental assessments and often handles due diligence for real estate and M&A transactions.

Strengths

"Faegre Drinker has impressed us in their experience and work product in relation to complex and sophisticated matters."

"The firm provides the most up-to-date compliance and strategy advice for complex and sophisticated matters."

"The work is fantastic and they do an incredible job."

"They are very good at niche environmental air questions and I trust their advice and judgment."

Work highlights Faegre Drinker represented US Smelter & Lead Refinery in toxic tort litigation arising out of the East Chicago Lead Contamination Superfund Site.

Notable practitioners

Indiana-based Max Kelln, Bonnie Barnett in Philadelphia and New Jersey-based Ross Lewin are key contacts.

Fox Rothschild

What the team is known for Fox Rothschild LLP has a strong environmental practice with capabilities in air, hazardous waste and water proceedings. The firm's expertise covers permitting, site remediation, regulatory compliance and enforcement actions. It is recognized for sophisticated representation in toxic tort, product liability, Superfund litigation and is knowledgeable on natural resources damages and climate change matters.

Strengths

"Fox Rothschild's practice covers a wide scope and it provides excellent service."

Work highlights Fox Rothschild LLP represented S&A Realty in environmental litigation matters, such as the seeking of injunctive relief in bankruptcy court and New Jersey Superior Court related to natural resource damage.

Notable practitioners

Christopher Roe in Exton and Sharon Oras Morgan in Wilmington are key contacts.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP has a strong environmental litigation

team with a strong West Coast presence. Well versed in complex toxic torts, enforcement actions, cost recovery actions and regulatory challenges, the firm is also frequently engaged to provide counsel to oil and gas industry groups on hydraulic fracturing disputes. The team are further noted for capabilities in strategic environmental counseling and crisis management.

Strengths

"The issues we face are complex and often very technical in nature. Gibson Dunn have always dealt with this in the most professional and satisfactory manner."

"Gibson Dunn are very good at interfacing on EPA issues."

"Gibson Dunn have an excellent service and thoughtful work product. They are always timely."

Work highlights Gibson Dunn & Crutcher LLP successfully represented Chevron in Indonesia, where an NGO sued it over alleged environmental violations relating to oil remediation in Sumatra.

Notable practitioners

Stacie Fletcher and Daniel Nelson in DC are key contacts at the firm.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is experienced in the full scope of environmental law. Highly capable in brownfield redevelopment work, class actions, mass tort litigation and rule-making challenges, the team provides regulatory compliance, litigation and transactional support for a number of key industries such as real estate, mining, renewable energy, and oil and gas. It is also respected for its expertise on the intersection of environmental and Native American law.

Strengths

"The team learn the material and know the issues as well as the clients do and even better than testifying experts."

"Greenberg are extraordinary. The attorneys are brilliant, tireless and hungry to win."

"The GT team are very responsive and are capable of handling short fuse transactions as well as regulatory issues."

"The Greenberg Traurig team possess a wealth of litigation experience involving complex technical and scientific issues."

Work highlights Greenberg Traurig represented the State of North Dakota in litigation against the United States under the Federal Tort Claims Act seeking to recover approximately \$38 million in damages suffered by North Dakota associated with the disturbances related to the protests against the Dakota Access Pipeline in North Dakota.

Notable practitioners

Kerri Barsh in Miami, David Weinstein in Tampa, Christopher Neumann in Denver and Steven Russo in New York are key contacts at the firm.

Hogan Lovells US LLP

What the team is known for Hogan Lovells represents a variety of clients on all major environmental requirements. The firm's expertise covers regulatory compliance, litigating on enforcement actions, rulemaking guidance and permitting. Experienced in areas including hazardous waste, contaminated sites and the Endangered Species

Act, Hogan Lovells is also noted for its counsel on CAA and CWA matters, for healthcare, industrial engineering, pharmaceutical, utilities and transportation companies.

Strengths

"The regulatory team at Hogan Lovells are excellent and have a very thorough understanding of how to handle and successfully complete complex matters."

"Our team has always felt valued and received the highest service level."

"Hogan Lovells is the best legal firm we have worked with when it comes to complex environmental issues and case law. I would highly recommend them."

Work highlights Hogan Lovells represented conservation and preservation organizations in the Bears Ears National Monument dispute.

Notable practitioners

Adam Kushner in DC and the Denver-based Scott Reisch are key contacts.

Holland & Hart LLP

What the team is known for Holland & Hart LLP has a strong presence across the West and Midwest, and can advise on the full spectrum of environmental law matters. The firm is adept at handling regulatory and rulemaking matters, environmental impact assessments, remedial actions and litigation where required. Noted for its knowledge of issues facing mining, oil and gas, petroleum and renewable energy companies, the team regularly advises clients on environmental management strategies as well as preparation for investigations, audits and inspections.

Strengths

"The entire team at Holland & Hart LLP is always quick to respond, communicative throughout the process and effective at closing the issue with any other party that is involved."

"We have been nothing but impressed. They really help us think around corners and their strategic analysis really stands out."

Work highlights Holland & Hart LLP represented Mountain Valley Pipeline in federal permitting and litigation issues arising from a proposed 304-mile natural gas pipeline in Virginia.

Notable practitioners

Cheyenne-based Walter Eggers is the environment group practice leader.

Holland & Knight LLP

What the team is known for Holland & Knight LLP is a group with a strong government background operating coast to coast. The firm is known for its work on endangered species matters, land-use, environmental permitting and brownfield remediation and redevelopment.

Strengths

"Its attorneys have a strong grasp of very technical, complex regulatory issues and their intersection with federal and state law."

"I've been extremely happy with how Holland & Knight provided value of service to us, as well as its depth of understanding and ability to translate it for the layperson."

Work highlights Holland & Knight LLP assisted Baylands Development in the clean-up and redevelopment of over 750 acres of land.

Notable practitioners

DC-based Amy Edwards, Nicholas Targ in San Francisco and Dianne Phillips in Boston are key contacts at the firm.

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth LLP is a strong litigation group known for its CAA expertise. Frequently representing utilities and major energy industry players in disputes, the firm is also known for its experience in clean water, waste and climate change matters. The firm offers marked strength in legislative challenges at federal and state level, including representation of clients at the US Supreme Court. Hunton are further noted for its expertise in the construction, transportation and utility sectors.

Strengths

"Hunton is always timely and very responsive to requests that we make, flagging things that may not come across my desk."

"There is a large, competent staff with subject matter expertise in a wide range of specialty areas."

Work highlights Hunton Andrews Kurth LLP acted for the American Iron and Steel Institute and United States Steel, who represent the entirety of the American steel industry, in advocacy on two federal regulations with significant implications for the domestic steel industry.

Notable practitioners

Eric Murdock and Deidre Duncan are key contacts at the firm in Washington, DC.

Kilpatrick Townsend & Stockton

What the team is known for Kilpatrick Townsend & Stockton demonstrates strong performance across the full range of environmental matters. It regularly advocates for clients before state and federal courts and agencies in litigation and enforcement proceedings. The firm offers notable expertise in environmental health and safety issues and frequently represents chemicals, manufacturing and mining sector clients.

Strengths

"Kilpatrick Townsend & Stockton LLP are very knowledgeable and have extremely high levels of responsiveness."

Work highlights Kilpatrick represented 500 individuals in a class action lawsuit over The Camp Lejeune Justice Act.

Notable practitioners

Stephen Berlin, based in Winston-Salem, is a key contact.

King & Spalding LLP

What the team is known for King & Spalding LLP offers a substantial Southeastern group capable of handling a range of technical matters, from litigation and regulatory needs to transactional support. Known for its work with soil contamination, chemical industry issues, groundwater and air quality, the firm offers further expertise advising developers on the environmental implications of projects. The team is also noted for its work in environmental health and safety and crisis management matters.

Strengths

"King & Spalding has strong experience and history in CAA which is invaluable. Its client service is great

and it is really responsive."

"The firm was very knowledgeable on the process of enforcement and navigating the complex engineering details of compliance to the legal authority the state has."

Work highlights King & Spalding LLP assisted ConocoPhillips in the decommissioning of two offshore oil platforms in the Santa Barbara Channel.

Notable practitioners

Granta Nakayama is a key contact in Washington, DC.

Kirkland & Ellis

What the team is known for Kirkland & Ellis is an established litigation firm with a broad reach. Known for taking on high-profile cases for large industrial companies, including in energy and engineering clients, the firm's specialties include enforcement actions, toxic torts and advising on the environmental aspects in complex transactions. The team is also notable for their particular ability in managing serious environmental contamination matters.

Strengths

"Kirkland & Ellis has unmatched capability to handle complex and sophisticated matters in a measured, timely and practical way."

"No matter the tight deadline, Kirkland's attorneys are able to meet it and are always available to answer questions or hop on a call to discuss."

"Kirkland & Ellis has the most incredible breadth and depth of bench to meet any environmental need."

Work highlights Kirkland & Ellis advised Brightstar Capital Partners on various environmental regulatory risks and due diligence during its acquisition of Douglas Products.

Notable practitioners

Brian Land and Stuart Drake are key contacts based in Washington, DC.

K&L Gates

What the team is known for K&L Gates regularly represents clients in the energy and oil and gas industries on a range of environmental matters. Experienced in substantive environmental matters including contaminated site remediation and issues concerning the CWA, CAA and CERCLA. Also comes recommended for its strengths in environmental issues related to development and redevelopment of infrastructure and pipeline projects. Frequently appears before state and federal agencies and regulatory bodies.

Strengths

"K&L Gates specializes in complex and sophisticated matters."

"K&L Gates has highly capable lawyers with a nuanced understanding of issues impacting our industry."

"The firm is very knowledgeable regarding state and federal regulations."

Work highlights K&L Gates advised CPV Renewable Power with respect to the siting, development and financing of multiple renewable energy projects in Pennsylvania and other states.

Notable practitioners

Brian Montag in Newark, Craig Wilson in Harrisburg and Seattle-based Ankur Tohan are key contacts at the firm.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a veteran of the California environmental arena and federal cases, well known for providing a broad range of services for notable clients. The firm is experienced in litigation, rulemaking and compliance matters across all environmental spheres, with substantial experience in air quality, Superfund and energy cases. Latham & Watkins is also noted for its counsel on environmental issues affecting corporate transactions, acting for a range of purchasers, sellers, investors, borrowers and lenders. Former senior US government officials bolster the firm's environmental legislation and regulatory practice which is further noted for providing greenhouse gas emissions advice.

Strengths

"Latham is top-notch at handling complex matters. Just the sheer breadth of its firm and the experienced attorneys it has meant that it was really able to grasp a lot of different pieces and bring it to our advantage."

"Latham & Watkins is very knowledgeable on Superfund issues. It is also well connected with New York and New Jersey remediation stakeholder groups."

Work highlights Latham & Watkins LLP represented Chevron in tort litigation involving a C-137 release contamination case due to a broken generator on the University of Tulsa Oklahoma campus where the company has a research & development program. Property owners are claiming contamination from an alleged release of nuclear material.

Notable practitioners

James Arnone in Los Angeles and Janice Schneider in DC are key contacts in the environment group.

McGuireWoods LLP

What the team is known for McGuireWoods LLP has broad experience across a range of environmental concerns, including permitting and project development. The firm is known for expertise in clean air and water matters, as well as solid and hazardous waste issues, and boasts a diverse client roster ranging from real estate developers to businesses in the energy, manufacturing and agricultural industries.

Work highlights McGuireWoods LLP continued to serve as environmental counsel to Crescent Communities in connection with the development of multifamily communities on contaminated land in Phoenix and Denver.

Notable practitioners

David Franchina in North Carolina is a key contact.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is well equipped to handle a wide variety of environmental cases across industry sectors and states. Experienced with high-profile litigation including toxic torts and natural and personal damages claims, the firm is well versed in offering transactional support and counsel on regulatory compliance and Superfund remediation. It regularly represents construction, real estate, energy and transportation clients, among others.

Strengths

"Morgan Lewis & Bockius has a very experienced team of high performing attorneys. It is strong in litigation and agency regulatory matters."
"Top drawer CERCLA practitioners."

Work highlights Morgan, Lewis & Bockius LLP obtained a \$133 million jury verdict in favor of Shell USA in an environmental cost recovery lawsuit.

Notable practitioners

James Dragna in Los Angeles and John McGahren in Princeton are key contacts at the firm.

Nossaman LLP

What the team is known for Nossaman LLP has a well-known team with a national presence in environmental law and land use matters such as groundwater contamination, natural resources damages and toxic tort litigation. The firm advises on a broad spectrum of environmental statutes including CERCLA, CWA and NEPA and frequently represents trade associations, private corporations and public agencies from the utilities, energy and agriculture sectors. It is also noted for counsel on complex coastal zone projects and groundwater management.

Strengths

"Nossaman is a well-rounded firm with a range of professionals who can manage complex matters."
"Nossaman's attorneys are always professional."

Work highlights Nossaman LLP counseled the State of Maine Department of Marine Resources with respect to legislation and litigation related to regulation of the Maine lobster fishery.

Notable practitioners

Paul Weiland based in Orange County is a key contact at the firm.

Paul Hastings LLP

What the team is known for Paul Hastings LLP handles the full range of environment work covering major transactions, sophisticated litigation and complex regulatory matters. The firm represents a number of household-name clients in the financial services, aviation and pharmaceutical sectors and has notable experience managing enforcement proceedings. The team is particularly strong in environmental permitting for renewables projects.

Strengths

"Paul Hastings has a very good bench and its client service is spot-on. I think on all fronts the firm provides good service."

"It's an A+ team with deep resources, knowledge, expertise, a high level of customer service, and a refreshing sense of humor. The team all works together seamlessly to provide the best legal advice and service."

"Paul Hastings is responsive, driven, very well organized, and has strong command of environmental law and the permitting and public processes."

Work highlights Paul Hastings LLP represented Prologis and Liberty in several disputes arising from a warehouse fire and alleged discharges of millions of gallons of waste into the Dominguez Channel.

Notable practitioners

Peter Weiner in San Francisco is a key contact at

the firm.

Perkins Coie LLP

What the team is known for Perkins Coie LLP offers a broad-ranging environmental team with a strong presence across the US. Experienced with legislative guidance, Superfund litigation, regulatory matters and environmental compliance during project development. The firm regularly advises an impressively diverse client base drawn from energy, water supply, electric vehicle and state transportation spaces, among others. The team is further noted for capability in environmental insurance litigation.

Strengths

"I haven't dealt with a more competent team that can excel in all environmental fields."

"Perkins Coie has nationally recognized experts in renewable fuel standards, a highly complex area of the law, as well as in environmental issues."

"If we need an answer ASAP, we get it."

Work highlights Perkins Coie LLP represented ATC, ITC Midwest and Dairyland Power Cooperative in federal litigation regarding the Cardinal-Hickory Creek Project, a significant high-voltage electric transmission project spanning Iowa and Wisconsin.

Notable practitioners

Seattle-based Karen McGaffey and Mark Schneider are both key contacts.

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman LLP has a national footprint with attorneys experienced in all aspects of environmental law. Recognized for its work on hazardous waste, toxic tort or enforcement litigation, the firm is particularly noted for its expertise in air and water pollution matters and issues concerning CERCLA. Key clients come from a broad range of industries, such as electric power generation, mining, public utilities, wastewater treatment and petroleum.

Work highlights Pillsbury acted for Brookfield Renewable Energy in litigation in the District of Maine, where four environmental organizations had filed suit under the Endangered Species Act.

Notable practitioners

Mark Elliott in Los Angeles, Margaret Rosegay in San Francisco, Amanda Halter in Houston and Jeffrey Knight in DC head the environment practice group.

Sidley Austin LLP

What the team is known for Sidley Austin LLP is a sizable outfit capable of tackling a range of environmental matters, often representing large industrial clients. Known for its litigation experience and strong trial record, the firm also offers a wide range of regulatory and other advisory services, capitalizing on its attorneys' experience in key government roles. Capable of handling enforcement defense litigation arising from toxic air pollution, manufacturing and mining challenges from EPA and CAA rules, the team has a notable ability in managing environmental natural resource and supply chain issues.

Strengths

"Sidley Austin has a competent team of attorneys

who strive to provide timely and well thought-out legal guidance to their clients."

"Sidley Austin's ability to dive into complex and deep regulations, while translating it for us, is amazing."

"Sidley Austin is my benchmark against which all other law firms are assessed."

Work highlights Sidley Austin LLP represented Vineyard Wind 1, the developer of the USA's first multibillion-dollar utility-scale offshore wind project, in multiple lawsuits by project opponents challenging federal authorizations, as well as in managing permitting and environmental review.

Notable practitioners

DC-based Timothy Webster and Justin Savage are key contacts, as well as Byron Taylor in Chicago.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is a highly regarded team offering liability management and environmental compliance counsel on M&A. Particularly well known in the private equity space, the firm frequently advises on sophisticated projects with a variety of environmental implications. The team has vast industry experience in the food and heavy manufacturing sectors as well as in power generation and transmission, oil and gas pipelines, agrochemicals and forestry.

Strengths

"Simpson Thacher & Bartlett has a diverse practice and is at the forefront."

"Simpson Thacher & Bartlett is among the top practicing firms."

Notable practitioners

New York-based Mike Isby is a key contact at the firm.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden offers a team of transactional experts with considerable experience identifying and managing environmental risks in assets sales, joint ventures and M&A proceedings. Adept at carrying out extensive due diligence for a range of clients from the manufacturing, real estate, energy and pharmaceutical sectors, Skadden also regularly assists lenders, developers and investors as well as other stakeholders in complex project development, including carbon sequestration and brownfield redevelopment. It also provides counsel in a range of complex regulatory and enforcement actions and appears before state and federal courts and administrative agencies on behalf of clients in novel issues, including greenhouse gas emissions and permitting compliance.

Strengths

"Skadden provides the best representation and the most responsive, caring and cost-effective help."

Work highlights Skadden represented PPL Corporation against claims of an alleged fraudulent conveyance involving a former subsidiary with alleged environmental liabilities.

Notable practitioners

Washington DC-based Elizabeth Malone is a key contact at the firm.

Stoel Rives LLP

What the team is known for Known for their strong Pacific Northwest roots, Stoel Rives offers expert counsel in permitting, compliance and regulatory advice across the US, with notable experience handling air, water and hazardous waste proceedings for coalitions and trade associations. The firm regularly appears before state and federal courts on behalf of clients in complex litigation, including natural resources damages claims, civil enforcement actions and toxic tort disputes.

Work highlights Stoel Rives LLP prepared comments for the National Hydropower Association on EPA's proposed rules for Clean Water Act Section 401 water quality certifications.

Notable practitioners

Tina Grovier in Anchorage is a key contact.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP advises major public and private organizations from the chemical, manufacturing and mining industries on the environmental aspects of complex corporate transactions. The firm regularly carries out environmental risk analysis and advises on insurance and liability management and is also noted for expertise on topics such as sustainability, ESG and climate change.

Strengths

"The Sullivan & Cromwell team coordinates well with each other and tries very hard to meet our deadlines, even when they are very ambitious."

Notable practitioners

New York-based Matthew Brennan and Mark Rosenberg are key contacts.

Troutman Pepper

What the team is known for Troutman Pepper provides counsel on a range of environmental regulatory matters, complex litigation and large transactions. Demonstrates broad capabilities covering waste, air and water quality issues and related permitting. Frequently represents trade associations, municipal governments and non-profit organizations before federal district and appellate courts and the US Supreme Court.

Strengths

"I have asked the Troutman team more than once for resources on non-routine issues, and they always deliver."

"They are quick and very responsive; their work quality is top-notch and they give understandable advice. I trust them greatly."

"Once we find a law firm and attorneys who are responsive, cost-efficient, smart and practical, there is no need to look elsewhere. I have no qualms

in recommending them. They are one of the best I've dealt with."

"The issues in our industry can be very complex, but their extensive knowledge of environmental law and policies has been extremely beneficial to us."

Work highlights Troutman Pepper advised Berkshire Hathaway Energy on multiple aspects of environmental compliance, assisting the company with its species protection, Clean Water Act and RCRA coal ash-related permits.

Notable practitioners

Catherine Little and Fitzgerald Veira based in Atlanta are key partners at the firm.

Van Ness Feldman LLP

What the team is known for Van Ness Feldman LLP offers a talented group known for its regulatory expertise on issues including air pollution control, land and water resources, and solid and hazardous waste. With extensive experience providing rulemaking comments and related legislative guidance, the firm is well known for expertise in such sectors as automotive manufacturing, oil and gas production and electric utilities.

Strengths

"The Van Ness team regularly advises on complex legal and regulatory issues."

"The team has a strong environmental background. It has both legal and engineering staff that support our work."

Work highlights Van Ness Feldman advised Shell on reducing methane emissions from oil and gas sources, including regulatory compliance, voluntary reduction programs, emission credit generation and addressing emerging environmental issues.

Notable practitioners

The DC-based Jonathan Simon, Stephen Fotis and Britt Fleming are key contacts at the firm.

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP offers a nationwide environmental group with a strong reputation for assisting oil and gas clients on project development through permitting, NEPA review and compliance advice. The firm is highly capable of managing air, water and wetlands permitting on multijurisdictional projects such as pipelines and transmission infrastructure. It also boasts transactional support expertise and experience in defending against enforcement actions. Vinson & Elkins is regularly engaged to provide counsel on catastrophic event preparation.

Strengths

"I have confidence in using Vinson & Elkins when I have something that's complex. It is the first phone

call I make."

"Vinson & Elkins' team brings a depth of skill, expertise and intellect that is hard to match. It has highly strategic and capable specialists."

Work highlights Vinson & Elkins LLP represented American Water Works Association and National Rural Water Association as intervenors in challenging an EPA rule on cybersecurity audits for public water systems.

Notable practitioners

DC-based Ronald Tenpas is a key contact based in Washington, DC.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP is well known for its environmental counsel in relation to cross-border transactions, including equity investments, securities offerings, corporate restructuring and divestitures. The firm routinely advises investors, lenders and buyers on environmental risk analysis and management, including insurance policy support, and carries out due diligence on real estate and corporate transactions with potential environmental liabilities.

Strengths

"Weil are among the best. They are very well regarded."

"I've found the Weil environmental practice team to be very knowledgeable and proficient on the most complex of transactions."

"Weil do a great job of making my life easier. They handle almost everything and deliver advice as well as decisions in an easily digestible format."

Notable practitioners

Annemargaret Connolly based in DC is a key contact.

White & Case LLP

What the team is known for White & Case LLP is known for its expertise in handling environmental liabilities in complex, high-value transactions for a range of public and private clients. The firm frequently represents energy, chemical and pharmaceutical companies on a range of matters, including M&A, financings and public offerings.

Strengths

"A very good firm with a strong reputation."

"White & Case has a really impressive global reach."

Work highlights White & Case LLP represented Hess Corporation in its \$750 million acquisition of 37.5 million jurisdictional carbon credits from Guyana. These credits were aimed at protecting forests to combat climate change.

Notable practitioners

Seth Kerschner is a key contact in New York.

ERISA Litigation Nationwide

ERISA Litigation
Leading Firms
Band 1
Goodwin
Morgan, Lewis & Bockius LLP
O'Melveny & Myers LLP
Band 2
Groom Law Group, Chartered
Mayer Brown LLP
Proskauer Rose LLP
Band 3
Jackson Lewis P.C.
McDermott Will & Emery LLP
Sidley Austin LLP
Stephoe LLP
Willkie Farr & Gallagher LLP
Band 4
Alston & Bird LLP
Dorsey & Whitney LLP
Miller & Chevalier Chartered
Seyfarth Shaw LLP
Trucker Huss APC
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1 ERISA Litigation**Goodwin**

What the team is known for Goodwin is renowned for its robust representation of clients from the financial services sector, including insurers and investment managers, in a broad range of ERISA litigation at both trial and appellate levels, as well as arbitral proceedings. The firm handles the full scope of contentious issues including stock drop cases and issues of fiduciary liability. It also has notable experience with large scale fee litigation.

Strengths

"They are one of the best firms in this space."

"Goodwin is consistently responsive to client needs."

Work highlights Goodwin is representing Mercer Investments in a class action ERISA litigation filed in the Northern District of Texas regarding alleged breaches of fiduciary duties.

Notable practitioners

James Fleckner (see p.556) excels in the representation of plan sponsors and investment managers in ERISA class actions, and is particularly active in disputes involving excessive fees and proprietary funds. **Strengths:** "He is a recognized expert for ERISA." "James is among the top ERISA litigators. He is a creative, quick on his feet and excellent in oral and written arguments." "He understands litigation strategy. He is very good in court and on paper." **Alison Douglass** (see p.543) has extensive experience with representing financial service providers in ERISA class actions, including those involving proprietary investment products. **Strengths:** "Alison is a talented ERISA litigator. She understands the intricacies of ERISA law and has a laser focus on the issues that will persuade the court." "Alison's attention to detail and being focused on what we need is a breath of fresh

ERISA Litigation
Senior Statespeople
Senior Statespeople: distinguished older partners
Hinson H Douglas Alston & Bird LLP *
Ondrasik Paul Steptoe LLP
Leading Individuals
Band 1
Blumenfeld Jeremy P Morgan, Lewis & Bockius LLP
Boyle Brian O'Melveny & Myers LLP
Fleckner James Goodwin *
Golumbic Lars Groom Law Group, Chartered
Ortelere Brian T Morgan, Lewis & Bockius LLP
Ross Nancy Mayer Brown LLP *
Rumeld Myron D Proskauer Rose LLP *
Shapiro Howard Jackson Lewis P.C.
Band 2
Amert Amanda Willkie Farr & Gallagher LLP *
Barrett Shannon O'Melveny & Myers LLP
Blocker Mark B Sidley Austin LLP *
Davidson Deborah Morgan, Lewis & Bockius LLP
Douglass Alison Goodwin *
Hirschhorn Russell Proskauer Rose LLP *
Shelley Anthony Miller & Chevalier Chartered *
Band 3
Becker Theodore McDermott Will & Emery LLP *
Costin Emily Alston & Bird LLP *
Holly Andrew Dorsey & Whitney LLP
Lucke Stephen Dorsey & Whitney LLP
Martin Craig C Willkie Farr & Gallagher LLP *
Prame Michael Groom Law Group, Chartered
Serron Eric Steptoe LLP
VerGow Meaghan O'Melveny & Myers LLP
Band 4
Cerrone Stacey Jackson Lewis P.C.
English Caroline Turner ArentFox Schiff LLP (ORL) ◇
Gee Tess Miller & Chevalier Chartered *
Huss R. Bradford Trucker Huss APC
Jacob Greg O'Melveny & Myers LLP
Kang Clarissa Trucker Huss APC
Mattson Eric S Sidley Austin LLP *
Miller Evan Jones Day (ORL) ◇
Morrison Ian Seyfarth Shaw LLP
Nemeth Christian McDermott Will & Emery LLP *
Santos Jaime Goodwin *
Tetrick Jr David King & Spalding LLP (ORL) ◇ *
Thorne René Jackson Lewis P.C.
Wozniak Todd Holland & Knight LLP (ORL) ◇

air." "Alison is an expert in her field and a pleasure to work with in every way." **Jaime Santos** (see p.690) receives particular praise for her expert handling of ERISA claims at the appellate levels. **Strengths:** "She is very knowledgeable in the ERISA space." "Jaime is an excellent brief writer." "She is a very strong litigator."

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is a preeminent ERISA litigation practice with considerable size and reach across the USA. The firm advises on the full spectrum of contentious ERISA issues related to 401(k) plans. It is also at the forefront of representing clients in the education sector in ERISA litigation involving 403(b) retirement plans.

ERISA Litigation: Mainly Plaintiffs
Leading Firms
Band 1
Cohen Milstein Sellers & Toll PLLC
Stris & Maher LLP
Zuckerman Spaeder LLP
Band 2
Bailey & Glasser, LLP
Feinberg, Jackson, Worthman & Wasow
Keller Rohrbach LLP
Schlichter Bogard & Denton, LLP
Leading Individuals
Star individuals
Stris Peter Stris & Maher LLP
Band 1
Bortscheller Mary Feinberg, Jackson, Worthman
Cowart Jason Zuckerman Spaeder LLP
Hufford D Brian Zuckerman Spaeder LLP
Porter Gregory Bailey & Glasser, LLP
Richter Kai H Cohen Milstein Sellers & Toll PLLC
Schlichter Jerome Schlichter Bogard & Denton, LLP
Yau Michelle Cohen Milstein Sellers & Toll PLLC
Band 2
Lewis Jeffrey Keller Rohrbach LLP
Reynolds Caroline Zuckerman Spaeder LLP
Sarko Lynn Lincoln Keller Rohrbach LLP
Stokes John Stris & Maher LLP
Up-and-coming individuals
Berkowitz Dana Stris & Maher LLP
Associates to watch
Sutter Daniel R Cohen Milstein Sellers & Toll PLLC

Strengths

"Both partners and associates are prepared and knowledgeable regarding the law."

"Morgan Lewis has strengths in all ERISA-related areas and is our go-to firm when issues arise."

"The ERISA litigation team is incredibly deep, broad and strong."

"They have an incredibly sophisticated, results-oriented team in ERISA litigation defense."

Work highlights Morgan, Lewis & Bockius LLP secured the dismissal of a putative class action against Northwell Health in the US District Court for the Eastern District of New York.

Notable practitioners

Jeremy Blumenfeld is recognized for his expert handling of ERISA class actions. He acts on behalf of plan sponsors and investment managers, among others. **Strengths:** "Jeremy's service, sophistication and professionalism are excellent. He is truly a top notch attorney." "Jeremy has broad ERISA knowledge and very good instincts for forecasting where things might be going." **Brian Ortelere** is cochair of the firm's ERISA litigation practice. He excels at handling ERISA class actions involving 401(k) and 403(b) retirement plans. **Strengths:** "Brian's a preeminent defence-side attorney and a real leader in this area." "He is an excellent lawyer and service provider." **Deborah Davidson** frequently handles class actions arising out of 403(b) and 401(k) plans. **Strengths:** "She is always responsive to our outreach and keeps us updated on relevant developments." "She has encyclopedic recall in this space."

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP has a team of well-respected litigators covering the full spectrum of ERISA-related issues, regularly providing counsel on fiduciary responsibility. The group acts on behalf of a varied client base which includes plan sponsors and financial services companies. It offers significant trial capabilities, as well as experience with appellate proceedings.

Strengths

"Their written work is outstanding and they really keep in touch with us on a regular basis. The lawyers there have a deep knowledge of ERISA."

Work highlights O'Melveny & Myers LLP represented UnitedHealth in ERISA class action litigation brought by the Medical Society of the State of New York, the Society of New York Office Based Surgery Facilities, and individual physician plaintiffs and office-based surgery practices.

Notable practitioners

Brian Boyle is sought out for his handling of high-stakes ERISA class actions on behalf of blue-chip corporations. **Strengths:** *"Brian is one of the most knowledgeable people in the country, an excellent litigator, very strategic and a wonderful writer and advocate in court."* **Shannon Barrett** is especially proficient in handling complex breach of fiduciary duty claims as part of his impressive ERISA litigation practice. **Strengths:** *"He is a good strategic thinker who makes effective arguments."* *"Shannon is a true litigator who is a master of strategy."* **Meaghan VerGow** represents clients from the financial services and retail sectors, among others, in ERISA class actions. **Strengths:** *"Meaghan has a ton of experience and is very practical with good insight."* *"She can combine deep intellectual thought and analysis to work through practical implications."* **Greg Jacob** has a strong track record of handling ERISA class actions and DOL investigations on behalf of financial institutions and plan sponsors. **Strengths:** *"He has an encyclopedic knowledge of ERISA rules and regulations and has a deep understanding of how the DOL interprets those rules."*

Band 2 ERISA Litigation

Groom Law Group, Chartered

What the team is known for Groom Law Group is a boutique employee benefits firm with a group of talented litigators handling all manner of employee benefits and executive compensation matters. The firm provides assistance with the full range of litigation under ERISA including church plan and stock drop cases, alleged breaches of fiduciary duty and ESOP disputes. The team offers notable expertise in fee litigation pertaining to 401(k) plans and Department of Labor investigations.

Strengths

"Groom has a fantastic litigation group."

Work highlights Groom Law Group represented Aetna in multiple suits in which plaintiffs challenged Aetna's clinical policies in relation to proton beam therapy for treating cancer.

Notable practitioners

Lars Golumbic is noted for his proficient handling

of ERISA class actions involving alleged breaches of fiduciary duties as well as Department of Labor investigations. He acts on behalf of plan sponsors, trustees and fiduciaries, among others, and is particularly knowledgeable about ESOPs. **Strengths:** *"Lars is absolutely terrific and is very practical. He has a great deal of institutional knowledge when it comes to ERISA litigation."* **Michael Prame** handles Department of Labor investigations as well as ERISA class action suits. **Strengths:** *"He's very knowledgeable in the area and very personable. He has a great advocacy style which invokes a lot of faith."*

Mayer Brown LLP

What the team is known for Mayer Brown LLP acts for a range of clients, including plan sponsors, administrators and trustees, on a broad array of ERISA litigation. The firm assists with both class actions and single-plaintiff claims relating to retirement and stock ownership plans, including fiduciary duty issues and prohibited transactions. It is particularly active on behalf of clients in the higher education sector.

Work highlights Mayer Brown LLP successfully represented Yale University in a jury trial relating to allegations of breach of fiduciary duty in monitoring record-keeping fees and investment lineup.

Notable practitioners

Nancy Ross (see p.684) is recognized for her experience leading clients through a range of ERISA-related disputes, which includes managing class actions. She handles complex disputes stemming from 401(k) retirement plans, welfare benefit plans and ESOPs. **Strengths:** *"Nancy is a very thoughtful and enterprising lawyer."*

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP fields a renowned group of litigators handling the full spectrum of employee benefits and bet-the-company ERISA litigation at an international level. The department demonstrates expertise in withdrawal liability claims, stock drop cases and fiduciary duty matters among a multitude of other contentious issues. It offers strength in fee litigation arising out of 401(k) and 403(b) plans. The group advises an impressive client base including leading financial institutions.

Strengths

"Proskauer has a very talented ERISA team which has the experience and skill to successfully navigate matters."

"Proskauer has subject matter experts who provide sophisticated and insightful advice in all complex ERISA matters."

"I think they are an excellent firm and the individuals there are top notch. They are business-oriented, practical and have good judgment, as well as being willing to think outside the box and be innovative."

Work highlights Proskauer represented Zerox Corporation in an ERISA class action alleging contractual vesting claims and fiduciary breach claims arising from a charge to retirees receiving company-paid health insurance.

Notable practitioners

Myron Rumeld (see p.686) expertly guides clients through ERISA litigation, and is particularly

proficient in breach of fiduciary duty matters.

Strengths: *"Myron's deep knowledge of the evolving landscape is unsurpassed and his advice is always insightful and valuable."* *"He is experienced, responsive and a good listener who is open to ideas."* *"Myron is extremely knowledgeable and a great resource."* *"Myron is creative in his solutions to complicated legal problems to achieve good settlements."* **Russell Hirschhorn** (see p.584) has a broad ERISA practice, which sees him handle single-plaintiff cases and class actions, as well as arbitrations. **Strengths:** *"He has a good combination of skill and experience."* *"Russ is extremely knowledgeable and provides great service. He is smart, practical, professional, easy to work with and talented."* *"Russell shows flexibility in his approach and is adaptable. He is super responsive and a quick study on strategy."*

Band 3 ERISA Litigation

Jackson Lewis P.C.

What the team is known for Jackson Lewis P.C. offers a broad practice in the ERISA litigation field, which includes capability in withdrawal liability, breach of fiduciary duty and excessive fee litigation. The firm has notable expertise in ESOP and church plan matters.

Strengths

"The firm has deep knowledge of ERISA with impressive handling of complex class action litigation."

"They are very responsive and always available."

Work highlights Jackson Lewis lead the defense of MGM in a class action lawsuit challenging the record-keeping fees and investment management fees of the MGM Resorts 401(k) savings plan.

Notable practitioners

Howard Shapiro has a strong track record of handling ERISA class actions involving retirement as well as health and welfare plans. **Strengths:** *"Howard bring years of experience and expertise to every interaction."* *"Howard is my go-to attorney. He has an encyclopedic knowledge of the case law on ERISA which is developing constantly."* **Stacey Cerrone** is well regarded for her defense of ERISA class actions. **Strengths:** *"Stacey is a skilled litigator."* **René Thorne** coleads the ERISA complex litigation practice group where she handles numerous ERISA class actions alleging breach of fiduciary duty as well as 401(k) class action fees.

Strengths: *"She is smart and really knows how to try a case."* *"René provides expertise and an incredible ability to communicate very complex items at a level everyone can understand."*

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP is highly regarded for its representation of defendants in ERISA litigation. The firm demonstrates expertise in defending a range of claims including breach of fiduciary duty, fraud and excessive fee cases. The team frequently acts for plan sponsors, service providers and trustees in high-stakes ERISA class actions.

Strengths

"The firm has deep expertise in advising on fiduciary issues."

"They team at MWE have excellent subject matter expertise and client service."

Work highlights McDermott Will & Emery LLP successfully dismissed an ERISA class action lawsuit brought against their clients, Inland Fresh Seafood Corporation of America.

Notable practitioners

Cochair of the firm's ERISA litigation group **Theodore Becker** (see p.500) is highly regarded for his expertise in ERISA class actions. He has substantial experience with ESOPs. **Strengths:** *"Ted has deep experience, great communication and professionalism." "Ted is a very thoughtful and experienced lawyer. He proactive which gives you great comfort as a client."* **Christian Nemeth** (see p.652) focuses on handling highly complex ERISA litigation and government investigations, including ESOP matters and fiduciary breach cases. **Strengths:** *"Chris has a very good client perspective." "Chris is extremely responsive, knowledgeable and easy to work with." "Chris provides extremely timely client service and advice."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP has an acclaimed litigation group which acts for large public and private corporations in all manner of ERISA disputes including class actions. It exhibits interdisciplinary cohesion across its employee benefits and appellate departments to fully cover its clients' needs on matters such as alleged breaches of fiduciary responsibility. The department has particular strength in the representation of insurance companies.

Strengths

"The team has a wide variety of skilled attorneys with deep substantive ERISA knowledge."

"Sidley make sure we have access to top talent that reflects the communities our company serves."

"The Sidley attorneys with whom we work are very knowledgeable and experienced in ERISA litigation, especially class action fee and fiduciary litigation."

Work highlights Sidley Austin represented Gannett in an ERISA class action trial alleging ERISA violations related to the sale of a predecessor company's stock.

Notable practitioners

Mark Blocker (see p.508) handles a broad array of disputes arising out of retirement, health and welfare plans. **Strengths:** *"Mark is an intelligent lawyer."* **Eric Mattson** (see p.634) frequently undertakes ERISA disputes as part of his broad class actions practice. **Strengths:** *"Eric is an excellent ERISA defense litigator and an excellent appellate advocate." "He gives thoughtful counsel, explains his rationale and draws on his experience to develop my understanding of the subject matter."*

Steptoe LLP

What the team is known for Steptoe LLP has a distinguished ERISA litigation group concentrating on high profile class actions involving a variety of issues, including breach of fiduciary duty allegations. It offers additional expertise in fee litigation and employer stock drop cases. Attorneys act on behalf of plan sponsors as well as service providers.

Strengths

"Steptoe has excellent knowledge of the relevant

laws and regulations."

"They provide excellent results."

Work highlights Steptoe LLP represented alleged fiduciaries of Salesforce in a putative class action alleging violation of ERISA fiduciary duties in maintaining various plan investment options that allegedly charged excessive fees and under performed other available options.

Notable practitioners

Paul Ondrasik is a highly sought-out litigator for complex ERISA matters. He is especially experienced with stock drop cases. **Strengths:** *"Paul is one of the most intelligent people I know and a great partner at understanding and explaining things." "Paul is a brilliant class action defense lawyer."* **Eric Serron** draws on his prior experience working in the Plan Benefits Security Division at the Department of Labor in his representation of clients. He is especially experienced with handling breach of fiduciary duty claims. **Strengths:** *"He is a very strong defense lawyer."*

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP fields notable expertise in representing fiduciaries and employers in class action and single plaintiff litigation. The firm has particular strength in ERISA claims involving breach of fiduciary duty, stock drop and prohibited transactions. It is also able to advise plan sponsors and administrators on ERISA compliance.

Strengths

"Willkie Farr has a solid team with extraordinary lawyers."

Work highlights Wilkie Farr & Gallagher represented Northwestern University in an appeal of a successful dismissal with prejudice of a proposed class action that accused the University of mismanaging workers' retirement savings.

Notable practitioners

Amanda Amert (see p.490) is sought out by major corporations and financial services companies. She handles litigation stemming from 401(k) and 403(b) retirement plans, with a particular emphasis on breach of fiduciary duty claims. **Strengths:** *"Amanda is an excellent writer. She helps us understand matters from a business perspective."* **Craig Martin** (see p.1743) is well regarded for his defense of plan sponsors, administrators and fiduciaries in high-stakes ERISA class actions and DOL investigations. **Strengths:** *"Craig is sensitive to clients' needs."*

Band 4 ERISA Litigation

Alston & Bird LLP

What the team is known for Alston & Bird LLP has a well-reputed team litigating ERISA class actions and individual claims across a range of issues, with particularly strong success in employer stock and fee-based litigation pertaining to 401(k) and 403(b) plans. It fields a number of experienced trial attorneys regularly sought after by major corporations and financial services providers. The team also counsels clients facing Department of Labor investigations.

Strengths

"The Alston team has strong experience to handle

complex class action ERISA litigation."

"The team has a deep knowledge of ERISA with impressive handling of complex class action litigation."

Work highlights Alston & Bird defended PNC Financial Services Group in a putative class action challenging the fees and investments in a 401(k) plan formerly offered to employees of BBVA Bancshares, which was subsequently acquired by PNC.

Notable practitioners

Douglas Hinson (see p.1570) is a seasoned litigator who is frequently sought out to handle disputes arising out of 401(k) and 403(b) retirement plans. His experience includes class actions involving breach of fiduciary duty, excessive fees and prohibited transactions. **Strengths:** *"He has a very good reputation for being high quality."* **Emily Costin** (see p.532) handles an array of ERISA class actions, including breach of fiduciary duty claims. **Strengths:** *"Emily is a fantastic partner. She takes a practical approach to litigation, is very responsive and is a pleasure to work with." "She is very level headed and is able to translate our position into something that is easily comprehensible." "Emily is responsive to all requests and correspondence. She is sophisticated in her approach and has a very good sense of issues which may not be directly in play for any given piece of litigation."*

Dorsey & Whitney LLP

What the team is known for Dorsey & Whitney LLP is a Minnesota-based practice that excels in ERISA litigation pertaining to 401(k) and 403(b) pension plans. The firm is also able to advise on breach of fiduciary duty claims involving ESOPs. Its attorneys represent companies in the aviation, financial services and healthcare industries, among others.

Strengths

"Dorsey & Whitney have experience handling complex and sophisticated ERISA litigation matters."

Work highlights Dorsey & Whitney represented North Memorial Health in a suit relating to alleged mismanagement of its 401(k) plan.

Notable practitioners

Andrew Holly represents plan sponsors and fiduciaries in ERISA lawsuits. **Strengths:** *"Andrew is very responsive and an expert who is very experienced in this area. He can explain things in terms I understand."* **Stephen Lucke** represents his clients in ERISA disputes concerning health and welfare as well as retirement plans.

Miller & Chevalier Chartered

What the team is known for Miller & Chevalier Chartered has a noteworthy practice which is highly sought after for its expertise in a range of healthcare and pension-related litigation brought under ERISA, including challenges to benefit plans and preemption claims. The firm is well known for its experience in class action litigation, often acting for healthcare insurers and network healthcare providers before trial and appellate courts.

Strengths

"The Miller team include ERISA experts who are at the top of their field."

"Miller & Chevalier is very knowledgeable and profi-

cient in appellate litigation.”

“This firm has attorneys who are true subject matter expertise.”

Work highlights Miller & Chevalier represented Blue Cross and Blue Shield Association in a multi-district ERISA litigation matter.

Notable practitioners

Anthony Shelley (see p.699) is noted for his proficient handling of ERISA disputes both at trial and appellate levels. **Strengths:** *“Tony is a premier practitioner in this area.” “He is a very experienced ERISA litigator.”* **Tess Gee** (see p.564) is recognized for her expertise pertaining to fiduciary responsibilities and compliance with ERISA. She is also noted for her litigation experience. **Strengths:** *“Tess has a towering intellect and is a diligent worker and a passionate advocate.” “She has great substantive knowledge.”*

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw LLP assists numerous employers with disputes connected to both routine and high profile ERISA matters such as 401(k) plan fee disputes. The firm offers substantial expertise in breach of fiduciary duty as well as withdrawal liability cases. It is complemented by the strength of its employee benefits and executive compensation group.

Strengths

“They communicate well and are very helpful to our efforts.”

Notable practitioners

Cohead of the firm’s nationwide ERISA and employee benefits litigation practice **Ian Morrison** regularly represents clients in class actions involving 401(k) plans.

Trucker Huss APC

What the team is known for Trucker Huss APC is well regarded for its handling of ERISA litigation. The firm expertly defends clients against single-plaintiff claims and class actions involving breach of fiduciary duty and breach of contract claims. The group is also adept at defending excessive fee cases in connection with 403(b) and 401(k) plans.

Strengths

“They are a strong team with good leadership and subject matter expertise.”

Notable practitioners

Bradford Huss is a well-respected attorney who regularly defends plan sponsors in ERISA litigation, including breach of fiduciary duty claims. **Strengths:** *“Bradford helps us navigate factual and legal complications.”* **Clarissa Kang** regularly defends clients against allegations of fiduciary breach and other ERISA claims. **Strengths:** *“Clarissa is attentive, ethical, proactive and diligent.” “Her advice is reliable and consistent.”*

Band 1 ERISA Litigation: Mainly Plaintiffs

Cohen Milstein Sellers & Toll PLLC

What the team is known for Cohen Milstein Sellers & Toll PLLC is highly regarded for its representation of plaintiffs in ERISA class actions. The firm is regularly sought out to represent plan

participants and beneficiaries in a range of ERISA claims including breach of fiduciary duty.

Strengths

“Cohen Milstein are first rate. Their lawyers understand the bigger picture of cases and I enjoy working with them.”

Work highlights Cohen Milstein Sellers & Toll PLLC successfully represented the participants and beneficiaries of the Wells Fargo 401(k) plan in an ERISA class action lawsuit, achieving a \$32.4 million settlement.

Notable practitioners

Minneapolis-based **Kai Richter** has a strong track record of representing pension and ESOP plan participants in complex ERISA class actions. **Michelle Yau** is a highly regarded litigator who is skilled in representing plaintiffs in ERISA class actions. **Strengths:** *“Michelle is incredibly smart and very thoughtful. She is a breath of fresh air and always easy to work with.”* Associate **Daniel Sutter** regularly assists with the representation of plaintiffs in breach of fiduciary duty and other ERISA claims.

Stris & Maher LLP

What the team is known for Stris & Maher LLP is a highly regarded practice best known for representing plaintiffs in ERISA litigation. It boasts significant experience handling appellate matters, including in the US Supreme Court.

Strengths

“From the partners to the associates, I find everyone to be excellent lawyers. Their writing in particular is top notch.”

“The firm is among the most competent that I deal with at handling complex litigation matters.”

Work highlights Stris & Maher LLP represented The City of Seattle in a lawsuit brought by The ERISA Industry Committee arguing that an ordinance which provides hotel employees access to medical care is preempted by ERISA.

Notable practitioners

Peter Stris is noted for his representation of plaintiffs in ERISA disputes. He is especially renowned for his handling of appellate cases. **Strengths:** *“Peter is one of the best ERISA litigators in the country and has argued many cases before the Supreme Court. It has always amazes me how he is able to weave seemingly disparate points into a cohesive argument.” “Peter is a brilliant legal mind and also a terrific strategist.”* Los Angeles-based **John Stokes** has experience assisting clients with ERISA class actions. **Strengths:** *“John has the level of confidence you need.”* **Dana Berkowitz** is a respected ERISA litigator who is adept at handling both class actions and individual representation. **Strengths:** *“Dana is a great litigator and a very respected lawyer.”*

Zuckerman Spaeder LLP

What the team is known for Zuckerman Spaeder LLP has an impressive practice with a strong track record of pursuing ERISA claims against health insurance companies and administrators. The firm advises on matters such as breach of fiduciary duty and coverage disputes. It boasts notable experience in both first instance and appellate litigation.

Strengths

“Zuckerman Spaeder has a rich history of litigation that gives them an outstanding perspective not just on ERISA laws but on trends.”

“They are very knowledgeable about regulatory issues and how to convert this into practical litigation strategies.”

Notable practitioners

Jason Cowart is recognized for his representation of plaintiffs in ERISA disputes. He predominantly advises on disputes related to healthcare coverage. **Strengths:** *“I am incredibly impressed by his ability to take on cases of great magnitude.” “He is very knowledgeable and creative.”* **Brian Hufford** is a fine choice to represent plaintiffs bringing ERISA claims against health insurance companies. **Strengths:** *“His capacity to understand complex matters in a short period of time is quite simply incredible.” “Brian is a tremendous resource and one of the leading attorneys in ERISA litigation. He is a pleasure to work with.” “He is a consumer rights thought leader and a very sophisticated attorney.”*

Caroline Reynolds based in Washington, DC, is the lead attorney of the group’s behavioral health cases. **Strengths:** *“Caroline is a pleasure to work with and very knowledgeable.” “She delivers competent ERISA arguments that has wide standing implications and her client service and advocacy abilities are fantastic.”*

Band 2 ERISA Litigation: Mainly Plaintiffs

Bailey & Glasser, LLP

What the team is known for Bailey & Glasser LLP is held in especially high regard for its handling of disputes involving ESOPs. The firm also frequently assists plan participants and beneficiaries in class actions involving pension and welfare plans. Its experience includes excessive fees, denial of medical treatment and breach of fiduciary duty claims, among others.

Strengths

“The firm always keeps me in the loop and responds quickly.”

“Bailey & Glasser is an amazing trial level plaintiff firm.”

Work highlights Bailey & Glasser LLP represented individuals in the World Travel Employee Stock Ownership Plan in a class action lawsuit against Prudent Fiduciary Services and others for \$8.7 million.

Notable practitioners

Gregory Porter is the firm’s ERISA practice group leader. He regularly handles ERISA class actions on behalf of plan participants. **Strengths:** *“He is a savvy specialist.”*

Feinberg, Jackson, Worthman & Wasow

What the team is known for Feinberg, Jackson, Worthman & Wasow LLP has vast expertise in ERISA litigation. The firm counsels pension plan participants and unions on disputes involving breach of fiduciary duty, prohibited transactions and service-provider malpractice. ESOP litigation is another notable area of expertise.

Notable practitioners

Mary Bortscheller regularly represents ESOP

and pension plan participants and beneficiaries in ERISA disputes. **Strengths:** *"Mary is a fantastic lawyer."*

Keller Rohrback LLP

What the team is known for Keller Rohrback LLP is noted for its prowess in ERISA litigation. The firm is able to advise beneficiaries of pension plans and of health and welfare plans as well as ESOPs. It has expertise in class actions involving excessive fees and prohibited transactions. The attorneys also have considerable experience handling claims involving church plans.

Notable practitioners

Oakland-based **Jeffrey Lewis** is noted for his proficient handling of ERISA class actions. **Strengths:** *"Jeff is so knowledgeable and has been doing this a long time."* **Lynn Lincoln Sarko** is a noted litigator proficient handling ERISA matters on behalf of plaintiffs. **Strengths:** *"Lynn is a successful plaintiffs lawyer who had broad plaintiff cases."*

Schlichter Bogard & Denton, LLP

What the team is known for Schlichter Bogard & Denton, LLP is singled out for its representation of retirement plan participants in excessive fee cases. The firm regularly represents plaintiffs in connection with claims brought against 401(k) and 403(b) plans.

Strengths

"Schlichter Board have strong practitioners."

Work highlights Schlichter Bogard brought a suit against National Financial Partners Retirement on behalf of participants and beneficiaries of the Molina Salary Savings Defined Contribution 401(k) Plan for alleged breach of fiduciary duties.

Notable practitioners

Jerome Schlichter is the firm's managing partner. He is recognized for his experience handling complex ERISA class actions involving alleged breaches of fiduciary duties. **Strengths:** *"Jerome has a great reputation in class action matters."*

Other Ranked Lawyers

Caroline Turner English of ArentFox Schiff LLP is a respected ERISA litigator with particular prowess in disputes involving health benefits. She predominantly acts on behalf of healthcare providers. **Strengths:** *"She is a very tenacious lawyer who works closely with her clients."*

Evan Miller of Jones Day is a strong choice to handle complex ERISA litigation. His experience includes breach of fiduciary duty, stock drop and withdrawal liability cases. **Strengths:** *"Evan is very collegial and knowledgeable."* *"He is a prominent litigator."*

David Tetrick (see p.718) of King & Spalding LLP is noted for his ERISA litigation expertise with experience advising clients through internal investigations and contentious disputes. **Strengths:** *"David is a litigator with a very good reputation."*

Todd Wozniak leads the ERISA litigation team at Holland & Knight. He brings his broader labor, employment and EBEC expertise to counsel clients through contentious and regulatory matters. **Strengths:** *"I rely on his sound judgment and actionable guidance."* *"Todd understands the issues and is very responsive. He provides very helpful and business focused advice."*

False Claims Act Nationwide

False Claims Act
Leading Firms
Band 1
Arnold & Porter
Covington & Burling LLP
Gibson, Dunn & Crutcher LLP
Ropes & Gray LLP
Sidley Austin LLP
Band 2
Hogan Lovells US LLP
Latham & Watkins LLP
Band 3
Morgan, Lewis & Bockius LLP
Wiley
Band 4
Crowell & Moring LLP
King & Spalding LLP
McDermott Will & Emery LLP
Leading Individuals
Band 1
Hoey Laura Ropes & Gray LLP *
Mainigi Enu A. Williams & Connolly LLP (ORL) ◇
Margolis Craig D. Arnold & Porter
O'Connor Brian T. Ropes & Gray LLP *
Phillips Jonathan M. Gibson, Dunn & Crutcher LLP *
Thomas Roderick L. Wiley
Band 2
Baruch Douglas W. Morgan, Lewis & Bockius LLP
Diesenhau Jonathan L. Hogan Lovells US LLP
Hutt II Peter B. Covington & Burling LLP *
Jones Jaime. Sidley Austin LLP *
Noller Lisa M. Foley & Lardner LLP (ORL) ◇ *
O'Connor Matthew J. Covington & Burling LLP *
Ogrosky Kirk. Goodwin (ORL) ◇ *
Posner Ethan M. Covington & Burling LLP *
Rogoff Michael A. Arnold & Porter
Sitarchuk Eric W. Morgan, Lewis & Bockius LLP
Stein Scott D. Sidley Austin LLP *
Band 3
Koehler Kristin Graham. Sidley Austin LLP *
Meron Daniel. Latham & Watkins LLP *
Reynolds Terra. Latham & Watkins LLP *
Band 4
Gibson Virginia (Ginny). Hogan Lovells US LLP
Lazris Mitchell. Hogan Lovells US LLP
Lollar Tirzah S. Arnold & Porter
McLaughlin Brian Tully. Crowell & Moring LLP
Salcido Robert S. Akin (ORL) ◇ *
Sweet Mark. Wiley *
Up-and-coming individuals
Sheehan Christian. Arnold & Porter *
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1 False Claims Act

Arnold & Porter

What the team is known for Arnold & Porter boasts a highly sophisticated FCA practice noted for its considerable depth and breadth of experience across the board. Its team consistently demonstrate the ability to handle all manner of high-profile investigations, with major clients ranging from defense contractors to pharmaceu-

False Claims Act: Plaintiff
Leading Firms
Band 1
Phillips & Cohen LLP
Band 2
Constantine Cannon LLP
Pietragallo Gordon Alfano Bosick & Raspanti, LLP
Leading Individuals
Band 1
Coyle Brecht Pamela. Pietragallo Gordon Alfano Bosick
Havian Eric. Whistleblower Partners LLP (ORL) ◇
Raspanti Marc S. Pietragallo Gordon Alfano Bosick

tical companies relying on their counsel.

Strengths

"Arnold & Porter combines deep expertise in the substantive issues that drive high-stakes False Claims Act investigations and litigation with practical advice about how to navigate the strategic complexities in these cases."

"They are highly responsive and collegial. The team responds within 24 hours and they are always pleasant."

"They provide excellent service. They have subject matter expertise and are trial lawyers who can take a matter to trial."

"Arnold & Porter is a top-notch firm, and one we rely on frequently for complicated matters."

Work highlights Arnold & Porter represented AECOM in an FCA investigation and litigation that followed, related to their contract with FEMA concerning the post-disaster recovery efforts of Hurricane Katrina.

Notable practitioners

Craig Margolis is noted for his considerable government contract expertise, particularly as it relates to the defense sector. **Strengths:** "Craig is extremely professional, at the top of his field in FCA litigation and one of the most skilled advocates I have ever seen. He is masterful in his preparation and effect." "Craig is a highly experienced former US Department of Justice attorney who exercises significant leadership over his team. He is an exceptional litigator and is extremely intelligent." "He is a very thoughtful lawyer." **Michael Rogoff** is highly regarded for his work in the life sciences and pharmaceutical space, where he represents a number of considerable companies facing major FCA suits. **Strengths:** "Michael is incredible." "Mike is an extremely capable False Claims Act litigator and strategist." **Tirzah Lollar** is noted for her FCA expertise, both in investigation and litigation. She is recognized for her considerable scope when it comes to healthcare fraud matters. **Strengths:** "She explains complicated stuff in a way that is approachable. I appreciate Tirzah's professionalism and her vast knowledge in complex litigation." "Tirzah displays exceptional professionalism and judgment in dealing with opposing lawyers." "She is particularly good at conducting discovery." **Christian Sheehan** (see p.699) is developing a prominent practice within the government contracts area of the False Claims Act. He is a trusted adviser for large clients across various industries. **Strengths:** "Christian is a superb bright young lawyer. He is a hard worker and is

responsive." "Christian is an excellent brief writer." "He is a gifted writer."

Covington & Burling LLP

What the team is known for Combining deep and wide-ranging regulatory expertise with a renowned white-collar practice, Covington's FCA team is consistently noted for its ability to handle the entire spectrum of whistle-blower matters. It regularly provides counsel to market-leading clients in the pharmaceutical, life science and defense industries.

Strengths

"The team had their hand on the pulse of evolving industry topics."

"The firm is always incredibly well informed on the most cutting-edge issues in our industry and they provide very high-level, high-quality advice."

Work highlights Covington represented Hoffmann-La Roche in FCA litigation concerning allegations that the company violated the FCA in connection with sales of Tamiflu to the government for the Strategic National Stockpile.

Notable practitioners

Peter Hutt (see p.592) has considerable expertise in handling complex FCA investigations for government contractors. **Matthew O'Connor** (see p.656) has an impressive record representing major clients in the life sciences sector. **Strengths:** "He is very thorough, no-nonsense and always keeps his eye on the commercial impact." **Ethan Posner** (see p.672) has developed a strong reputation for his defense of pharmaceutical and medical device manufacturers, and has particularly notable expertise in the Anti-Kickback Statute. **Strengths:** "Ethan is very strong with a broad skill set."

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn boasts an extensive roster of former high-level prosecutors and governmental officials to offer extensive and detailed knowledge in a broad array of FCA litigation matters. The practice is noted for the diverse variety of whistle-blower suits it can handle, including healthcare, government contracts and antitrust FCA matters.

Strengths

"Gibson Dunn handle extremely complex matters with skill and attention to detail."

"This team is strategically aggressive. They know when to push and when to compromise. It is a team with excellent knowledge, experience and judgment."

"The team is top-notch and manages the most complex FCA matters."

Work highlights Gibson Dunn represented Presbyterian Health Plan in a False Claims Act qui tam action brought in the New Mexico district court.

Notable practitioners

Jonathan Phillips (see p.668) has extensive experience representing an impressive variety of clients in FCA matters, including health systems, pharmaceutical manufacturers and government contractors. **Strengths:** "Jon is as knowledgeable on the FCA as anyone in the country. He is sharp

and appropriately aggressive.” “He is a phenomenal lawyer.”

Ropes & Gray LLP

What the team is known for Ropes & Gray has a nationally acclaimed practice with significant pedigree in the healthcare, pharmaceutical and life sciences fields, where it represents a number of highly significant players in extremely contentious FCA matters. The practice also demonstrates considerable skill in handling FCA matters in the cybersecurity and financial service spaces.

Strengths

“They have a very strong bench and are able to leverage subject experts.”

“Ropes is very strong at bringing strategic oversight and hands-on advice as required.”

“It is a very good firm, able to address all concerns or issues raised by clients.”

Work highlights Ropes & Gray continued to defend Modernizing Medicine in an FCA and Anti-Kickback Statute investigation brought by the Vermont US Attorney’s Office and the DOJ’s Civil Fraud Division.

Notable practitioners

Laura Hoey (see p.585) is noted for her considerable experience representing an array of healthcare clients in FCA matters. **Strengths:** “Laura is very smart and very organized.” “Laura is a great leader in this area.” **Brien O’Connor** (see p.2032) is recognized as a leading practitioner in the FCA space for his work representing major clients in the life sciences and pharmaceutical industries.

Strengths: “Brien is very talented and does a fantastic job on some of the most sophisticated matters.”

Sidley Austin LLP

What the team is known for Sidley Austin offers a strong FCA team which includes a number of former government officials. It is particularly noted for its ability to expertly defend high-profile matters brought against pharmaceutical and medical device manufacturers, biotechnology companies and healthcare providers, while also demonstrating strong capability in defending financial institutions facing FCA allegations.

Strengths

“Sidley has a very strong practice and is active in cases regularly.”

“For healthcare-related matters Sidley has all the bases covered.”

“Sidley is leading in the FCA space.”

Work highlights Sidley Austin represented Albertsons and UNFI in an appeal at the Supreme Court of a consolidated set of False Claims Act cases.

Notable practitioners

Jaime Jones (see p.1733) has demonstrated considerable skill in defending major drug manufacturers and health systems against major false claims allegations. **Strengths:** “Jaime has specialized knowledge and very strong attention to detail.” “She is a great strategist.” “Jaime is a clear thinker who communicates well and provides great advice.”

Scott Stein (see p.710) is noted for his ability to expertly handle FCA claims related to pricing issues for both pharmaceutical companies and medical device manufacturers. **Kristin Graham**

Koehler (see p.611) is renowned for her expertise in False Claims Act investigations. She frequently represents clients in the healthcare and pharmaceutical space.

Band 2 False Claims Act

Hogan Lovells US LLP

What the team is known for Hogan Lovells is regularly recruited to handle complex false claims matters for clients in the healthcare, pharmaceuticals and wider life sciences sectors. The group has considerable expertise in handling claims brought against payors, health systems and hospitals and additionally demonstrates a strong capacity to represent companies in the technological space.

Strengths

“The team provides high-quality client service and has a strong background in the False Claims Act.”

“The partners are highly involved and very responsive, with a sophisticated understanding of the market.”

“The team is uniquely strong. They provide expertly tailored advice.”

“The number-one strength is their expertise combined with their relationship with the top regulators.”

Work highlights Hogan Lovells represented University of Pittsburgh Medical Center in a whistle-blower False Claims Act trial.

Notable practitioners

Jonathan Diesenhaus is extremely reputable for his work within the FCA space, where he regularly advocates on behalf of companies in life sciences and healthcare. **Strengths:** “He is an excellent lawyer and advocate.” “Jonathan is highly knowledgeable and has lots of useful connections.” **Virginia Gibson** is recognized in the market for handling complex FCA matters in the healthcare and pharmaceutical space. She is particularly noted for her skills and expertise at trial. **Strengths:** “She is super-strong in FCA matters. Ginny is well connected, intelligent and hard-working.”

Mitchell Lazris is noted for his considerable experience in the FCA space. His clients include pharmaceutical and medical device manufacturers, research institutes and universities. **Strengths:** “Mitch is a very experienced healthcare FCA lawyer.” “Mitch is a really trusted adviser. He is a go-to contact for very fast and sound advice on issues.” “Mitch has significant credibility with government regulators. He does high-quality work and is highly responsive.”

Latham & Watkins LLP

What the team is known for Latham & Watkins is noted for its considerable capability in handling all manner of FCA cases, as well as for its considerable nationwide presence. The group has developed a particularly strong reputation for its work defending clients against Medicare fraud claims, and for its defense of some of the nation’s biggest health systems.

Strengths

“It is an excellent team to work with.”

Work highlights Latham represented Oracle/Cerner in a False Claims qui tam action where

the relator alleged that Cerner’s electronic health record systems aided several specific hospital defendants in submitting false claims.

Notable practitioners

Daniel Meron (see p.1346) has considerable experience in handling Medicare-related claims, as well as FCA claims related to the Trade Agreements Act. **Strengths:** “He is an expert in the field of healthcare, government investigations and FCA matters. He knows how businesses work and quickly comes up with effective strategies.” **Terra Reynolds** (see p.1751) utilizes her experience as a former prosecutor to defend high-profile companies against FCA investigations.

Band 3 False Claims Act

Morgan, Lewis & Bockius LLP

What the team is known for Morgan Lewis has a distinguished False Claims Act group which is noted for its ability to skillfully handle FCA litigation involving the drug and medical equipment manufacturers, as well as clients in the broader pharmaceutical and life sciences industries.

Strengths

“The team has excellent analytical skills and an ability to organize complex fact situations.”

“The team successfully handles tight deadlines and is responsive to concerns raised by the client.”

“They are terrific FCA litigators with a great deal of knowledge and expertise in that space.”

Notable practitioners

Douglas Baruch is noted for the considerable scope of matters he takes on within the FCA space, with his clients including government contractors, financial institutions and medical device manufacturers. He is also recognized for his intellectual contributions within the sphere.

Strengths: “He has strong subject matter expertise.” **Eric Sitarchuk** provides expert false claims counsel to a number of highly significant clients, including health systems and medical device manufacturers. **Strengths:** “Eric is brilliant. He’s so calm and assured.” “He has worked on really important cases in this area.”

Wiley

What the team is known for Wiley has an experienced practice group with a wealth of expertise in defending FCA claims. The group is held in particularly high esteem for its institutional knowledge and strengths in the government contracting and procurement space, particularly in defense contracts, and assists a number of high-profile clients in the defense and military provisions industry.

Strengths

“Wiley has sophisticated specialists in FCA defense matters.”

“The firm has a deep bench for handling procurement matters. Its government contracts practice is highly regarded and brings industry expertise.”

“Wiley has a wealth of experience dealing with FCA matters. One distinguishing feature of its practice is the attention to the full life cycle of FCA matters.”

“They build their practice intentionally, carefully balancing more experienced counsel with young, energetic lawyers.”

Work highlights Wiley represented AECOM and Amentum National Security Programs in qui tam litigation filed in the US District Court for the Southern District of Texas.

Notable practitioners

Roderick Thomas is recognized as a leading practitioner within the FCA space, and has developed an impressive reputation for his handling of cases involving government contractors and procurement fraud. He continues to represent many major players within the defense space.

Strengths: “Rod is a top practitioner in the FCA defense space.” “Rod is experienced and knowledgeable. He has made a name for himself within the FCA Bar for handling difficult matters with tenacity and insight.” “Rod is a go-to for all things FCA investigation and litigation.” **Mark Sweet** (see p.714) is becoming a go-to lawyer for handling FCA cases concerning government contracts and procurement fraud. **Strengths:** “Mark is very practical and relatable in litigation. He sees the big picture.” “Mark is reliable, practical and well versed in procurement and enforcement issues.” “Mark is an excellent attorney.”

Band 4 False Claims Act

Crowell & Moring LLP

What the team is known for Crowell & Moring has developed a strong reputation for its work defending clients in FCA investigations and litigation, with clients benefiting from the firm’s institutional expertise in regulatory matters. Its team is noted for its particular expertise in government contracting, healthcare and procurement.

Strengths

“Crowell has significant resources and expertise handling FCA investigations for complex companies.”

“They are very attentive to the needs of the matter as well as adept in managing the client’s expectations.”

“The team is incredibly knowledgeable across multiple jurisdictions.”

“They are pretty exceptional. The team is very reasonable and thoughtful.”

“Crowell has top-notch attorneys that obtain reliably good results for us.”

Work highlights Crowell & Moring represented Quantic BEI in an FCA qui tam action filed in the Eastern District of Arkansas, successfully securing a dismissal of the substantive FCA counts.

Notable practitioners

Brian Tully McLaughlin is recognized for his ability to litigate complex FCA matters brought by the government. He is noted for his range of skills both in litigation and investigation, and often represents clients in relation to healthcare and procurement fraud. **Strengths:** “Tully is one of my most trusted advisers.” “Tully is well versed in FCA matters and has produced strong outcomes for us.” “Tully provided excellent representation. He is adept and strategically brilliant.”

King & Spalding LLP

What the team is known for King & Spalding enjoys a robust reputation for its abilities in FCA

matters, housing an experienced group of regulatory lawyers who are noted for their expertise in the life sciences and healthcare sectors. The team are noted for their ability to handle complex investigations and litigation for an enviable array of national and multinational clients.

Strengths

“King & Spalding practitioners have a thorough mastery of the subject matter and are quick communicators.”

“King & Spalding has a very diverse and experienced team of attorneys and legal professionals able to assist with different legal needs and questions.”

“The firm has excellent lawyers with defined specialties.”

“The team has substantial FCA experience, specifically in the healthcare industry, and are also very effective litigators.”

Work highlights King & Spalding represented Shire in two related state qui tam actions in Texas and New Jersey courts.

Notable practitioners

Paul Murphy is a key contact for clients.

McDermott Will & Emery LLP

What the team is known for McDermott’s robust litigation practice leverages the firm’s signature strengths in the healthcare space to advise on complex and high-stakes FCA claims brought against a wide array of health systems, medical device companies and other life sciences companies.

Notable practitioners

Russell Hayman and Laura McLane are key contacts.

Band 1 False Claims Act: Plaintiff

Phillips & Cohen LLP

What the team is known for Phillips & Cohen is widely considered one of the nation’s leading plaintiff-side FCA litigation firms, making frequent appearances in significant and high-value fraud disputes. It offers significant pedigree in the healthcare and cybersecurity fields. Noted for their deep presence across the state, representing clients both nationally and internationally in whistle-blower claims. The firm’s signature strengths include representing whistle-blowers in qui tam cases under the FCA. They are also noted for their work involving the SEC and CTFC.

Strengths

“Phillips & Cohen is the leading light on the plaintiff side.”

Notable practitioners

Marie Louise Cohen and John Phillips are key contacts.

Band 2 False Claims Act: Plaintiff

Constantine Cannon LLP

What the team is known for Constantine Cannon has established a prominent plaintiff-side FCA practice, recognized by peers as a go-to trial firm for whistle-blowers bringing claims in both the pharmaceutical and government contract fraud

area.

Strengths

“Constantine Cannon has the resources to take cases on its own.”

“It is a great firm.”

Notable practitioners

Pietragallo Gordon Alfano Bosick & Raspanti, LLP

What the team is known for Pietragallo Gordon Alfano Bosick & Raspanti has established a notable practice representing qui tam whistle-blowers in both federal and state FCA matters. It is particularly reputable in the healthcare sector.

Strengths

“Pietragallo is a top-notch shop on the plaintiff side.”

“Pietragallo is responsive, dynamic and engaged in every FCA matter.”

“The entire team adds value to a matter and deftly handles very sensitive and complicated issues.”

“The team is superbly talented, superbly experienced and extremely collegial.”

Work highlights Pietragallo Gordon Alfano Bosick & Raspanti represented Mid-Atlantic Emergency Medical Associates and two individual physicians as relators in a qui tam complaint brought against Health Management Associates and EmCare.

Notable practitioners

Pamela Coyle Brecht is chair of the firm’s national qui tam practice. She represents whistle-blowers in the pharmaceutical industry. **Strengths:** “Pamela produces top-notch work and is very hard-working.” **Marc Raspanti** is a seasoned litigator who has vast experience representing relators in both state and federal FCA matters. **Strengths:** “Marc is simply best in class. He is one of the top people in the nation for this complex work. He is committed to excellent work product and is detail-oriented.” “Marc does a tremendous job anticipating what’s coming next and building relationships in a way that helps channel investigations in a direction that is advantageous to his clients.” “Marc is one of the foremost authorities in the qui tam space.”

Other Ranked Lawyers

Eric Havian is a well-known litigator who regularly represents whistle-blowers in qui tam lawsuits. His practice focuses on the life sciences sector. **Strengths:** “Eric is very knowledgeable.”

Enu Mainigi comes highly recommended for her work within the space, where she expertly covers a considerable spectrum of false claim matters. This includes the representation of healthcare systems and providers, government contractors and financial institutions. **Strengths:** “Enu is one of the finest lawyers in the state. She is smart, fearless, excellent in the courtroom and a real strategist.” “She is an extraordinary lawyer. She is on everyone’s shortlist and is very strong in the life science space.” “Enu is one of the premier FCA practitioners in the country.”

Lisa Noller (see p.1747) utilizes her extensive experience as a former civil and criminal prosecutor to expertly defend healthcare and life

science clients against false claims allegations.

Strengths: "Lisa is a very fine lawyer."

Kirk Ogrosky (see p.1350) is recognized for his ability to handle FCA matters in the healthcare space. **Strengths:** "Kirk is an exceptionally talented defense attorney and he has accumulated a tremendous amount of experience in the field."

Robert Salcido (see p.1360) of Akin is noted for

his skills in defending clients from the health-care sector in FCA matters. **Strengths:** "Robert is absolutely exceptional – a False Claims Act expert with an encyclopedic knowledge of the law. He is savvy and a treat to work with." "His understanding of the legal landscape of the FCA, which has been changing, is outstanding."

FCPA Nationwide

FCPA
Leading Firms
Band 1
Debevoise & Plimpton LLP
Gibson, Dunn & Crutcher LLP
Paul Hastings LLP
WilmerHale
Band 2
Covington & Burling LLP
Davis Polk & Wardwell LLP
Kirkland & Ellis
Miller & Chevalier Chartered
Morrison Foerster
Ropes & Gray LLP
Band 3
Latham & Watkins LLP
Simpson Thacher & Bartlett LLP
Band 4
Cadwalader, Wickersham & Taft LLP
Hughes Hubbard & Reed LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Sidley Austin LLP
Step toe LLP
Sullivan & Cromwell LLP
Band 5
Baker McKenzie
Cleary Gottlieb Steen & Hamilton LLP
Cravath, Swaine & Moore LLP
Crowell & Moring LLP
DLA Piper LLP (US)
Hogan Lovells US LLP
Kaplan Hecker & Fink LLP
Mayer Brown LLP
McDermott Will & Emery LLP
Morgan, Lewis & Bockius LLP
Orrick, Herrington & Sutcliffe LLP
Quinn Emanuel Urquhart & Sullivan, LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Willkie Farr & Gallagher LLP
Alphabetical order within each band. Band 1 is highest.

Band 1

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP have an accomplished FCPA group, which combines notable investigations experience with a deep bench of white-collar attorneys and former federal prosecutors. The practice acts

across wide-ranging global industries including construction, energy, investment banking and consumer goods. The team offers the full gamut of anticorruption and antibribery matters, from providing M&A due diligence advice through to defense during major government investigations. Their attorneys regularly act for clients in complex settlement negotiations involving government agencies in the US and around the world, fielding substantial expertise in matters relating to Latin America.

Strengths

"The team at Debevoise are organized and produce an excellent work product."

"Debevoise have a global team with a broad variety of capabilities. They are very seasoned and strategic."

Work highlights Debevoise secured an acquittal for Hernán López, a former Fox executive, in connection with charges of bribery.

Notable practitioners

Bruce Yannett (see p.2682) is a partner at Debevoise & Plimpton based in their New York office. His highly respected FCPA enforcement practice frequently sees him represent major clients from sectors including technology, energy and financial services. **Strengths:** "Bruce is a leading FCPA lawyer." **Kara Brockmeyer** is a Debevoise partner in their Washington, DC office. As former head of the SEC Enforcement Division's FCPA unit, she offers enviable experience acting in major anticorruption investigations and provides additional expertise counseling clients on FCPA compliance programs. **Strengths:** "Kara is exceptionally smart." "Kara is fantastic. She is thoughtful, detail-oriented and creative with her defense strategy." **Andrew Levine** is a partner at Debevoise who is considered a go-to by Latin American companies facing high-stakes allegations of FCPA violations. He is often called on to conduct internal investigations and advise on compliance programs. **Strengths:** "He has great finesse in his communication and is able to connect with all." "Andrew is exceptionally knowledgeable in his field."

David O'Neil (see p.1350) is cochair of the White Collar and Regulatory Defense practice at Debevoise & Plimpton. He has a notable practice representing companies and executives in FCPA investigations. He brings his experience as former

federal prosecutor to bear in high-stakes trials. **Jane Shvets** is regularly called upon by clients seeking compliance counsel, offering deep expertise in cross-border investigations. **Strengths:** "Jane is extremely thoughtful and diligent. She provides wonderful client care and is deeply knowledgeable about the DOJ and SEC."

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn & Crutcher LLP's preeminent FCPA practice has deep experience across the full spectrum of anticorruption matters. Their impressive bench strength includes not only US-based experts but also a number of highly skilled practitioners in foreign jurisdictions, with a particular presence in Asia and Latin America. The group is fully equipped to handle complex multijurisdictional investigations, compliance counseling and monitorships. Their practitioners regularly advise major corporates, including Fortune 500 companies, along with boards of directors and senior executives. The practice works across a number of highly regulated sectors, including pharmaceuticals, financial services, energy and technology.

Strengths

"Gibson Dunn provides practical advice and the team is very strong at handling sophisticated work." "Gibson Dunn is a phenomenal firm."

Work highlights Gibson Dunn has advised Deutsche Bank AG regarding its compliance with the terms of its deferred prosecution agreement with the DOJ.

Notable practitioners

Joseph Warin (see p.730) is cochair of Gibson Dunn's global white-collar defense and investigations practice. He maintains his eminent position at the top of the market continuing to be a go-to FCPA expert for multinational blue-chip clients across a myriad of industries. **Strengths:** "Joe is an outstanding lawyer who provides the best and most reasoned advice." "Joe does excellent work and he is a dean of the FCPA Bar." **Richard Grime** (see p.574) is a partner at Gibson Dunn, cochairing the securities enforcement practice. His widely respected practice frequently sees him advise multinational corporations and their high level employees on major and complex FCPA investigations. He is also known for his expertise in SEC enforcement with

FCPA	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Dickinson Timothy L. Paul Hastings LLP	
Leading Individuals	
Star individuals	Band 4
Luskin Robert Paul Hastings LLP	Abikoff Kevin T. Hughes Hubbard & Reed LLP *
Warin Joseph Gibson, Dunn & Crutcher LLP *	Anello Robert J. Morvillo Abramowitz Grand Iason (ORL) ◇
Band 1	Band 4
Atkinson Kathryn Cameron Miller & Chevalier *	Barry William Miller & Chevalier Chartered *
Duross Charles Morrison Foerster *	Bennett Iris Steptoe LLP
Grime Richard Gibson, Dunn & Crutcher LLP *	Buch Karl DLA Piper LLP (US)
Holtmeier Jay WilmerHale	Buretta John Cravath, Swaine & Moore LLP *
Knox Jeffrey Simpson Thacher & Bartlett LLP	Fisher Alice S. Latham & Watkins LLP *
Low Lucinda Steptoe LLP	Goel Asheesh Kirkland & Ellis *
Mendelsohn Mark F. Paul, Weiss, Rifkind, Wharton *	González Calvet María Ropes & Gray LLP *
Parker Kimberly WilmerHale	Greenburg Douglas Latham & Watkins LLP *
Rene Alexandre H. Ropes & Gray LLP *	Kelley David N. O'Melveny & Myers LLP (ORL) ◇
Stokes Patrick Gibson, Dunn & Crutcher LLP *	Koehler Kristin Graham Sidley Austin LLP *
Yannett Bruce E. Debevoise & Plimpton LLP *	Lammers Corinne A. Paul Hastings LLP *
Band 2	Band 4
Brockmeyer Kara Debevoise & Plimpton LLP	Last David Cleary Gottlieb Steen & Hamilton LLP *
Burck William Quinn Emanuel Urquhart & Sullivan, LLP	Manley Kwame Paul Hastings LLP *
Darden John S. (Jay) Paul Hastings LLP *	Meyer Robert Willkie Farr & Gallagher LLP *
Filip Mark Kirkland & Ellis *	Moser Sandra Morgan, Lewis & Bockius LLP
Jacobson Billy Jacobson Lopez PLLC (ORL) ◇	Treanor Timothy Sidley Austin LLP *
Kahn Daniel Davis Polk & Wardwell LLP *	Tyrrell Steven Brown Rudnick LLP (ORL) ◇
Koukios James Morrison Foerster *	Vicens Lisa Cleary Gottlieb Steen & Hamilton LLP *
Popp Karen A. Sidley Austin LLP *	Band 5
Rohlfen Ryan Ropes & Gray LLP *	Andres Greg Davis Polk & Wardwell LLP *
Singer Guy McDermott Will & Emery LLP *	Bourtin Nicolas Sullivan & Cromwell LLP *
Sloane Erin WilmerHale	Devaney William Baker McKenzie
Spivack Peter S. Hogan Lovells US LLP	Diamant Michael S. Gibson, Dunn & Crutcher LLP *
Weinstein Martin J. Cadwalader, Wickersham & Taft LLP	Ellis Matteson Miller & Chevalier Chartered *
Band 3	Fava Palmina M. Vinson & Elkins LLP (ORL) ◇
Breuer Lanny A. Covington & Burling LLP *	Ferrara Michael Kaplan Hecker & Fink LLP *
Burgess Angela Davis Polk & Wardwell LLP *	Funk T. Markus Perkins Coie LLP (ORL) ◇ *
Cestaro Christopher J. WilmerHale	Helou Tarek Wilson Sonsini Goodrich & Rosati (ORL) ◇
Clark Jeffrey Cadwalader, Wickersham & Taft LLP	Kolodner Jonathan Cleary Gottlieb Steen & Hamilton *
Edmonds Nathaniel Paul Hastings LLP	Manning Christopher Williams & Connolly LLP (ORL) ◇
Fagell Steven Covington & Burling LLP *	Markley Brian Cahill Gordon & Reindel LLP (ORL) ◇
Hanusik Thomas A. Crowell & Moring LLP	Martins Tatiana R. Davis Polk & Wardwell LLP *
Hecker Sean Kaplan Hecker & Fink LLP *	Murray Anne E. McDermott Will & Emery LLP *
Krakoff David S. Orrick, Herrington & Sutcliffe LLP	Ridings Donald Covington & Burling LLP *
Levine Andrew Debevoise & Plimpton LLP	Shvets Jane Debevoise & Plimpton LLP
Linder Jason Mayer Brown LLP *	Smithline Ruti Morrison Foerster *
O'Neil David Debevoise & Plimpton LLP *	Tanchyk Alison Morgan, Lewis & Bockius LLP
O'Shea Aisling Sullivan & Cromwell LLP *	Yopez Veronica Covington & Burling LLP *
Perkins Laura Hughes Hubbard & Reed LLP *	Zinn David M. Williams & Connolly LLP (ORL) ◇
Scarboro Cheryl J. Simpson Thacher & Bartlett LLP	Up-and-coming individuals
Tillen James Miller & Chevalier Chartered *	Bosson Brockton Cahill Gordon & Reindel LLP (ORL) ◇
	Hahn Derek Crowell & Moring LLP

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

an impressive following of financial sector clients. **Strengths:** "Richard is very capable, smart and he does a terrific job." **Patrick Stokes** (see p.712) is cochair of the anticorruption and FCPA practice at Gibson Dunn. He offers impressive government experience, having previously served as head of the FCPA unit at the DOJ, and is regularly called on by corporations facing major investigations by the DOJ and SEC. **Strengths:** "Patrick Stokes is a terrific lawyer in the FCPA space." **Michael Diamant** (see p.541) is a Gibson Dunn partner based out of their Washington DC office. His broad practice encompasses all aspects of FCPA work, from

regulatory and enforcement investigations to the implementation of compliance programs. He has played a significant role in several high profile investigations, particularly for major oil and gas companies. **Strengths:** "Michael is extremely responsive and provides answers with practical solutions." "He is very resourceful, articulate and thoughtful."

Paul Hastings LLP

What the team is known for Paul Hastings' versatile anticorruption group is frequently retained to advise major corporations from a variety of

industry sectors. The practice regularly defends clients facing high-stakes FCPA investigations by government agencies as well as providing due diligence and compliance advice relating to substantial company acquisitions. They are noted experts in matters arising from areas such as life sciences and energy with considerable international experience, regularly handling multijurisdictional cases involving countries in Latin America, Asia and Europe. The group is also recognized for its increasing expertise in monitorships.

Strengths

"Paul Hastings has a top notch team which is very knowledgeable and experienced in their area."

"The firm knows that the goal is to best assist the client and the team works collaboratively to achieve that outcome. They are always very coordinated in their approach and in the sharing of information."

"Paul Hastings is a sophisticated firm that is both responsive and timely."

Work highlights Paul Hastings represented Companhia Energética de Minas Gerais in DOJ and SEC investigations regarding potential FCPA violations in relation to the company's various acquisitions and contracts.

Notable practitioners

Timothy Dickinson is senior counsel at Paul Hastings. He is an anticorruption specialist with extensive experience handling FCPA-related issues for clients from a broad array of industries. He continues to assist clients with compliance issues, including overhauling global policies and overseeing monitorship programs. **Robert Luskin** is a partner at Paul Hastings who demonstrates substantial experience handling high-stakes FCPA-related investigations and enforcement proceedings for major companies, achieving a number of high profile settlements on behalf of his clients. **Strengths:** "Robert is a brilliant lawyer who is very adept at managing complex issues. He is extremely strong at distilling considerable amounts of information to gather the true issues at hand and present these to authorities in a clear, concise and transparent manner." "Bob is very experienced, knowledgeable and he has tremendous judgment." **John Darden** (see p.536) is a Paul Hastings' partner and seasoned practitioner with notable experience conducting internal investigations. He is frequently called upon to advise on FCPA compliance matters and to represent individuals and corporations under investigation by the DOJ and SEC. **Strengths:** "Jay is a terrific lawyer. He is a really smart and talented advocate." **Nathaniel Edmonds** cochairs Paul Hastings' DC litigation group and previously served in high ranking positions in the FCPA unit of the DOJ's fraud section. He brings this impressive experience to bear in the defense of clients involved in major DOJ and SEC investigations. **Strengths:** "Nathaniel is very calm and measured in his reactions." **Corinne Lammers** (see p.616) is a partner at Paul Hastings based out of their Washington, DC office. She is noted for her significant experience in enforcement, investigations and compliance program strategy. **Strengths:** "Corinne is an excellent lawyer for coordinating and delivering large engagements with numerous work streams. She provides a flexible and innovative approach to finding a solution." "She is a smart and capable

lawyer." "Corinne is very calm and measured in her reactions." **Kwame Manley** (see p.1344) co-chairs the global litigation department at Paul Hastings. He is noted for his experience as a DOJ-appointed monitor as well as representation for clients facing investigations into global FCPA violations.

Strengths: "Kwame is very adept at handling client needs and expectations and his client management skills are very strong. He is very focused on the key issues and the tasks that must be completed to move cases forward toward resolutions." "Kwame is a supremely talented advocate." "He knows the law extremely well and has very good relationships with clients."

WilmerHale

What the team is known for WilmerHale's highly regarded white-collar group counsels and defends corporate clients during investigations and enforcement actions. The practice provides extensive advice during internal investigations as well as on structuring FCPA compliance programs and transactional due diligence. The team possesses considerable international expertise, particularly in matters concerning Asia, Latin America and the Middle East. Their practitioners represent clients from a broad range of industries, including global leaders in technology, financial services and healthcare. They also provide further expertise guiding clients through post-settlement reporting obligations to regulators.

Strengths

"The team at Wilmer is incredibly knowledgeable about practice areas, trends and the priorities articulated by enforcement authorities in US. They provide knowledgeable advice that is also tailored to the business."

"WilmerHale has an excellent handle of complex issues in the FCPA space."

"The firm is exceptional in this area. The team is very practical and hands-on."

Work highlights WilmerHale represented Fresenius Medical Care as FCPA compliance monitor.

Notable practitioners

Jay Holtmeier is coleader of the FCPA and anti-corruption group at WilmerHale. He is a fine choice of counsel for clients under investigation for alleged FCPA violations, as well as those seeking to implement compliance programs.

Strengths: "Jay is incredible knowledgeable about the FCPA. He handles thorny FCPA issues with finesse." "He has a strong understanding of investigations." "Jay is a superb lawyer." **Kimberly Parker** is cochair of WilmerHale's white-collar defense and investigations practice. She offers expertise in the full range of FCPA-related issues, including regulatory and internal investigations and compliance programs. **Strengths:** "Kim is just fantastic and exceptional in every way. She is able to analyze complicated facts really quickly and solve the issues very fast." "Kim Parker is one of the best FCPA lawyers around. She is extremely credible and hard-working." "She is a go-to for FCPA advice."

Erin Sloane is a WilmerHale partner based in their New York office. She has a well-regarded FCPA practice which encompasses high profile corporate monitorships, compliance counseling and the handling of government investigations on behalf of both individuals and corporate clients.

Strengths: "Erin is widely respected by the government and the defense bar. She is unflappable, tactical, thoughtful and measured." "Erin is extremely knowledgeable." "She is a very talented lawyer."

Christopher Cestaro is a Washington, DC based partner at WilmerHale. He has an excellent pedigree in advising clients in FCPA investigations and high profile enforcement matters, with clients benefiting from his wealth of experience as the former chief of the DOJ's FCPA unit. **Strengths:** "Chris does a great job of distilling his advice in a way that is always clear and easy to follow." "Chris is very precise in his answers and very direct. He cuts to the chase and provides his advice in a streamlined manner." "He is extremely knowledgeable."

Band 2

Covington & Burling LLP

What the team is known for Covington & Burling LLP has a strong white-collar defense practice, advising on a variety of antibribery and anti-corruption compliance issues. The firm fields a robust bench of accomplished practitioners with substantial prior experience in government agencies who regularly investigate and resolve FCPA investigations for a roster of significant clients. The group is able to call on a strong network of experts across the US, along with noted practitioners in the firm's London and Shanghai offices. Their attorneys are recognized for their impressive understanding of global anticorruption matters, most notably in the pharmaceutical and technology industries.

Work highlights Covington & Burling advised a Fortune 500 agriculture sector company on the compliance aspects of transactions in Africa.

Notable practitioners

Lanny Breuer (see p.1312) is vice chair at Covington & Burling where he offers expertise in major FCPA investigations and anticorruption issues as part of his prominent white-collar criminal defense practice. **Strengths:** "Lanny is a true expert who provides incredible client service and has an unbelievable rapport with government regulators." **Steven Fagell** (see p.1323) is cochair of the white-collar defense and investigations practice at Covington & Burling. He draws on substantial prosecutorial experience to advise corporations and individuals from a broad range of industries, including the energy, financial services and pharmaceutical sectors. **Strengths:** "Steven is an excellent FCPA attorney and a very sophisticated advocate." **Donald Ridings** (see p.680) is chair of Covington & Burling's anticorruption practice. He has considerable experience assisting clients with FCPA and anticorruption compliance, with a strong following of clients in the life sciences sector. He also has expertise handling multi-jurisdictional investigations. **Veronica Yopez** (see p.740) heads Covington's anti-corruption and investigations practice in Latin America. She is adept at advising clients on government and internal investigations, as well as providing assistance on compliance programs.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk's robust practice possesses deep expertise defending clients in high-stakes global FCPA investigations. The practice leverages its considerable weight in corporate matters to provide comprehensive advice on compliance during key transactions and internal reviews. They are able to draw on the firm's significant global network to represent clients in multijurisdictional matters involving countries across Asia, South America and Europe. Their broad client roster includes financial services institutions, multinational pharmaceutical firms and leading technology companies, as well as individual executives.

Strengths

"The team provides very good service and they have very smart lawyers."

"The firm has a very strong FCPA practice with experience around the world."

"Davis Polk are very strong when it comes to advising on complex and sophisticated matters."

Work highlights Davis Polk secured a coordinated resolution of investigations by the DOJ and SEC for Grupo Aval Acciones y Valores S.A in connection with allegations of improper payments to public officials.

Notable practitioners

Daniel Kahn (see p.599) is a Davis Polk partner based out of their Washington, DC office. As a former head of the FCPA unit at the DOJ, he is held in high regard for his mastery of FCPA-related issues. He is capable of assisting clients with both investigations and trials. **Strengths:** "Daniel is extremely knowledgeable and very good at seeing the nuances needed in this practice. He is incredibly responsive." "He is exceptionally smart."

Angela Burgess (see p.516) is senior counsel at Davis Polk, based in their New York office. She is routinely called on to represent corporations under investigation by the DOJ and SEC for FCPA violations, and offers additional expertise in the implementation of complex compliance programs.

Strengths: "Angela is fantastic to work with. She is an incredibly experienced FCPA attorney who consistently combines technical legal excellence with a pragmatic approach." **Greg Andres** (see p.2529) is cohead of the white-collar defense and investigations practice at Davis Polk. He is regularly called upon by clients across the construction and engineering industries to conduct complex, cross-border investigations. **Strengths:** "Greg is excellent and he commands the respect of government prosecutors." **Tatiana Martins** (see p.2616) is a New York based partner at Davis Polk. She is well known for her focus on Latin America, counseling clients through FCPA investigations, internal reviews and compliance matters.

Kirkland & Ellis

What the team is known for Kirkland & Ellis' skilled white-collar defense group boasts strong expertise in FCPA-related matters and international antibribery laws. The practice is experienced in handling multijurisdictional investigations on behalf of large multinational companies, not least in private equity and financial services. Their lawyers work with clients on their internal requirements concerning anticorruption,

including compliance advice and due diligence. The group is able to bring to bear the firm's wider expertise on related areas of risk including securities litigation, economic sanctions and money-laundering issues. They also draw upon a global footprint to provide an integrated approach to complex cross-border proceedings.

Strengths

"Kirkland is an excellent firm that prides itself on responsiveness and talent."

Work highlights Kirkland & Ellis represented Flutter Entertainment in an investigation by the SEC in connection with the company's anti-corruption training and protocols.

Notable practitioners

Renowned white-collar attorney **Mark Filip** (see p.1723) leads Kirkland & Ellis's government enforcement and investigations group, a role which sees him frequently called on by household-name companies to guide them through complex and high-stakes FCPA investigations. **Asheesh Goel** (see p.1726) splits his time between Kirkland & Ellis' offices in Chicago and Washington DC. He maintains a broad FCPA practice, and is particularly noted for his representation of private equity and asset management firms facing scrutiny from government agencies for potential FCPA violations.

Miller & Chevalier Chartered

What the team is known for Miller & Chevalier Chartered maintain a strong standing in anticorruption matters involving the FCPA. Their superb compliance offering has extensive experience in everything from transactional due diligence to major corporate monitorships. The broad spread of talent level fields a strong group of attorneys with notable cross-border expertise. The practice is frequently called upon to handle high-stakes global investigations involving jurisdictions considered at high risk for corruption, including vast experience in Latin American matters. The group is active across a wide range of sectors, including life sciences, energy and telecommunications.

Strengths

"Miller & Chevalier have lawyers that are deeply knowledgeable and extremely practical in their advice to clients."

"The team provides superb service. They have consistent high quality lawyering combined with an accessible approach."

Work highlights Miller & Chevalier Chartered represented Albemarle Corporation in connection with its FCPA settlement discussions with the DOJ and SEC. This resulted in a non-prosecution agreement.

Notable practitioners

Kathryn Cameron Atkinson (see p.494) is chair of Miller & Chevalier. She is considered a leading figure in the world of FCPA compliance, and frequently advises clients on internal investigations, regulatory compliance programs and SEC and DOJ enforcement actions. **Strengths:** *"Kate is pragmatic, practical and deeply experienced."* *"She is terrific and smart."* *"Kate is a preeminent practitioner in this space."* **James Tillen** (see p.719)'s broad FCPA practice sees him advise clients on a vast array of anticorruption-related issues, including the defense of cross-border investi-

gations and the design and implementation of compliance programs. **Strengths:** *"James has remarkable intellect and an incredible grasp of detail."* *"He has an incredible amount of experience and is very generous with his time and insight."* *"He is a great lawyer and a strong legal source on just about every compliance issue."* *"James is a practical and pragmatic lawyer with an excellent bedside manner."* **William Barry** (see p.1307) chairs the litigation group at Miller & Chevalier. He maintains an active FCPA investigations and compliance practice, representing an impressive number of clients with operations in Latin America and Southeast Asia. **Strengths:** *"He is highly credible, extremely thorough and very good at working with his client and the government."* *"Will offers very practical advice."* **Matteson Ellis** (see p.547) leads the Latin America practice at Miller & Chevalier. He gains recognition for his compliance and investigatory expertise in the FCPA space with a noted focus on Latin America. **Strengths:** *"Matt has fantastic regional expertise in Latin America and he is very practical."* *"He is an expert in all things Latin America."*

Morrison Foerster

What the team is known for Morrison Foerster's thriving FCPA practice with a strong bench of attorneys that includes a number of former federal prosecutors and regulatory experts. Frequently conducts internal investigations on behalf of large corporations and their executives, as well as advising on complex anticorruption investigations brought by the US and international governments. Particularly noted for its strong reputation in the technology space and in Asian markets. Also has an impressive client roster in the pharmaceutical, construction and retail sectors, and a growing reputation in Latin America. Handles a broad range of compliance matters including corporate monitorships.

Strengths

"The team at Morrison Foerster is very knowledgeable and up to date on trends as well as on enforcement policies. They have a range of experts who are very professional and always responsive."

"The firm is knowledgeable and practical."

Work highlights Morrison Foerster represented Novartis before the DOJ and SEC in connection with an alleged bribery scheme in Greece.

Notable practitioners

Charles Duross (see p.545) is coleader of Morrison Foerster's FCPA and global anticorruption practice. He draws widespread acclaim for his sophisticated handling of a broad range of FCPA-related issues, including DOJ and SEC investigations, export sanctions and compliance monitoring. **Strengths:** *"Chuck's FCPA credentials make him the expert on corruption matters. He is knowledgeable, practical and solution-oriented."* *"Chuck is able to reduce complex cases to key themes, to cut through all the difficult detail to highlight the issues that matter."* **James Koukios** (see p.613) coleads the FCPA and global anticorruption practice at Morrison Foerster. He is called on by corporations and their high ranking employees to guide them through complex regulatory investigations and to conduct internal investigations. **Strengths:** *"James is a fantastic lawyer who is*

great with clients." **Ruti Smithline** (see p.2663) is cochair of Morrison Foerster's Latin America Desk where she is noted for her significant experience leading both internal and external investigations for clients with operations in Latin America.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP boasts an international practice with extensive multijurisdictional expertise, regularly defending clients in FCPA investigations and enforcement proceedings. The practice is adept at handling matters concerning violations of both US and foreign anticorruption laws, such as the UK Bribery Act. They also have significant experience in transactional due diligence concerning anticorruption, anti-money laundering and sanctions laws. Their practitioners have notable experience in the private equity space as well as advising a number of pharmaceutical, energy and technology companies. They are also well equipped to serve as independent compliance monitors for large corporations. The practice continues to increase its coverage in Latin America.

Strengths

"Ropes & Gray is always there, even on short notice, for calls and meetings. The service level and responsiveness is outstanding."

"The firm is very sophisticated, resourceful and has strong relationships globally that helps ensure an investigation touches on all the necessary areas."

Work highlights Ropes & Gray LLP represented Avianca Holdings S.A. in investigations by the DOJ, SEC and various Colombian law enforcement and regulatory authorities in connection with business practices and alleged misconduct.

Notable practitioners

Alexandre Rene (see p.678) is a partner at Ropes & Gray based in their Washington, DC office. He is called on by corporations and their executives facing regulatory investigations and complex allegations of FCPA violations. He is noted for his experience in corporate monitorships. **Strengths:** *"He is sharp, focused and efficient."* *"Alex is outstanding, smart and easy to work."* *"Alex is a phenomenal practitioner."* **Ryan Rohlfen** (see p.1753) cochairs the Ropes & Gray anticorruption group and is frequently called on by domestic and international companies under investigation by US regulators for alleged bribery and FCPA violations. **Strengths:** *"Ryan is very familiar with the law and with the nuances of local businesses in a wide range of countries."* *"Ryan is absolutely excellent."* **María González Calvet** (see p.570) is cochair of Ropes & Gray's global anticorruption and international risk practice. She is recognized for her breadth of experience as a former federal prosecutor and in-house corporate counsel, as well as her leadership in major investigations involving Latin America. **Strengths:** *"Maria has deep experience in Latin America and has great knowledge on anti-bribery issues."* *"Maria provides good advice on issues and she is a real pro when it comes to the FCPA."*

Band 3

Latham & Watkins LLP

What the team is known for Latham & Watkins have a notable international practice with a deep bench of former federal prosecutors and SEC officials. The practice is well equipped to handle major cross-border investigations, including those arising out of alleged FCPA violations and other anticorruption matters. The team also provides ongoing compliance advice, including the structuring and implementation of compliance programs. Their practitioners act for clients in cases across multiple jurisdictions including in Africa, the Middle East and Asia. They regularly represent companies and individuals in the financial services and pharmaceutical industries, among others.

Strengths

"Latham is a really terrific firm with the ability to conduct nuanced analysis, apply good judgment and explain things very clearly."

"The team at Latham is smart, practical and collaborative."

"Latham is a very easy firm to work with. The advice provided is reliable and accessible."

Notable practitioners

Alice Fisher (see p.1323) is a notable white-collar defense attorney at Latham & Watkins who frequently undertakes FCPA mandates, including major investigations and compliance advice, as part of a broader criminal practice. **Strengths:** *"Alice is really outstanding at handling big matters and navigating the whole enforcement constellation at the US government."* *"She is a deep, thoughtful and strategic advisor when it comes to investigations, whether this is internal or governmental."* *"Alice is an investigations superstar."*

Douglas Greenburg (see p.1328) is an experienced practitioner who advises an impressive array of clients on a range of FCPA issues, including corporate compliance and regulatory proceedings. **Strengths:** *"Doug is fantastic. He is both bright and sharp."* *"He is someone to call with the most difficult and sensitive matters."* *"Doug is a very smart lawyer."*

Simpson Thacher & Bartlett LLP

What the team is known for Simpson & Thacher's impressive FCPA practice is experienced in representing corporations and individual clients in high-stakes DOJ and SEC investigations. The practice is able to draw on the expertise of a number of attorneys with significant experience serving in high level government positions. The group demonstrates further expertise in counseling clients on the development and implementation of corporate compliance programs. Their lawyers hold an impressive portfolio of clients in a range of sectors, including telecoms and medical device companies.

Strengths

"Simpson & Thacher have a very strong team."

Notable practitioners

Jeffrey Knox is the global cohead of Simpson Thacher's government and internal investigations practice. He is recognized for his impressive FCPA expertise, with recent standout mandates for global financial institutions and energy

companies among other corporates, as well as individual executives. **Strengths:** *"Jeff is a high quality lawyer who has an excellent perspective on matters. He understands cases from multiple different dimensions."* *"Jeff is one of the best lawyers in the country."* *"He is a tremendous person and a wonderful advocate."* As the former head of the SEC's FCPA unit, **Cheryl Scarboro** brings impressive government experience to bear at Simpson Thacher. She focuses her practice on representation of clients facing complex enforcement proceedings and investigations.

Band 4

Cadwalader, Wickersham & Taft LLP

What the team is known for Cadwalader Wickersham offer a preeminent white-collar defense practice which boasts experienced FCPA practitioners. Adept at handling corporate representations, the practice is well versed in enforcement counsel as well as compliance advice. The group is frequently called upon to represent clients across highly regulated industries such as energy, pharmaceutical and national defense.

Strengths

"The firm has a deep bench of exceptional associates and partners."

"The team at Cadwalader is very knowledgeable and helpful on complex investigations matters. The service is impeccable and efficient with the client always being kept up to date on the latest developments."

Notable practitioners

Martin Weinstein leads the compliance, investigations and enforcement practice at Cadwalader. He is an expert enforcement and investigations lawyer with notable experience defending major companies in FCPA investigations and assisting in corporate compliance. **Strengths:** *"Martin possesses exceptional knowledge of the subject matter. He is a great strategist and a pleasure to work with."* *"Martin is an expert in this space."* **Jeffrey Clark** is a Washington, DC based partner at Cadwalader. He undertakes a variety of FCPA-related work, including the development and implementation of corporate compliance programs and the representation of clients under investigation by the DOJ. **Strengths:** *"Jeff is a very good attorney."*

Hughes Hubbard & Reed LLP

What the team is known for Hughes Hubbard is noted for its role in a number of major investigations, with an impressive client following in the construction, energy and aerospace sectors. The practice advises clients on internal investigations and compliance reviews, as well as providing transactional due diligence and monitorship assistance.

Work highlights Hughes Hubbard represented Airbus with respect to a number of internal investigations in multiple jurisdictions, relating to allegations or suspicions of potential wrongdoing by employees, third party agents, resellers, distributors and suppliers.

Notable practitioners

Laura Perkins (see p.666) is cochair of the anti-corruption and internal investigations practice at

Hughes Hubbard. She is a fine choice of counsel for individual and corporate clients facing DOJ and SEC investigations into potential FCPA violations, and is frequently called on by boards to conduct internal investigations. **Strengths:** *"Laura is a terrific lawyer."* **Kevin Abikoff** (see p.488) is cochair of Hughes Hubbard's anticorruption and internal investigations practice. He provides a range of services to clients, covering investigations, compliance review and risk assessments.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP consists of a strong FCPA practice, bolstered by significant capabilities in white-collar defense and securities law. Their enviable bench includes a number of former senior government officials and prosecutors, adept at navigating highly complex FCPA investigations brought by government agencies as well as those conducted internally. The practice also demonstrates strength in transactional support and the development of risk-based compliance programs. The group is also noted for its expert defense of leading domestic and foreign corporations, as well as individual senior executives from a wide variety of industries, including energy, construction and financial services.

Strengths

"Paul Weiss has very good lawyers."

"The firm has a very good practice in the FCPA space."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP represented Steven E. Schwartz, the former chief legal and corporate affairs officer of Cognizant Technology Solutions Corporation, in a criminal DOJ action and a civil SEC action alleging violations of the FCPA.

Notable practitioners

Mark Mendelsohn (see p.641) is chair of the anti-corruption and FCPA group at Paul, Weiss. He maintains his reputation as a sought-after adviser to major corporations facing outside investigations into alleged FCPA violations and harbors further expertise in compliance counseling. **Strengths:** *"Mark is one of the top FCPA lawyers in the US. He is an incredibly knowledgeable lawyer and an expert in this area."* *"He is extremely bright and capable."* *"Mark is incredibly experienced in this space."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP's prominent white-collar and investigations group consists of a solid global platform and reputation. The practice is sought after for assistance by clients from a multitude of different industries, including pharmaceutical companies and investment funds. The group is skilled in internal investigations and compliance reviews, with additional proficiency in litigation and regulatory enforcement.

Strengths

"The team at Sidley is very well prepared and has strong expertise which allows them to respond to any issue with an agile and practical solution."

"The group are extremely knowledgeable."

Work highlights Sidley Austin LLP represented

Stericycle in coordinated settlements resolving alleged violations of the FCPA with the DOJ, SEC and Brazilian authorities.

Notable practitioners

Karen Popp (see p.1354) is global cohead of Sidley Austin's white-collar and investigations group and maintains a respected practice that sees her handle external and internal investigations, as well as compliance counseling. She is also commended by peers for her invaluable contributions to the legal community. **Strengths:** "She is technically flawless and very practical in her approach." "She is well-prepared and has a real finger on the pulse when it comes to strategy." "Karen is fantastic to have in your corner." **Kristin Graham Koehler** (see p.611) is coleader of the white-collar, government litigation and investigations group at Sidley Austin. She is highlighted for her significant FCPA experience in major corporate investigations, as well as individual representations. **Strengths:** "Kristin is very talented at understanding the complexities of the FCPA." New York based **Timothy Treanor** (see p.2672) coleads the white-collar criminal defense and investigations practice at Sidley Austin. He impresses for his leading role in several high profile anticorruption and FCPA investigations. **Strengths:** "Tim is very pragmatic and practical in representing clients." "He provides timely guidance, has a good sense of judgment and is very thorough in his assessments." "Tim is amazing. He really goes above and beyond to provide prompt and thorough responses."

Step toe LLP

What the team is known for Step toe LLP's established FCPA practice is adept at conducting internal investigations and crafting compliance programs. The firm advises companies across a broad range of industries, including mining, engineering and technology. Their attorneys are deeply familiar with enforcement proceedings relating to violations of other international anticorruption laws, including the UK Bribery Act and World Bank regulations. The practice is able to draw upon a global network of anticorruption experts when advising on multijurisdictional investigations and offers particular expertise in matters relating to Africa, Asia and Latin America.

Notable practitioners

Lucinda Low is senior counsel in the Washington, DC office of Step toe. She is a seasoned FCPA practitioner with a particular focus on internal investigations, compliance programs and transactional due diligence. **Iris Bennett** is a Washington, DC based partner at Step toe & Johnson. She maintains a well-regarded FCPA investigations practice that covers a large range of jurisdictions, aided by her fluency in Spanish and Portuguese. She has experience serving as a corporate monitor and also conducts internal investigations.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP's respected practice covers the full breadth of issues relating to the FCPA. The team provides robust compliance and transactional advice in addition to defending clients during investigations. They are well equipped to represent leading financial institutions, multinational companies

and individual executives both domestically and abroad. Their lawyers act for clients across a range of sectors, including energy, construction and mining. They also have notable experience advising on matters involving allegations of corruption across Africa, the Middle East and Asia.

Strengths

"The firm has a very dedicated and skillful team that uses a strategic view to navigate complexities." "Sullivan & Cromwell is a premier law firm. The team rises to the occasion and goes above and beyond to help."

"The firm is excellent in the investigations space."

Work highlights Sullivan & Cromwell LLP secured a resolution for Koninklijke Philips N.V. in an FCPA investigation by the SEC relating to charges it violated books, records and internal accounting controls provisions of the FCPA.

Notable practitioners

Aisling O'Shea (see p.657) is cohead of the FCPA and anticorruption group at Sullivan & Cromwell. She continues to impress with her well-regarded FCPA practice, acting for both major corporate entities and individual executives. **Strengths:** "Aisling is whip smart, extraordinarily hard-working and understands the FCPA very well." "Aisling is a stand-out attorney. She is very knowledgeable and develops a strong rapport with her clients." **Nicolas Bourtin** (see p.2540) is cohead of Sullivan & Cromwell's FCPA and anticorruption group. He offers broad expertise in handling wide-ranging criminal defense matters and frequently acts for major corporations and financial institutions facing scrutiny for alleged FCPA violations. **Strengths:** "Nicolas is very strategic when conducting matters."

Band 5

Baker McKenzie

What the team is known for Baker McKenzie has a strong anticorruption practice with substantial experience in negotiating with law enforcement agencies around the world. They regularly advise clients with international interests on compliance with the FCPA, as well as other global laws and regulations. The practice is able to draw on its well-established platform across continents to provide integrated cross-border support. Their practitioners represent multinational corporations along with senior executives and employees in a diverse range of industries, including pharmaceuticals and energy.

Strengths

"Baker McKenzie has a broad reach across different jurisdictions and a good understanding of geopolitical implications."

Notable practitioners

William Devaney is chair of Baker McKenzie's North American litigation and government enforcement group. He is able to represent both individuals and corporations in FCPA matters including internal and government facing investigations.

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP is highlighted for its strong

anti-corruption and investigations practice. The firm is adept at representing clients in investigations by the DOJ, SEC and regulatory authorities in foreign jurisdictions. The group is also noted for its ability to conduct internal investigations and to provide assistance with compliance matters. They are frequently called upon to defend clients from a range of different industries such as telecommunications, technology and energy.

Strengths

"The team at Cleary Gottlieb is highly qualified and knowledgeable on multi-jurisdictional regulation."

"The firm is knowledgeable on every detail that exists about the FCPA and they are also experts in leading investigations. The team has world class seasoned experts that can handle any type of FCPA-related case."

"The team produces high quality work in addition to being very responsive."

Work highlights Cleary Gottlieb represents Vale in investigation and litigation proceedings in connection with allegations of corrupt payments in Africa.

Notable practitioners

David Last (see p.617) is a Washington, DC based partner at Cleary Gottlieb. As former chief of the FCPA unit, he offers invaluable expertise advising clients on government and internal investigations. **Lisa Vicens** (see p.2674) is a New York based partner at Cleary Gottlieb. She is recognized for her expert handling of a broad range of FCPA-related matters. She has notable experience working on matters relating to Latin America, aided by her ability to speak Spanish fluently. **Strengths:** "Lisa always has great insight that adds value to any discussion." "She is a South American expert in this space." "Lisa is thorough, practical and has great communication skills." **Jonathan Kolodner** (see p.2602) is a Cleary Gottlieb partner based out of New York. He maintains a broad practice representing high profile executives and major companies in government and internal investigations, as well as compliance matters. **Strengths:** "He is an absolute expert in this space."

Cravath, Swaine & Moore LLP

What the team is known for Cravath Swaine are an esteemed New York firm with a well-respected FCPA group, noted for its representation of leading corporations in a wide range of anticorruption matters. The firm is adept at handling compliance counseling, in addition to regularly defending clients in investigations and enforcement actions led by the DOJ and SEC. The practice is active across a wide range of sectors, including financial services, technology and energy.

Strengths

"Cravath have a very strong team that provides a high level of expert advice. The team is smart, practical and strategic."

Notable practitioners

John Buretta (see p.2542) is chair of the investigations and regulatory enforcement practice at Cravath. He is sought out by corporate clients and their high level employees in need of representation in complex government investigations, frequently advising across a range of industry sectors.

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP houses an impressive bench of former government lawyers that are adept at representing clients in complex FCPA investigations. The team advises clients across a spectrum of industries, including aerospace, telecommunications and retail.

Strengths

"The team are well-prepared, responsive and agile."

"The firm has a very strong team that possesses an impressive breadth of experience."

Work highlights Crowell & Moring LLP represented Sargeant Marine and a former senior executive in a DOJ investigation regarding potential FCPA and local law violations in connection with contracts in various jurisdictions.

Notable practitioners

Thomas Hanusik is an experienced FCPA and white-collar crime practitioner who chairs Crowell & Moring's investigations practice. **Strengths:** *"Tom is very prominent and well-respected."* **He is terrific."** **Derek Hahn** is a partner at Crowell & Moring building a sterling practice conducting internal investigations and providing compliance counsel for clients across the technology, manufacturing and lifescience industries. **Strengths:** *"Derek is very cooperative and he is a great communicator."*

DLA Piper LLP (US)

What the team is known for DLA Piper LLP (US) boasts a strong FCPA and corporate investigations practice. The firm houses an experienced bench of former prosecutors across its US offices, ably supported by complementary expertise across its global platform. The team is particularly noted for its significant roster of clients in the pharmaceutical and broader life sciences sectors. **Work highlights** DLA Piper LLP (US) represented Expro Group Holdings in DOJ and SEC investigations regarding potential FCPA violations including bribery, internal controls and books and records.

Notable practitioners

Cochair of the global investigations group at DLA Piper, **Karl Buch** is noted for his impressive experience as a prosecutor and in-house counsel. He regularly advises on large scale investigations with particular expertise in the pharmaceutical and wider healthcare industries. **Strengths:** *"Karl is brilliant, committed and thoughtful. He is both precise and responsive."* *"He is an incredibly detail-oriented investigator. He can effectively and quickly get to the bottom of what is really going on in an investigation."*

Hogan Lovells US LLP

What the team is known for Hogan Lovells are a global firm with substantial capabilities in FCPA matters and notable expertise in handling high profile investigations by the DOJ and SEC. The practice also provides assistance with internal investigations and compliance advice. Their impressive client list includes multinational corporations from a variety of sectors, such as pharmaceuticals, technology and energy. The group is known for its global anticorruption expertise, particularly in World Bank investigations and overlap-

ping FCPA issues.

Strengths

"When seeking global advice for an issue, Hogan can quickly leverage subject matter experts from around the globe to collaborate on a concise work product."

"The team at Hogan is great to work with and is filled with very smart lawyers."

"Hogan Lovells provides a very strong service."

Notable practitioners

Peter Spivack is a Hogan Lovells partner based in Washington, DC. He is an esteemed white-collar litigator who frequently represents clients involved in complex corruption-related DOJ and SEC investigations. **Strengths:** *"Peter is great to work with. He is smart and affable."*

Kaplan Hecker & Fink LLP

What the team is known for Kaplan Hecker & Fink LLP is an east coast boutique law firm with offices in Washington, DC and New York. Their litigation prowess sees them well placed to assist clients in both internal and government facing investigations. The firm is particularly well known for their individual representation, providing senior executives and high-profile individuals criminal defense and counsel through complex anticorruption and bribery investigations.

Strengths

"Kaplan Hecker has a fantastic bench of former prosecutors and federal defenders."

"The firm has excellent lawyers who are zealous advocates for their clients."

"The team at Kaplan Hecker is incredibly easy to work with. They are really adept at dealing with investigations."

Work highlights Kaplan Hecker & Fink LLP represented Gina Zhou, a former employee of an NGO, in a case brought by the Attorney's Office for the Southern District of New York regarding charges of conspiracy to violate the FCPA and other related charges.

Notable practitioners

Sean Hecker (see p.581) is a founding partner of Kaplan Hecker & Fink. He represents individuals and corporations involved in complex multijurisdictional FCPA violations as part of his prominent white-collar practice. **Strengths:** *"Sean is an absolutely terrific lawyer. He is very strategic and possesses great judgment."* *"Sean is a very smart guy who is able to understand complex issues. He also has great common sense and knows the intricacies of government and foreign jurisdictions."* *"He is a phenomenal attorney."* **Mike Ferrara** (see p.2568) is a partner at Kaplan Hecker & Fink based in New York. He draws on his experience as a former federal prosecutor to represent executives in FCPA investigations. **Strengths:** *"Mike is absolutely fantastic and a great trial lawyer."*

Mayer Brown LLP

What the team is known for Mayer Brown LLP features significant governmental and in-house experience in its burgeoning FCPA team. Their impressive track record includes acting for clients with operations in Latin America and Asia. The team holds multidisciplinary expertise, including compliance reviews, investigations and corporate defense.

Work highlights Mayer Brown LLP represented two of the senior FTX executives, Ryan Salame and Sam Trabucco in DOJ, SEC, CFTC and other investigations, regulatory inquiries, bankruptcy and liquidation proceedings and litigation surrounding the collapse of FTX.

Notable practitioners

Jason Linder (see p.624) is cochair of the global investigations and white-collar defense practice at Mayer Brown. He offers experience handling compliance and internal investigations matters as well as complex investigations by the DOJ and SEC. **Strengths:** *"He really understands what the client needs but also goes above and beyond to deliver it. Jason is the guy you want when negotiating with the DOJ."* *"Jason has excellent subject matter expertise on the FCPA."* *"He is smart and very capable."*

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP houses distinguished white-collar practitioners adept at representing top companies and high profile individuals in complex FCPA investigations. The group also offer notable strength in corporate monitorship roles and compliance programs.

Notable practitioners

Guy Singer (see p.703) maintains a broad practice encompassing corporate monitorship roles, compliance programs and criminal investigations. **Strengths:** *"Guy is incredibly experienced and very good at handling complex work."* *"Guy is very practical and he can navigate thorny issues in this space."* *"He is a phenomenal lawyer."* **Anne Murray** (see p.649) is adept at advising clients on FCPA investigations and anticorruption compliance. **Strengths:** *"Anne is incredibly well organized and makes the whole process seamless."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan Lewis & Bockius LLP has a notable FCPA practice which consists of a number of former prosecutors and in-house counsel. With a strong global footprint, the firm is able to provide global advice and representation for clients responding to anticorruption and bribery inquiries across multiple jurisdictions.

Notable practitioners

Sandra Moser is a partner at Morgan Lewis and former chief of the DOJ's fraud section. On top of her trial experience, she advises on FCPA-related investigations and provides M&A due diligence. Her client roster includes high profile executives and large corporations. **Strengths:** *"Sandra is a terrific lawyer."* Miami-based **Alison Tanchyk** is a partner at Morgan Lewis. She provides a range of FCPA-related services, from antibribery risk assessments and compliance reviews to sensitive internal investigations.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick Herrington have a well-regarded group with significant experience in the full range of FCPA matters. The practice is frequently engaged to represent clients in investigations by the DOJ and SEC regarding potential FCPA violations and alle-

gations of corruption, as well as assisting with internal investigations. The group also provides ongoing compliance advice and has a well-established monitorship practice. Their attorneys are able to advise clients from a range of industries, including the oil and gas and healthcare sectors.

Strengths

"The firm's service is excellent."

Notable practitioners

David Krakoff is a partner at Orick Herrington's Washington, DC office. He is a seasoned criminal defense attorney who brings extensive experience representing clients facing alleged FCPA violations. **Strengths:** *"David is a phenomenal advocate and a terrific FCPA practitioner."*

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel Urquhart & Sullivan, LLP are a highly respected litigation shop increasingly recognized for its FCPA capabilities. The practice is called on by major corporations facing complex investigations by the DOJ and SEC. Its strong global footprint lends itself to deft handling of cross-border matters.

Strengths

"The team at Quinn Emanuel is talented, knowledgeable and extremely responsive."

"The firm has strong litigators and negotiators that provide excellent service."

Work highlights Quinn Emanuel Urquhart & Sullivan, LLP advised Javier Aguilar on two sets of FCPA charges and money laundering charges brought by the EDNY and DOJ related to bribery.

Notable practitioners

William Burck is cochair of Quinn Emanuel's investigations, government enforcement and white-collar criminal defense group. He is widely acknowledged as a leading criminal defense attorney with a practice which sees him called on by corporate entities and individuals involved in high-stakes FCPA-related DOJ and SEC investigations. **Strengths:** *"He does a great job in sophisticated FCPA matters." "Bill is an excellent lawyer."*

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates offers extensive transactional expertise, readily combined with an impressive global network of resources. The practice frequently advises clients with substantial international interests on M&A due diligence matters, and also regularly defends clients facing investigation under the FCPA and other anticorruption statutes. The group represents high level corporate clients across a range of industries, including healthcare and energy. They are also experienced in representing senior executives facing allegations of FCPA violations and corruption.

Strengths

"The partners at Skadden are able to take very complex and multifaceted cases and distill them into manageable work streams while making sure the client experience is positive."

"Skadden is a very reliable partner in helping digest the issues and providing constructive responses to

matters. The firm works diligently and on schedule and produces outcomes that are very reliable."

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates represented Cemex, S.A.B. de C.V in an FCPA investigation brought by the DOJ and the US Attorney for the Southern District of New York.

Notable practitioners

Bradley Klein based in Washington, DC is a key contact.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP's well-regarded practice regularly serves as FCPA counsel to high profile individuals and corporations. The practice is known for advising clients across a range of industry sectors during investigations that often concern widespread international operations. The team also offers high-level expertise in relation to transactional due diligence and the structuring of compliance programs. The group is particularly active in the oil and gas, financial services and manufacturing sectors. They are also adept at handling investigations across multiple jurisdictions with support from its global office network.

Strengths

"The firm has a great team of legal professionals that provide excellent service."

"The team at Willkie provides practical and understandable advice."

Notable practitioners

Robert Meyer (see p.642) is a partner at Willkie Farr, based in Washington, DC. He is routinely called on by clients to conduct internal investigations and to advise on complex FCPA-related enforcement proceedings. He also has significant experience assisting clients with compliance programs, as well as investment due diligence. **Strengths:** *"Bob is a brilliant lawyer and the work he does is outstanding." "Robert is very practical and efficient. He knows the players and processes at the DOJ and he has a good gut feeling for these matters."*

Other Ranked Lawyers

Robert Anello is an experienced white-collar and investigations lawyer at Movillo Abramowitz Grand Iason & Anello P.C. He regularly defends companies and individual executives facing allegations of FCPA violations. **Strengths:** *"Robert has the experience and gravitas to help resolve issues. He understands the dynamics of overseas transactions and he can handle the most complicated matters." "He is a terrific lawyer."*

Brock Bosson is a partner at Cahill, based in New York. He is developing a strong practice in investigations and compliance with multinational corporations across a range of industries benefiting from the breadth of his expertise. **Strengths:** *"He is agile in his approach which is essential when dealing with complex situations that keep unraveling during investigations." "He has an eye for detail and is able to anticipate the issues that arise." "Brock has great expertise on FCPA issues and he is client-friendly."*

Palmina Fava is cohead of the government inves-

tigations and white-collar defense practice at Vinson & Elkins LLP. She has a wide-ranging anticorruption practice that sees her regularly advise corporates facing FCPA investigations and enforcement matters worldwide, with notable expertise in Latin America. **Strengths:** *"Palmina is terrific with clients." "Palmina is a trusted advisor."*

Markus Funk (see p.1127) advises clients on a range of FCPA issues, covering internal investigations, compliance and voluntary disclosures. He is based in Denver and is cochair of the supply chain compliance practice at Perkins Coie LLP.

Tarek Helou of Wilson Sonsini Goodrich & Rosati is a partner based in the firm's Washington, DC office. He maintains a broad offering representing clients in internal investigations and government enforcement matters. He draws on his experience as a former supervisor in the FCPA unit to expertly assist clients in complex cases.

William Jacobson is a founding partner of Jacobson Lopez PLLC. He has impressive experience both as in-house counsel and a government prosecutor. He advises clients on compliance programs and regulatory investigations. **Strengths:** *"William Jacobson is a strategic thinker and a very good communicator. Clients love him and he is very impressive in FCPA matters."*

David Kelley of O'Melveny & Myers LLP is an experienced litigator and investigations lawyer with expertise handling the full range of anticorruption work for clients from industries including financial services and energy.

Christopher Manning cochairs Williams & Connolly's Arbitration and FCPA and Cross-Border Investigations groups. He is called upon by major corporations and individuals to advise on FCPA compliance and Anti-Terrorism Act litigation. **Strengths:** *"Chris is incredibly thorough and helpful." "He is incredibly thoughtful and easy to work with." "Chris is very responsive and he understands the subject matter of any litigation. He provides excellent feedback and his drafting of briefs and motions is impeccable."*

Brian Markley is a Cahill Gordon & Reindel partner based in New York. He assists corporate clients with sensitive internal investigations and compliance policy formation relating to FCPA, and has additional experience conducting transactional due diligence. **Strengths:** *"Brian is always available and demonstrates very high standards of knowledge in this area." "Brian is just amazing to work with."*

Steven Tyrrell of Brown Rudnick LLP draws on his experience as former head of the DOJ's fraud section, to offer impressive experience handling big-ticket investigations and regulatory enforcement proceedings. He is also well versed in handling compliance matters.

David Zinn cochairs Williams & Connolly's Criminal Defense and Investigations practice. He is an esteemed defense lawyer with a notable white-collar and FCPA, as well as criminal tax practice. **Strengths:** *"David is a legend." "He is a tenacious lawyer." "David is a very seasoned and talented lawyer."*

Financial Services Regulation Nationwide

Financial Services Regulation Banking (Compliance)	Financial Services Regulation: Banking (Compliance)
Leading Firms	Eminent Practitioners
Band 1	Eminent Practitioners
Davis Polk & Wardwell LLP	McWilliams Jelena Cravath, Swaine & Moore (ORL) ♦ *
Sullivan & Cromwell LLP	
Band 2	Leading Individuals
Cleary Gottlieb Steen & Hamilton LLP	Star individuals
Debevoise & Plimpton LLP	Cohen H Rodgin Sullivan & Cromwell LLP *
Band 3	Guynn Randall Davis Polk & Wardwell LLP *
Skadden, Arps, Slate, Meagher & Flom LLP	Band 1
Band 4	Bush Derek M Cleary Gottlieb Steen & Hamilton LLP *
Arnold & Porter	Conroy Hugh Cleary Gottlieb Steen & Hamilton LLP *
Covington & Burling LLP	De Ghenghi Luigi L Davis Polk & Wardwell LLP *
Mayer Brown LLP	Eitel Mitchell S Sullivan & Cromwell LLP *
Band 5	Tahyar Margaret Davis Polk & Wardwell LLP *
A&O Shearman	Band 2
Davis Wright Tremaine LLP	Escue Michael T Sullivan & Cromwell LLP *
Haynes and Boone, LLP	Kim Richard K Wachtell, Lipton, Rosen & Katz *
Latham & Watkins LLP	Kini Satish M Debevoise & Plimpton LLP
Moore & Van Allen, PLLC	Lyons Gregory J Debevoise & Plimpton LLP
Morgan Lewis & Bockius LLP	Mendelson Barbara R Morrison Foerster *
Morrison Foerster	Band 3
WilmerHale	Christiansen Brian Simpson Thacher & Bartlett LLP *
* Indicates individual with profile.	O'Keefe Edward Moore & Van Allen, PLLC *
♦ (ORL) = Other Ranked Lawyer.	Orme Camille Sullivan & Cromwell LLP *
Alphabetical order within each band. Band 1 is highest.	Rosenberg Gabriel Davis Polk & Wardwell LLP *
	Toumey Donald J Sullivan & Cromwell LLP *
	Band 4
	Bovenzi Giorgio Haynes and Boone, LLP
	Cammarn Scott Pierce Atwood LLP (ORL) ♦ *
	Chorazak Mark Skadden, Arps, Slate, Meagher & Flom *
	Harris Gutierrez Franca WilmerHale
	Hashmall Alison Freshfields Bruckhaus (ORL) ♦ *
	Long Arthur S Latham & Watkins LLP *
	Nonaka Michael Covington & Burling LLP *
	Petrasic Kevin L Troutman Pepper *
	Portilla David L Davis Polk & Wardwell LLP *
	Stern William E Goodwin *
	Tokheim Andrea Sullivan & Cromwell LLP *
	Vitale Joseph P Fried, Frank, Harris, Shriver & Jacobson
	Band 5
	Anderson Jarryd Paul, Weiss, Rifkind, Wharton *
	Benjenk Randy Covington & Burling LLP *
	Bloomfield Neil Moore & Van Allen, PLLC *
	Freeman Jr David F Arnold & Porter
	Kiely Lena A&O Shearman *
	Krimminger Michael Cleary Gottlieb Steen & Hamilton *
	Lewis Michael Sidley Austin LLP *
	Lloyd Colin Sullivan & Cromwell LLP *
	Meade Daniel Paul, Weiss, Rifkind, Wharton & Garrison *
	Sewell David Freshfields Bruckhaus Deringer (ORL) ♦ *
	Unterberg Craig Haynes and Boone, LLP
	Up-and-coming individuals
	Fuller Patrick Cleary Gottlieb Steen & Hamilton LLP *
	Hay Amber Arnold & Porter *
	Semrad Lauren Cleary Gottlieb Steen & Hamilton LLP *
	Swett Caroline Debevoise & Plimpton LLP
	Waack Donald Linklaters (ORL) ♦ *
	Xu Chen Debevoise & Plimpton LLP

The editorial is in alphabetical order by firm name.

A&O Shearman

What the team is known for A&O Shearman is noted for its talented group in the broker-dealer space, with a respected practice weighted toward the provision of compliance advice. It combines broker-dealer expertise with specialist knowledge of the banking and asset management spaces to provide clients with a holistic advisory service. Advises on all aspects of US broker-dealer regulation, and noted for its work on cross-border transactional matters. The team is also experienced in handling the full range of Dodd-Frank and Volcker Rule matters in the banking space, as well as anti-money laundering rules and sanctions law. It has a strong international presence ensures that the team is also able to advise on EU, UK and other regulatory systems. It has further experience in advising financial institutions on cryptocurrency regulatory issues.

On 1 May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"The team members are experts in their fields and show great scope to their individual areas of coverage."

"The firm has the breadth to handle complex issues involving multiple statutes and the depth to handle the specific rules and regulations that have been promulgated by the regulatory agencies."

"The team bring a high degree of expertise, along with a commercial perspective, to each complex issue presented."

"The team have their fingers on the pulse of the markets. They know what's important and, crucially,

what will be important in the ever-changing field of bank and dealer regulation."

"The firm's financial services regulatory practice is well rounded and keeps the big picture in mind when providing advice."

Work highlights The firm advised Intercontinental Exchange in its agreement to acquire a FinTech that specializes in mortgage data analytics, Black Knight.

Notable practitioners

Barbara Stettner (see p.711) impresses with the strength of her broker-dealer advisory practice, which encompasses compliance with directives established under the Dodd-Frank Act. **Strengths:** "Barbara provides highly commercial advice that is easily digestible by colleagues."

"Barbarahas outstanding judgement and a good business sense when it comes to achieving goals efficiently and effectively."

"She brings a breadth of knowledge to the table and provides great guidance." **Adam Hakki** is co-chair of the global A&O Shearman board and executive committee. He has impressive experience of handling contentious matters including antitrust class actions. He is regularly involved in advising on investigations by the DOJ, SEC, CFTC and FINRA. **Strengths:** "Adam is absolutely superb. He is amazing at putting clients at ease and exceptional in every sense."

"Adam is brilliant, grounded and wise." "Adam has excellent judgement, is thoughtful and knows people around the industry. He is very thoughtful, practical and efficient." **Lena Kiel** (see p.606) y (see

p.606) is noted for her expertise advising clients on a variety of banking compliance and regulatory matters, with proven experience on cross-border matters. **Strengths:** "Her advice combines technical legal expertise and a practical approach grounded in business realities." "Lena offers very valuable insight on banking and broker-dealer regulatory matters." "Lena has a deep knowledge of US bank regulation and confidently advises on complex issues." **Jennifer Morton** (see p.647) is recognized for her experience counseling registered broker-dealers in a variety of governance and transactional matters. **Strengths:** "Jennifer Morton is an excellent attorney with great knowledge." "Even in complex situations she is able to provide nuanced and sophisticated advice."

Alston & Bird LLP

What the team is known for Alston & Bird LLP is a respected team recognized for its performance in the consumer finance regulatory space. Particularly noted for its expertise in payment systems law, while also offering a respected coverage of regulatory matters surrounding mortgage lending and other forms of consumer credit. Demonstrates proficiency in representing bank holding companies and other financial institutions in significant M&A transactions.

Strengths

"Their experience in the industry, the relationships they've built with regulators and the practicality of their advice makes them a go-to for complex mat-

Financial Services Regulation Banking (Enforcement & Investigations)
Leading Firms
Band 1
Sullivan & Cromwell LLP
Band 2
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Band 3
Arnold & Porter
Cleary Gottlieb Steen & Hamilton LLP
Covington & Burling LLP
Davis Polk & Wardwell LLP
Gibson, Dunn & Crutcher LLP
Mayer Brown LLP
Williams & Connolly LLP
WilmerHale
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Davy Elizabeth Sullivan & Cromwell LLP *
Seymour Samuel W Sullivan & Cromwell LLP *
Villa John Williams & Connolly LLP
Eminent Practitioners
Seymour Karen Patton Sullivan & Cromwell LLP *
Leading Individuals
Band 1
Cohen H Rodgin Sullivan & Cromwell LLP *
Veta D Jean Covington & Burling LLP *
Band 2
Brown Reginald J Kirkland & Ellis LLP (ORL) ◇ *
Cohen-Levin Sharon Sullivan & Cromwell LLP *
Karp Brad S Paul, Weiss, Rifkind, Wharton & Garrison *
Band 3
Alexander Richard M Arnold & Porter
Biben Matthew King & Spalding LLP (ORL) ◇ *
Brooker Stephanie Gibson, Dunn & Crutcher LLP *
Carey Jessica Paul, Weiss, Rifkind, Wharton & Garrison *
Lev Ori Mayer Brown LLP *
Mancusi Michael A Arnold & Porter
Scarborough Ryan T Williams & Connolly LLP
Stipano Daniel Davis Polk & Wardwell LLP *
Toomey Kevin Arnold & Porter *
Band 4
Berger Marc Simpson Thacher & Bartlett LLP
Boehning H Christopher Paul, Weiss, Rifkind, Wharton *
Day Kendall Gibson, Dunn & Crutcher LLP *
Delaney Thomas J Norton Rose Fulbright (ORL) ◇
Hakki Adam S A&O Shearman
Up-and-coming individuals
Gore Nikhil Covington & Burling LLP *
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

ters."

"The depth and breadth of their experience enables them to look beyond the immediate issue and plan actions for today to impact future issues."

"The team provides sophisticated, expert advice on a wide variety of compliance issues."

"Alston & Bird is able to bring an expert to the table for any unique legal issue or industry related matter."

Work highlights Alston & Bird LLP represented FirstCash and a number of subsidiaries in a novel enforcement action brought by the CFPB alleging violations of the Military Lending Act in relation to pawn transactions.

Financial Services Regulation Broker Dealer (Compliance & Enforcement)
Leading Firms
Band 1
Sidley Austin LLP
WilmerHale
Band 2
Davis Polk & Wardwell LLP
Morgan, Lewis & Bockius LLP
Band 3
Davis Wright Tremaine LLP
Eversheds Sutherland (US) LLP
Latham & Watkins LLP
Band 4
A&O Shearman
Bressler, Amery & Ross, P.C.
Cahill Gordon & Reindel LLP
Cleary Gottlieb Steen & Hamilton LLP
Debevoise & Plimpton LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Jones Day
McGuireWoods LLP
Schulte Roth & Zabel LLP
Willkie Farr & Gallagher LLP

Notable practitioners

Michael Agoglia (see p.489) is sought after for his expert representation in civil litigation. He is recommended for his proficiency at handling complex multiclient cases and is experienced in high-profile consumer class actions. **Strengths:** "He is super smart, experienced and really strategic." **John Redding** (see p.676) dedicates his practice to the representation of financial services companies in consumer litigation, enforcement proceedings and regulatory investigations.

Strengths: "In addition to being a very smart lawyer, he also has terrific business acumen and is very responsive." "John is a fantastic advisor, great communicator, highly organized and professional."

"John is very experienced and knowledgeable. He thinks strategically about issues, beyond just the immediate question." **Nanci Weissgold** (see p.732) is a well-regarded consumer finance regulatory attorney and cohead of the firm's practice. She regularly advises clients on their compliance with diverse state and federal legislation, including the Fair Debt Collection Practices Act and Truth in Lending Act. **Strengths:** "Nanci is an outstanding lawyer fully in command of her subject matter. She is a very thoughtful and creative attorney."

"She has a strong feel for what is going on in the industry and is able to help us understand wider trends." "She is a fantastic consumer finance attorney. She has a breadth of knowledge, and understands both the business sides of things and the litigators' mindset."

Sanford Brown (see p.515) is coleader of the firm's financial services group and capably represents community banks in M&A transactions. **Strengths:** "Sandy is extremely knowledgeable."

Arnold & Porter What the team is known for Arnold & Porter is well regarded in the banking regulatory space, advising clients in connection with a broad range of regulatory compliance and enforcement matters. Strong experience interfacing with both state and federal regulatory agencies on behalf

Arnold & Porter

What the team is known for Arnold & Porter is well regarded in the banking regulatory space, advising clients in connection with a broad range of regulatory compliance and enforcement matters. Strong experience interfacing with both state and federal regulatory agencies on behalf

Financial Services Regulation Broker Dealer (Compliance)
Senior Statespeople
Senior Statespeople: distinguished older partners
Nazareth Annette Davis Polk & Wardwell LLP *
Leading Individuals
Band 1
Callcott W Hardy Sidley Austin LLP *
Lee Yoon-Young WilmerHale
Lofchie Steven Norton Rose Fulbright (ORL) ◇
Owens Andre WilmerHale
Stone Steven W Morgan, Lewis & Bockius LLP
Wink Stephen Latham & Watkins LLP *
Band 2
Burns James Cleary Gottlieb Steen & Hamilton LLP *
Campion Kevin Sidley Austin LLP
Grafton Susan Dechert LLP
Kroll Amy Morgan, Lewis & Bockius LLP
Lloyd Colin Sullivan & Cromwell LLP *
Newman Bruce H WilmerHale
Nicolas Stephanie WilmerHale
Pruitt Laura S Jones Day
Robins Jeffrey L Debevoise & Plimpton LLP
Stettner Barbara A&O Shearman *
Zweihorn Zachary Davis Polk & Wardwell LLP *
Band 3
Ayanian John V McGuireWoods LLP *
Comstock Matthew Willkie Farr & Gallagher LLP *
Freeman Jr David F Arnold & Porter
Hammer Brandon M Cleary Gottlieb Steen & Hamilton *
Hemmerich Steffen Mayer Brown LLP *
Kirsch Clifford E Eversheds Sutherland (US) LLP *
Losurdo Nicholas Goodwin *
Patel Nihal Fried, Frank, Harris, Shriver & Jacobson LLP
Rail Brynn Ropes & Gray LLP (ORL) ◇ *
Rainero Julian Schulte Roth & Zabel LLP
Sacks Russell D King & Spalding LLP (ORL) ◇ *
Smith Holly Eversheds Sutherland (US) LLP *
Up-and-coming individuals
Morton Jennifer A&O Shearman *

of banking holding companies, insurance companies and e-commerce businesses, among others. Benefits from the firm's clout in ancillary areas such as antitrust, tax and ERISA. Also represents clients in connection with legislative matters, including Congressional hearings and investigations.

Strengths

"Regardless of what matter we engage them on, they have the right team to assist and provide exceptional guidance."

"The team is incredibly responsive and goes above and beyond in every way."

"Arnold & Porter provides comprehensive analysis and detailed advice on complex issues in a timely manner."

Work highlights Arnold & Porter represented Sterling Bank & Trust, FSB/Sterling Bancorp in parallel enforcement proceedings, including investigations by the OCC, DOJ and SEC.

Notable practitioners

Richard Alexander is noted as a go-to attorney for high profile investigation and enforcement matters involving financial institutions. He has resolved many cases before regulatory agencies, including the SEC, FDIC and OCC, and is specialized in AML disputes. **Robert Azarow** leads the firm's financial services transaction group and is

Financial Services Regulation Broker Dealer (Enforcement)
Leading Individuals
Band 1
Callcott W Hardy <i>Sidley Austin LLP*</i>
Mitchell Elizabeth <i>WilmerHale</i>
Band 2
Aaron Wayne <i>Katten*</i>
Gordy Emily <i>King & Spalding LLP (ORL) ♦*</i>
Gray Elizabeth P <i>Willkie Farr & Gallagher LLP*</i>
Haas Cheryl L <i>McGuireWoods LLP*</i>
Hogan Elizabeth <i>McGuireWoods LLP*</i>
Indek Ben <i>Morgan, Lewis & Bockius LLP</i>
Rubin Brian L <i>Eversheds Sutherland (US) LLP*</i>
Schroeder Susan <i>WilmerHale</i>
Wishengrad David <i>Cahill Gordon & Reindel LLP</i>
* Indicates individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

skilled at helping clients obtain regulatory relief in a range of corporate and financial transactions. **Strengths:** “He always has an eye towards the future and does a good job of preparing us for where the regulators are heading.” “Robert is a talented attorney that quickly interprets complex transactions. He brings value through strategic recommendations that maximize positions of strength for his clients.” **Michael Mancusi** is highlighted for his standout work representing financial institutions in government investigations and regulatory enforcement actions. **Strengths:** “He is a talented practitioner.” **Kevin Toomey** (see p.720) is regularly sought out by major financial institutions to provide leadership in enforcements proceedings involving multiple government agencies such as the SEC and OCC. **Strengths:** “He digs into the details in a way that inspires confidence.” “Kevin’s expertise in bank regulatory matters is invaluable and his response time is excellent.” “Kevin has been phenomenal to work with. He is professional, capable and effective with his guidance and representation.” **David Freeman** is recognized for his extensive proficiency as a bank regulatory lawyer. **Strengths:** “David makes incredibly complicated topics relatively simple. He provides concise advice on a timely basis.” “He is very creative, knowledgeable and practical.” “David is a stellar lawyer with sound risk-based analysis skills.” **Amber Hay** (see p.580) is particularly adept at representing traditional financial services institutions in their interactions with regulators, including the FDIC and OFAC. **Strengths:** “Amber has deep expertise and excellent client service. She is prompt, efficient and on point.” “She provides actionable and sound advice.”

Ballard Spahr LLP

What the team is known for Ballard Spahr LLP is an esteemed group noted for its work with banks and non-banks on the full spread of consumer finance regulatory matters, including credit card, mortgage and auto finance issues. Harbors expertise pertaining to FinTech areas such as telemarketing, e-commerce and prepaid cards. Provides robust representation in CFPB enforcement actions, arbitrations and litigation. Capable of supporting clients at both state and federal regulatory levels.

Financial Services Regulation Consumer Finance (Compliance)
Leading Firms
Band 1
Mayer Brown LLP
Orrick, Herrington & Sutcliffe LLP
Band 2
Ballard Spahr LLP
Goodwin
Sidley Austin LLP
Troutman Pepper
Band 3
Alston & Bird LLP
Bradley Arant Boulton Cummings LLP
Cooley LLP
Dentons LLP
Hudson Cook LLP
McGlinchey Stafford
Mitchell Sandler
Morrison Foerster
Weiner Brodsky Kider PC

Strengths

“The team impresses, is extremely thorough and they are excellent communicators.”
“The team is great to work with, responsive and strategic.”

Work highlights Ballard Spahr LLP assisted several clients with examinations, investigations and enforcement actions by state mortgage banking regulators, the CFPB and the Department of Housing and Urban Development, addressing both federal and state law compliance matters.

Notable practitioners

Alan Kaplinsky is an esteemed figure in the consumer finance space with a wealth of experience across compliance and enforcement matters. **Strengths:** “He’s a top notch practitioner.” **Richard Andreano** brings to bear over three decades of experience when advising clients on consumer finance matters. He is particularly seasoned in mortgage regulatory issues and often counsels on the Fair Housing Act and Home Mortgage Disclosure Act. **Strengths:** “He is so thoughtful and so creative.” “Rich is encyclopedic on mortgage law and he’s incredibly smart.” Consumer finance expert **John Culhane** is well regarded for his expertise in a wide range of issues, including CFPB rule-settings and complex payments law matters. **Strengths:** “John is excellent, his knowledge of the laws and ability to present them well is superior.”

Barack Ferrazzano Kirschbaum & Nagelberg LLP

What the team is known for Barack Ferrazzano Kirschbaum & Nagelberg LLP has a broad practice covering the representation of both private and public financial institutions in diverse transactions. Attorneys offer clients the benefit of comprehensive experience in bank M&A matters, including the securing of regulatory approvals for stock acquisitions and spin-off transactions. Sought after by a wide variety of clients, including leading banks, financial advisers and bank holding companies.

Strengths

“Barack Ferrazzano Kirschbaum & Nagelberg consistently provides sophisticated legal work.”

Financial Services Regulation Consumer Finance (Compliance)
Senior Statespeople
Senior Statespeople: distinguished older partners
Fischer L Richard <i>Morrison Foerster*</i>
Kolar Joseph M <i>Orrick, Herrington & Sutcliffe LLP</i>
Platt Laurence E <i>Mayer Brown LLP*</i>
Leading Individuals
Band 1
Furletti Mark J <i>Troutman Pepper*</i>
Kaplan Steven M <i>Mayer Brown LLP*</i>
Kaplinsky Alan S <i>Ballard Spahr LLP</i>
Band 2
Campisi Lauren E <i>Hinshaw & Culbertson LLP (ORL) ♦</i>
Naimon Jeffrey <i>Orrick, Herrington & Sutcliffe LLP</i>
Rockwell Clinton <i>Orrick, Herrington & Sutcliffe LLP</i>
Teitelbaum David E <i>Sidley Austin LLP*</i>
Weissgold Nanci <i>Alston & Bird LLP*</i>
Zalenski Walter E <i>Orrick, Herrington & Sutcliffe LLP</i>
Band 3
Andreano Richard <i>Ballard Spahr LLP</i>
Benoit Michael A. <i>Hudson Cook, LLP</i>
Culhane, Jr. John L. <i>Ballard Spahr LLP</i>
Edelman Mark S <i>McGlinchey Stafford</i>
Frush Munro Nicole <i>Hudson Cook LLP</i>
Harris Gutierrez Franca <i>WilmerHale</i>
Holahan John <i>Dentons LLP</i>
Kider Mitchell H. <i>Weiner Brodsky Kider PC</i>
Kromer John <i>Orrick, Herrington & Sutcliffe LLP</i>
Mitchell Andrea <i>Mitchell Sandler</i>
Noonan L. Jean <i>Hudson Cook LLP</i>
Poindexter Obrea <i>Cooley LLP</i>
Richards Haydn <i>Bradley Arant Boulton Cummings LLP</i>
Rosenblum Jeremy T <i>Troutman Pepper*</i>
Savoie Robert <i>McGlinchey Stafford</i>
Band 4
Auchterlonie Sarah <i>Brownstein Hyatt Farber (ORL) ♦</i>
Bigart Andrew <i>Venable LLP (ORL) ♦*</i>
Daniel Chris <i>Paul Hastings LLP*</i>
Feinberg Joel <i>Sidley Austin LLP*</i>
Kawski Marci <i>Husch Blackwell LLP (ORL) ♦</i>
Lamberg Gretchen E. <i>Sidley Austin LLP*</i>
Lipinski Kelly <i>McGlinchey Stafford</i>
Pearson Scott <i>Manatt Phelps & Phillips LLP</i>
Smith Andrew <i>Covington & Burling LLP*</i>
Van De Weert John <i>Sidley Austin LLP</i>
Yoon Matthew <i>Dentons</i>
Up-and-coming individuals
Barringer Jeffrey <i>McGlinchey Stafford</i>
Gerrick Juliana <i>Steptoe LLP (ORL) ♦</i>
Mandell Jeremy <i>Morrison Foerster*</i>

“It is a strong team with a wealth of knowledge in all areas of SEC/corporate governance and M&A matters.”

Work highlights Barack Ferrazzano Kirschbaum & Nagelberg LLP served as legal counsel to First Miami Bancorp in its all-stock acquisition by United Community Banks.

Notable practitioners

John Freechack (see p.558) is regularly sought out by banks to advise on acquisition matters. **Strengths:** “He is a strategic partner as well as our attorney.”

Bradley Arant Boulton Cummings LLP

What the team is known for Bradley Arant Boulton Cummings LLP is a respected firm, noted for its

Financial Services Regulation Consumer Finance (Litigation)
Leading Firms
Band 1
Goodwin
Band 2
Alston & Bird LLP
Mayer Brown LLP
Band 3
Ballard Spahr LLP
Katten
Manatt Phelps & Phillips LLP
Morrison Foerster
O'Melveny & Myers LLP
Orrick, Herrington & Sutcliffe LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Troutman Pepper
WilmerHale
Leading Individuals
Star individuals
Hefferon Thomas M <i>Goodwin</i>
Band 1
Agoglia Michael J <i>Alston & Bird LLP*</i>
Hietko Valerie <i>Covington & Burling LLP*</i>
Levine Noah <i>WilmerHale</i>
Raman Anand S <i>Skadden, Arps, Slate, Meagher*</i>
Strickland Julia <i>Steptoe LLP (ORL) ♦</i>
Band 2
Gottlieb Richard E <i>Glaser, Weil, Fink, Howard (ORL) ♦*</i>
Nale Lucia <i>Mayer Brown LLP*</i>
Richter Stuart <i>Katten</i>
Schoenthal Allison <i>Goodwin*</i>
Band 3
Brown Brooks R <i>Goodwin*</i>
Heller William P <i>Akerman LLP (ORL) ♦*</i>
Lynch John C <i>Troutman Pepper*</i>
McGuire James <i>Orrick, Herrington & Sutcliffe LLP</i>
McKeen Elizabeth <i>O'Melveny & Myers LLP</i>
Mogilnicki Eric <i>Covington & Burling LLP*</i>
Mowrey Robert T <i>Locke Lord LLP (ORL) ♦*</i>
Sheldon Matthew <i>Goodwin*</i>
Willis Chris J <i>Troutman Pepper*</i>
<i>* Indicates individual with profile.</i>
<i>♦ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

Financial Services Regulation Consumer Finance (Enforcement & Investigations)
Leading Firms
Band 1
Covington & Burling LLP
Paul Hastings LLP
Band 2
Alston & Bird LLP
Ballard Spahr LLP
Bradley Arant Boult Cummings LLP
Cooley LLP
Mayer Brown LLP
Orrick, Herrington & Sutcliffe LLP
Troutman Pepper
Band 3
Goodwin
Skadden, Arps, Slate, Meagher & Flom LLP
Leading Individuals
Band 1
Kaplinsky Alan S <i>Ballard Spahr LLP</i>
Mogilnicki Eric <i>Covington & Burling LLP*</i>
Raman Anand S <i>Skadden, Arps, Slate, Meagher & Flom*</i>
Redding John <i>Alston & Bird LLP*</i>
Tucker Jonice Gray <i>Paul Hastings LLP*</i>
Veta D Jean <i>Covington & Burling LLP*</i>
Willis Chris J <i>Troutman Pepper*</i>
Band 2
Lev Ori <i>Mayer Brown LLP*</i>
Rogers Michelle L <i>Cooley LLP</i>
Rose-Smith Sabrina <i>Goodwin*</i>
Band 3
Alexis Anthony <i>Goodwin*</i>
Andreano Richard <i>Ballard Spahr LLP</i>
Baker Allyson <i>Paul Hastings LLP</i>
Culhane, Jr. John L <i>Ballard Spahr LLP</i>
Kim James <i>Troutman Pepper*</i>
Maddox Robert <i>Bradley Arant Boult Cummings LLP</i>
Pearson Scott <i>Manatt Phelps & Phillips LLP</i>
Previn Matthew <i>Paul Hastings LLP*</i>
Schilling Andrew <i>Schilling Law LLC (ORL) ♦*</i>
Shinohara Tori <i>Mayer Brown LLP*</i>
Van De Weert John <i>Sidley Austin LLP</i>
Weissgold Nanci <i>Alston & Bird LLP*</i>

Financial Services Regulation Financial Institutions M&A
Leading Firms
Band 1
Sullivan & Cromwell LLP
Wachtell, Lipton, Rosen & Katz
Band 2
Davis Polk & Wardwell LLP
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Band 3
Alston & Bird LLP
Barack Ferrazzano Kirschbaum & Nagelberg LLP
Cleary Gottlieb Steen & Hamilton LLP
Covington & Burling LLP
Debevoise & Plimpton LLP
Dechert LLP
Goodwin
Leading Individuals
Star individuals
Cohen H Rodgin <i>Sullivan & Cromwell LLP*</i>
Herlihy Edward D <i>Wachtell, Lipton, Rosen & Katz</i>
Meyerson Lee <i>Simpson Thacher & Bartlett LLP</i>
Band 1
De Ghenghi Luigi L <i>Davis Polk & Wardwell LLP*</i>
Eitel Mitchell S <i>Sullivan & Cromwell LLP*</i>
Guyann Randall <i>Davis Polk & Wardwell LLP*</i>
Band 2
Christiansen Brian <i>Simpson Thacher & Bartlett LLP*</i>
Demmo Nicholas G <i>Wachtell, Lipton, Rosen & Katz*</i>
Gerlach C. Andrew <i>Sullivan & Cromwell LLP*</i>
Kim Richard K <i>Wachtell, Lipton, Rosen & Katz*</i>
Lyons Gregory J <i>Debevoise & Plimpton LLP</i>
Menting Mark J <i>Sullivan & Cromwell LLP*</i>
Mickisch Sven <i>Simpson Thacher & Bartlett LLP*</i>
Potter Nicholas F <i>Debevoise & Plimpton LLP</i>
Vitale Joseph P <i>Fried, Frank, Harris, Shriver & Jacobson</i>
Band 3
Azarow Robert <i>Arnold & Porter</i>
Brill Jeffrey A <i>Skadden, Arps, Slate, Meagher & Flom*</i>
Brown Sanford M <i>Alston & Bird LLP*</i>
Bush Derek M <i>Cleary Gottlieb Steen & Hamilton LLP*</i>
Conner Frank (Rusty) <i>Covington & Burling LLP*</i>
Cooper Elizabeth A <i>Simpson Thacher & Bartlett LLP*</i>
Freechack John E <i>Barack Ferrazzano Kirschbaum*</i>
Kirby Samantha <i>Goodwin*</i>
Salley Stephen <i>Sullivan & Cromwell LLP*</i>
Up-and-coming individuals
Fishman Jared <i>Sullivan & Cromwell LLP*</i>

formidable resources with respect to consumer finance regulatory matters. Conducts broad-ranging work on behalf of companies in the mortgage industry, including responding to actions and investigations by the CFPB, OCC and FDIC, as well as advising on strategic M&A transactions. Other clients include commercial banks, credit card companies and investment banks.

Strengths

"The firm's depth is significant and their ability to provide direction is much appreciated."

"The team at Bradley reliably and consistently simplify complex legal issues."

"The Bradley team provides top tier advocacy."

Work highlights Bradley Arant Boult Cummings LLP counseled the American Bankers Association on mortgage servicing-related issues.

Notable practitioners

Robert Maddox regularly counsels mortgage lenders facing investigations and enforcement action by the SEC, CFPB and HUD. **Strengths:** *"Robert is always willing to assist with a variety*

of projects and will always keep in mind the goals of the client." *"His strengths include deep subject matter expertise on mortgages and an ability to think about solutions and the path forward."* *"Robert's advice is invaluable. He provides solid and effective advice that goes beyond just legal issues."*

Haydn Richards is a major name in the consumer financial legal industry. He is noted for his outstanding legal expertise in complex regulatory matters, with a particular focus on mortgage-related issues. **Strengths:** *"He is very effective, efficient and understands clients' needs."*

Bressler, Amery & Ross, P.C.

What the team is known for Bressler, Amery & Ross, P.C. boasts a strong team of lawyers with impressive expertise in defending clients from the securities industry in regulatory investigations and proceedings. The team is regularly engaged to advise broker-dealers in SEC and FINRA investigations. The group also offers guidance on US and international compliance matters, including those related to state laws and local ordinance.

Strengths

"The firm has a high level of commercial awareness and provides practical advice."

Notable practitioners

Andrew Sidman, head of the firm's financial institutions regulatory defense practice, is a key contact in New York.

Cahill Gordon & Reindel LLP

What the team is known for Cahill Gordon & Reindel LLP is a respected team, particularly highlighted for its strong record in the broker-dealer space. The team regularly advises significant clients on investigations and regulatory enforcement matters.

Strengths

"Cahill Gordon provides outstanding advice and identifies core issues in complex matters."

"The team has excellent awareness of our business challenges and are always mindful of those considerations."

"The team is very comprehensive, efficient and they take a lot of the management of the matter, which is really valuable."

Notable practitioners

David Wishengrad focuses his practice on broker-dealer regulatory matters. He is often sought out by banks to advise on compliance matters, including issues with cross-border elements. He is also experienced in providing counsel on SEC investigations. **Strengths:** *"David provides very solid advice. He is reliable, engaging and has a quick turnaround."*

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP is a highly respected team comprising a number of former regulators and prosecutors, and recognized for its expertise in the banking, broker-dealer and M&A spaces. Provides cutting-edge insight into regulatory issues impacting financial institutions, and has played a leading role in guiding clients through the implementation of the Dodd-Frank reforms. Offers a fine track record in connection with investigations and enforcement proceedings brought by the regulatory agencies. Has an increasing focus on complex regulatory matters at the intersection of banking, securities and derivatives law.

Strengths

"The firm demonstrates a superior ability to understand business needs quickly and provide proactive and expert legal support and guidance."

"Cleary's bank regulatory and derivatives regulatory teams are exceptional. They have a deep bench of talented attorneys to cover our needs in these areas."

"The lawyers are very responsive and their responses are always to the point. Their business sensitive recommendations and options are always appreciated."

Work highlights Cleary Gottlieb Steen & Hamilton LLP advised ING Bank in the structuring of its US financial services activities, including obtaining Federal Reserve approval for a new US representative office in Texas.

Notable practitioners

Derek Bush (see p.517) is a market-leading expert on issues of bank regulation, and routinely advises clients on Volcker Rule compliance and other directives under the Dodd-Frank Act. He is also skilled at representing financial institutions in major M&A. **Strengths:** *"He's really good at giving practical advice on how to interact with our regulators in the US, how to apply the rules, and helping us navigate challenging situations."* *"Derek has tons of experience, lots of connections at the regulators and a proven record."* *"Derek provides holistic, big-picture advice and is extremely knowledgeable. He brings really great perspectives."* **Hugh Conroy** (see p.531) is sought after by domestic and international financial institutions for the strength of his advice on diverse issues, including compliance with the Dodd-Frank Act. **Strengths:** *"He is really great at analyzing the complexity of banking products and applying that to US regulatory requirements."* *"Hugh is an incredibly talented attorney*

who provides outstanding client service in a manner reflective of a deep awareness of market practices."

"He offers really top notch, thoughtful and helpful advice." **James Burns** (see p.516) is noted for his high level experience at the SEC and his ability to advise major clearing houses on regulatory questions. **Strengths:** *"Jim is excellent, and gives sound and creative counsel."* **Brandon Hammer** (see p.577) capably acts for financial markets clients in a range of contexts, including cross-border advice and SEC regulations. **Strengths:** *"Brandon provides excellent client service and has incredible technical expertise."* **Michael Krimminger** (see p.614) leverages over 20 years of prior experience at the FDIC when advising his clients and is considered a go-to port of call for assistance with diverse bank regulatory matters. He is held in high regard for his ability to provide counsel on resolution planning requirements. **Patrick Fuller** (see p.560) is a highly regarded practitioner, noted for his outstanding expertise on a wide range of bank regulatory matters. He has notable experience of advising clients on compliance issues concerning financial technology. **Strengths:** *"Patrick brings practical solutions to complex problems."* *"He provides targeted and well-considered advice, delivered with maximum efficiency."* *"He gives very good practical advice. He's very attentive and understands the intersection of a lot of the different rules."* Rising star **Lauren Semrad** (see p.696) is noted for her work assisting clients with debanking and strategic compliance advice on a national and global scale. **Strengths:** *"She always provides sound legal advice and thoughtful answers."* *"Lauren is a sophisticated lawyer, she is highly responsive and great to work with."*

Cooley LLP

What the team is known for Cooley LLP is a well-regarded firm in the field of financial services regulation and more specifically consumer finance matters. The team is adept at handling investigation and enforcement actions brought by the CFPB, DOJ and FTC for a range of clients including banks, non-banks and FinTechs.

Strengths

"The team has a great depth of knowledge on consumer regulatory matters, including emerging issues and trends."

"The Cooley attorneys keep us well-informed of changes that affect our business and they understand how our business works."

"The team's work and advocacy on matters of both procedural and substantive complexity is uniformly excellent."

Work highlights Cooley LLP represented Carington Mortgage Services in the CFPB's first-ever CARES Act enforcement action.

Notable practitioners

Michelle Rogers routinely advises banks and non-bank mortgage lenders facing regulatory scrutiny, often acting for her clients in high-stakes enforcement actions. **Strengths:** *"Michelle is very methodical in her approach."* *"Michelle is a tireless advocate for her clients. She has extraordinary knowledge of the CFPB and state consumer financial protection agencies."* *"She is extremely smart, effective and a great communicator."* **Obrea Poindexter** is a noted expert in the legislative

and regulatory issues of consumer finance. She is particularly skilled at advising clients on payments law matters. **Strengths:** *"Obrea is terrific. She is very plugged in to what is going on in the industry and provides thoughtful, practical advice."* *"She adds value, offers reasonable solutions and is business-minded."* *"Obrea is a trusted advisor. Her advice is comprehensive, strategic and practical."*

Covington & Burling LLP

What the team is known for Covington & Burling LLP is an established presence in the regulatory arena with a strong showing in Washington, DC. Continues to impress across the banking compliance and enforcement spaces and is recommended for the depth of its political connections. Noted strength in FinTech, data privacy and anti-money laundering, among other areas. Frequently engaged to represent financial institutions in investigations by the CFPB, among other regulatory authorities. Clients of the firm include multinational banks, credit card companies and other financial institutions.

Strengths

"Covington's depth and breadth is exceptional, including on regulatory matters as well as understanding the FinTech space."

"The firm consistently provides thorough research on the legal landscape, thoughtful and practical advice, and insight into industry practices."

"The firm has an excellent track record in handling highly complex legal matters and its attorneys demonstrate exceptional judgement in providing legal and business advice to its clients."

"Covington is very practical and has a good business sense."

Work highlights Covington & Burling LLP represented Cross River Bank in its consent order with the FDIC.

Notable practitioners

Valerie Hletko (see p.585) is an experienced litigator with a robust grounding in consumer protection laws. She is particularly noted for her expertise in fair lending matters. **Strengths:** *"She is terrific. She understands the issues and how to present them."* *"She is a great attorney. Valerie is very efficient and smart."* **Jean Veta** (see p.727) is a leading name in the financial services field, noted for her expert counsel on bank-related examination, enforcement and compliance issues.

Strengths: *"Jean has a commanding knowledge of the law, excellent judgement and a passion for zealous representation of her client."* *"Jean always delivers high quality written work product and she has a gift of developing effective strategies to achieve a successful outcome."* *"She has tons of legal acumen and can efficiently run a team to make sure you're firing on all cylinders."* **Frank Conner** (see p.531) is held in high regard for his seasoned expertise in M&A. He frequently represents a wide range of banking industry participants in major transactions. **Eric Mogilnicki** (see p.645) brings to bear two decades of experience in the financial services sector when representing clients. He is particularly noted for his expertise in CFPB matters. **Strengths:** *"He has enormous breadth of experience and is really at the very top of the practice."* *"Eric is excellent. He is a very eloquent writer, very knowledgeable about the regu-*

lations and familiar with the political sensitivities.” Washington-based **Michael Nonaka** (see p.654) is cochair of the firm’s financial services group. He has experience of advising banks and financial institutions on a range of issues, including regulatory licensing, anti-money laundering and FinTech matters. **Strengths:** “Michael has incredible depth of knowledge and is fantastic in times of crisis.” “He can really help a business with the problems they’re facing and understands what advice is helpful.” “Mike provides clear, thoughtful guidance no matter how complex the situation. He is able to easily adapt over a variety of issues.” **Andrew Smith** (see p.704) regularly advises clients on major consumer financial issues. He is particularly noted for his expertise on FTC regulations and the Fair Credit Reporting Act. **Strengths:** “He has encyclopedic knowledge of regulatory statutes and provides a holistic view in a way that everyone can understand.” “Andrew has exceptional industry knowledge of regulatory issues.” “He is an extremely accomplished financial services lawyer.” Noted lawyer **Randy Benjenk** (see p.502) is well regarded for his regulatory practice, which sees him assisting a range of domestic and international banks with diverse compliance matters. **Strengths:** “He provides solid advice and counsel on bank regulations and puts that advice into practical and workable solutions.” “Randy is highly experienced and a very capable attorney. He is very responsive to the needs of his clients.” “Randy Benjenk is an outstanding bank regulatory lawyer.” **Nikhil Gore** (see p.571) focuses his practice on regulatory issues for financial institutions and global corporations. He is noted for his breadth of experience, which includes fair lending and FinTech. **Strengths:** “He is highly knowledgeable about financial services regulatory matters and has a strong command of the law and requirements.” “Nikhil has a very strong pulse on what’s going on in the regulatory world to help strike the right balance.”

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine LLP is well noted for its strength in advising domestic and international clients on banking regulations. The group provides insight on chartering and structuring issues. The team also has extensive experience in handling both transactional and enforcement matters. Also boasts expertise in FinTech.

Strengths

“Davis Wright Tremaine has the sophistication and expertise to respond in an efficient manner.”

“The lawyers are astute, practical and creative.”

“The firm is top notch in service and responsiveness.”

Work highlights Davis Wright Tremaine LLP advised a large broker-dealer seeking SEC staff no-action relief from certain custody-related broker-dealer financial and operational requirements.

Notable practitioners

Mark Attar is a key contact based in the firm’s Washington D.C. office.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP maintains its position at the forefront of the financial services regulatory space as the first port of call for institutions seeking up-to-date expertise. A market-leading offering in banking regulatory compliance is bolstered by strong showings in banking enforcement and transactional matters and the broker-dealer regulatory space. Helps bring to fruition sophisticated M&A deals involving financial institutions. Marries traditional legal acumen and experience with the innovative use of technology, producing the industry-standard policy and procedure manual for Volcker matters and a subscription-based Regulatory Tracker. Also noted for its knowledge of global regulatory systems, including the Basel III capital and liquidity rules.

Strengths

“The team has world-class expertise. They provide sophisticated and practical perspectives on complex matters, balancing options and understanding risks.”

“Davis Polk & Wardwell is a sophisticated law firm with in-depth knowledge of the FINRA regulatory landscape.”

“They are very solutions-oriented, they are practical and commercially astute.”

Work highlights Davis Polk & Wardwell LLP advised 11 of the largest US banks in making \$30 billion in uninsured deposits into First Republic Bank.

Notable practitioners

Former SEC director **Annette Nazareth** (see p.652) possesses great insight into the regulatory challenges faced by broker-dealers and their affiliated organizations. She is renowned for her ability to advise clients on SEC enforcement proceedings and ensure their compliance with a wide range of regulatory agencies. **Randall Guynn** (see p.576) continues to enjoy a stellar reputation for his work in financial services law. He is an excellent choice of counsel for the most complex bank regulatory challenges and major M&A transactions. **Strengths:** “Randy is an outstanding practitioner and an outstanding legal mind. He also has a very good sense of cross-border issues.” “He has exceptional depth of knowledge in the bank regulatory sphere.” **Luigi De Ghenghi** (see p.539) is a leading practitioner of financial services law, offering broad-ranging expertise in bank regulatory matters and M&A transactions. **Strengths:** “He is really technically strong and has a lot of in-depth knowledge and expertise in complex areas of the law.” “Luigi is a preeminent bank regulatory and compliance lawyer.”

Margaret Tahyar (see p.715) comes equipped with extensive legal acumen in financial regulatory matters. She regularly advises domestic and international banks, as well as FinTech companies, on cutting-edge compliance issues. **Strengths:** “Margaret is very clear in explaining complicated things to those who are not banking lawyers.” “She is a brilliant lawyer and very much considered a thought leader in the bank regulatory space.” **Zachary Zweihorn** (see p.743) regularly advises broker-dealers on strategic transactions and the associated regulatory requirements. He is recognized for providing clients with a comprehensive overview of SEC and

FINRA rules. **Strengths:** “He is very knowledgeable and great at explaining concepts in an understandable way. He gives practical advice and is very smart.” “Zach is sharp, has a vast command of details and is able to craft new and workable solutions. He helps solve problems in an elegant and workable way.” “Zach is an excellent broker-dealer regulatory attorney.” **Gabriel Rosenberg** (see p.683) helps clients navigate the complex repercussions of regulatory reform in the financial services sector. He routinely counsels financial institutions on their compliance with the latest changes in state and federal legislation, including all aspects of the Dodd-Frank Act. **Strengths:** “He has his finger on the pulse of emerging financial tech questions. He is organized and practical.” “He is my go-to for things that don’t fit squarely into singular legal analysis. His knowledge is spectacular.” “Gabriel is a really sharp lawyer.” **Daniel Stipano** (see p.712) is a strong choice for advisory assistance on challenging bank regulatory and enforcement matters. He is particularly experienced with respect to the methods of the OCC. **Strengths:** “He is a subject matter expert, particularly for the intricacies of dealing with certain rules.” “Dan Stipano has a ton of knowledge and is super practical.” **David Portilla** (see p.672) focuses his practice on all aspects of banking regulation, representing both US and non-US financial institutions. He is particularly sought after for his insights on the Dodd-Frank Act and amendments to the Volcker Rule. **Strengths:** “David is very constructive and very focused on looking at the client’s perspective.” “David Portilla is just fantastic. He is knowledgeable and practical.” “He is very practical in his advice and really delivers on the client service side of things.”

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP is recognized for having developed a diverse banking and financial institutions practice. Particularly noted for its handling of regulatory compliance and transactional matters at the intersection of the banking and insurance sectors, while also impressing in connection with state and federal government investigations and regulatory enforcement actions. Maintains close ties with other departments, including litigation, private equity and M&A, to deliver a robust and rounded service. Benefits from the experience of alumni of a number of major regulatory bodies, including the SEC, the Federal Reserve Board and the US Treasury.

Strengths

“The team is very responsive and dedicated to excellent client service. They coordinate very well in the background and anticipate our needs.”

“The firm is comfortable with complexity and help us develop the right strategies to execute on complex matters.”

“The partners are all top subject matter experts and very responsive. The bench strength is outstanding.”

Work highlights Debevoise & Plimpton LLP advised Fortitude Re in its \$28 billion reinsurance transaction with The Lincoln National Life Insurance Company.

Notable practitioners

Satish Kini remains a noted expert on emerging regulatory issues in the banking space. He regularly advises banks and other financial institutions on data privacy, AML and Volcker Rule compliance. **Strengths:** “He is very knowledgeable in this space and very pragmatic.” “He is highly responsive, thoughtful and thorough.” “Satish Kini is a very good writer; he’s efficient and he understands the law well.” **Gregory Lyons** provides comprehensive transactional and regulatory advice to financial services firms. He routinely helps clients achieve compliance with state and federal banking regulations, including those of the SEC, FDIC and OCC. **Strengths:** “Gregory is tireless and continually searches for solutions.” “He has a good sense of the business imperatives and is an outstanding lawyer.” “He’s extremely knowledgeable in the banking space and draws upon his historical knowledge to help solve problems.” **Nicholas Potter** maintains a successful practice, which is focused on major transactions in the insurance sector. He also coheads the firm’s financial institutions department. **Jeffrey Robins** is distinguished by the strength of his broker-dealer compliance practice, which sees him acting for a wide range of securities market participants. He is particularly adept at advising on cross-border regulatory matters. **Strengths:** “He has a deep understanding of market practices and conventions.” “He’s great to work with and always brings a practical and pragmatic approach.” Up-and-coming attorney **Caroline Swett** is frequently called to advise banking clients and other financial institutions on a host of compliance matters often surrounding conduct risk and crypto-asset activities. **Strengths:** “From an expertise perspective she’s great; she’s also got a really practical and pragmatic approach.” “Caroline is phenomenal. She is very responsive and very good technically.” **Chen Xu** is relied upon for his impressive capabilities in bank regulatory matters and is often touted for his particularly standout expertise in capital requirement issues. **Strengths:** “He’s extremely responsive and does really high quality work.” “Chen is super responsive, very technically capable on highly complex analysis and has a lot of market knowledge.”

Dechert LLP

What the team is known for Dechert LLP is noted for its breadth of work in the financial institutions M&A sector. The team capably advises clients on a range of issues arising from transactions, including for private equity companies and major financial institutions.

Strengths

“Dechert are knowledgeable about the law and importantly market standard terms.”

“Dechert lawyers have a lot of experience.”

“The attorneys are consistently very responsive and service oriented.”

Work highlights Dechert LLP advised ROBO Global in the sale of its index suite to VettaFi.

Notable practitioners

Susan Grafton demonstrates strength advising global broker-dealers and investment banks on a comprehensive range of regulatory matters. Her compliance expertise encompasses, among other areas, SEC, FINRA and CFTC regulations.

Dentons LLP

What the team is known for Dentons is a highly regarded practice, recognized for its extensive bench of consumer finance experts. Handles a comprehensive set of consumer regulatory issues faced by mortgage lenders, hedge funds and banks, among many other clients. Seasoned in advising on regulatory changes implemented by the CFPB.

Strengths

“The firm has subject matter experts in compliance and regulatory issues.”

“The consumer regulatory team always provides excellent client service. They make it a priority to be responsive and efficient when dealing with clients.”

Work highlights Dentons represented Credit Suisse as lender in connection with a \$100 million novel financing facility for Wander.com.

Notable practitioners

John Holahan has a background of demonstrated success advising leading industry participants on their compliance with consumer financial law. He is often sought out by clients for his expertise in fair lending legislation and the regulations of the CFPB. **Strengths:** “John is excellent and a pleasure to work with.” “John is extremely knowledgeable.” **Matthew Yoon** is a highly skilled consumer financial regulatory lawyer. He stands out for his expertise in consumer lending law, including the Truth in Lending Act and Fair Debt Collection Practices Act. **Strengths:** “Matt Yoon is a very knowledgeable attorney.” “His help with regulatory analysis of companies is invaluable.”

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland (US) LLP is a well-regarded firm which houses a rounded team of attorneys, equipped to advise on diverse securities law matters. Regulatory expertise in the broker-dealer space is strengthened by vast experience defending enforcement actions brought by a range of authorities including the SEC and FINRA. Noted for its skillful representation of a varied client base, which includes banks, brokerages and investment funds.

Strengths

“The team is experienced, practical and well-connected in the industry.”

“The attorneys in the group have the knowledge and expertise to handle complex and sophisticated matters.”

“The team is able to identify the key issues quickly and suggest pragmatic solutions.”

Work highlights. Eversheds Sutherland (US) LLP represented a coalition of broker-dealers in a variety of dealings with FINRA, helping to shape its rulemakings.

Notable practitioners

Brian Rubin (see p.685) routinely represents broker-dealers and other financial institutions in connection with challenging regulatory, enforcement and administrative actions. **Strengths:** “Brian is highly regarded for his level of knowledge, expertise and responsiveness.” **Clifford Kirsch** (see p.609) utilizes his previous experience at the SEC to advise broker-dealer and investment adviser clients on a range of issues, such as the impact of the SEC’s Regulation Best Interest. He also has notable experience of handling matters involving

the FINRA. **Strengths:** “He is a highly respected attorney in this space.” Noted attorney **Holly Smith** (see p.705) is an expert on broker-dealer compliance issues. She offers additional skills in cybersecurity and privacy matters. **Strengths:** “Holly is a very strong lawyer with deep knowledge in her area of expertise.” “Holly has a wealth of experience and a broad perspective. We love working with her.”

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP is recognized for its expansive broker-dealer practice. Significant and often global clients bring complex compliance and enforcement matters surrounding actions and changes by the SEC, FINRA and other regulators. Also noted for its expertise in derivatives litigation.

Strengths

“The team is very experienced and consistently provides practical advice.”

“They are totally client-focused and understand the ins and outs of our business.”

“The team is a walking library of regulatory insight.”

Work highlights Fried, Frank, Harris, Shriver & Jacobson LLP advised clients in the structured products market on the regulatory and compliance issues that arise in the distribution of certain security products to investors.

Notable practitioners

Nihal Patel has extensive experience of handling a range of broker-dealer related compliance issues, including Dodd-Frank protocols. **Strengths:** “Nihal Patel is very well-versed in the regulations and he is commercial.” “Nihal is a great resource.” **Joseph Vitale** is an expert on emerging trends in the bank regulatory space and is equally recognized for his proficiency in M&A. **Strengths:** “He’s really great at explaining complex concepts in a way that is very understandable.” “Joe is very experienced and provides practical advice.”

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is an established practice noted for its prowess in defending major clients in high-stakes financial litigation. Attorneys at the firm are equally skilled at advising clients on investigations and enforcement proceedings brought by a range of regulatory authorities, including the SEC, CFPB and OFAC. Further expertise displayed across a wide spectrum of bank regulatory matters.

Strengths

“Gibson, Dunn & Crutcher has very experienced attorneys who are substantively smart and also practical.”

“The team routinely advises on complex issues and consistently provides clear, actionable advice.”

“The attorneys have significant expertise and strong commercial awareness.”

Work highlights Gibson, Dunn & Crutcher LLP represented Binance Holdings in a multi-agency government investigation into alleged violations of the anti-money laundering/Bank Secrecy Act laws, criminal and civil licensing requirements, criminal and civil sanctions laws and other related statutes.

Notable practitioners

Washington-based **Stephanie Brooker** (see p.513) is cochair of the firm's financial institutions practice group. She brings extensive experience from her time at the Department of the Treasury's FinCEN to bear in investigation and enforcement matters. **Strengths:** "She's a very diligent and prepared lawyer. She is really the whole package." "Stephanie is the most even-keeled attorney and she's really good at presenting." **Kendall Day** (see p.1319) focuses his practice on contentious regulatory issues faced by traditional financial services institutions as well as FinTechs.

Goodwin

What the team is known for Goodwin has particular strength in the consumer finance space, advising in relation to regulatory compliance and enforcement, and handling class action litigation concerning such topics as mortgages, credit cards and auto finance. Also advises FinTech companies in connection with a raft of regulatory matters, including payment systems issues and privacy matters. Highly experienced at representing clients in complex litigation filed by the CFPB, SEC and DOJ.

Strengths

"Goodwin really takes the time to get to know our business; they've immersed themselves in the culture."

"Goodwin attorneys have excellent knowledge of the law and subject matter that is required for a complex case."

"The team is strong, insightful and works well together."

Work highlights Goodwin represented Brookline Bancorp in its \$313 million acquisition of PCSB Financial Corporation.

Notable practitioners

Thomas Hefferon's civil litigation practice encompasses the defense of industry-leading clients in consumer class actions and government enforcement actions. **Strengths:** "The depth of his knowledge is so tremendous and expansive." "He provides practical advice and is a go-to attorney for high risk matters." **Sabrina Rose-Smith** (see p.682) routinely defends consumer lenders against major government enforcement actions. She also often advises clients on complex examinations and investigations brought by a range of state and federal regulators. **Strengths:** "Sabrina has a great head for long term strategy, which is tremendously valuable." "She is extremely client friendly and incredibly effective in court." Cochair of Goodwin's banking and consumer financial services practice **Allison Schoenthal** (see p.693) is recognized for her experience defending clients in cases involving a broad range of consumer lending legislation. Her expertise encompasses the Truth in Lending Act, Telephone Consumer Protection Act and Fair Debt Collection Practices Act, among others. **Strengths:** "She is not only a subject-matter expert, but she prides herself on providing the absolute best client service." **Anthony Alexis** (see p.490) maintains a well-regarded consumer finance practice, which sees him acting for a range of financial institutions in investigations, examinations and enforcement proceedings. **Strengths:** "He has a very deft touch with under-

standing the CFPB." **Brooks Brown** (see p.514) regularly defends large clients in putative class action lawsuits and MDLs in consumer finance matters, often concerning mortgage loans and the Fair Housing Act. **Strengths:** "Brooks commands a room and provides deep analysis." **Samantha Kirby** (see p.2023) is recognized for her prowess as a transactional attorney, offering clients the benefit of extensive experience in M&A matters. Her expertise encompasses routine dealings with the FDIC and OCC and a wide range of state and federal regulators. **Strengths:** "She is smart and provides creative solutions to issues that arise." "She is extremely knowledgeable and her technical expertise is exceptionally strong. She is an outstanding attorney." **Nicholas Losurdo** (see p.626) is highly sought after by financial services clients for his counsel in regulatory exams by FINRA and the SEC. He is particularly experienced in the regulatory issues faced by broker-dealers. **Strengths:** "Nicholas is a great business partner. He puts information in layman's terms and is very responsive." "When I seek insightful, thoughtful and incredibly well-informed counsel on securities law and regulatory issues, Nick is my go-to." "Nick is extremely knowledgeable and passionate. He is relentless in his pursuit of favorable outcomes for his clients."

The Washington-based **Matthew Sheldon** (see p.699) has significant experience of advising large financial institutions on a range of matters, including contentious False Claims Act issues related to mortgage lending. He has experience in both the Supreme Court and Court of Appeals.

Strengths: "He is a really smart attorney with great command in this space, he is particularly effective at composing strategies to interact with regulators." "He's a creative and diligent litigator." **William Stern** (see p.711) is respected for his expertise in bank regulatory matters, offering broad capabilities in issues ranging from AML compliance to capital requirements. He has additional experience counseling financial institutions on privacy and data security concerns. **Strengths:** "Bill is a really solid and complete regulatory lawyer, who gives very smart, practical solutions." "He understands our issues and always seeks to find commercially viable solutions."

Haynes and Boone, LLP

What the team is known for Haynes and Boone, LLP is a full-service law firm, known for its impressive capabilities on international bank regulatory matters. Provides bank and non-bank clients with broad expertise regarding state and federal regulatory authorities, including the FDIC, OCC and CFTC. Lawyers at the firm are particularly skilled at advising on all aspects of the Dodd-Frank Act, including Volcker Rule compliance.

Strengths

"The team is exceptionally responsive and provides comprehensive answers to requests."

"The lawyers always understand complex issues and come up with good solutions for tough negotiation points."

"Haynes & Boone provides very creative solutions, coupled with an incredibly experienced and deep team."

Notable practitioners

Giorgio Bovenzi's compliance counsel is informed

by over two decades of legal experience. He is particularly recommended for his extensive knowledge of global banking laws. **Strengths:** "He is an expert in cross-border regulatory capital matters." "Giorgio Bovenzi is extremely knowledgeable and commercially savvy." "Giorgio has outstanding regulatory and industry knowledge. He has a particularly remarkable ability to see the big picture on a matter, whatever its size and complexity." **Craig Unterberg** impresses with his robust grounding in bank regulatory requirements, offering high-caliber compliance advice to clients on diverse issues. **Strengths:** "Craig is terrific. He is keenly attuned to market developments and is commercial in his recommendations." "Craig goes above and beyond to help his clients meet urgent or time-sensitive demands. He offers highly technical and nuanced advice."

Hudson Cook LLP

What the team is known for Hudson Cook LLP is a respected consumer finance boutique, recognized for its strength in state and federal regulatory compliance, notably including issues involving auto lending and credit finance. Other areas of expertise include mortgage finance, online non-bank lending and the use of artificial intelligence by FinTech companies. Well experienced in handling matters before the CFPB. Includes among its ranks a number of attorneys with senior regulatory experience in agencies such as the CFPB and the FTC.

Strengths

"Hudson Cook is a very good consumer finance firm."

"The firm has excellent lawyers and knows the industry."

"The team is very knowledgeable on a variety of consumer compliance laws."

Notable practitioners

Michael Benoit specializes in representing clients in the auto finance industry and is noted for his expert command of consumer financial law. **Nicole Frush Munro** is a respected practitioner of consumer financial law, noted for her success in delivering strategic compliance advice to clients facing high-stakes regulatory challenges. She has further experience of providing counsel in the proceedings of the CFPB. **Strengths:** "She does a very nice job of managing matters practically."

Jean Noonan is recognized for her extensive legal acumen in fair lending matters. She also regularly advises clients in the auto finance space on a range of complex issues. **Strengths:** "Jean Noonan is spectacular. She is really knowledgeable and very well connected." "She is a powerhouse lawyer with tremendous experience."

Jones Day

What the team is known for Jones Day possesses a strong practice with a broad base of experience in broker-dealer matters. The team boasts practitioners who have served in the SEC and Department of Justice. It has impressive expertise in advising on regulatory matters involving FINRA and other SROs, as well as state and federal securities rules. The firm is often approached by clients to provide insight into transactional activities, and has noted expertise in the FinTech industry.

Strengths

"The firm's breadth and depth of expertise is excellent, coupled with a balance of commercial considerations and market insights."

"Jones Day provides a first rate service."

"Jones Day is always able to help us sort through complex issues."

Notable practitioners

Laura Pruitt's noted compliance practice sees her highly recommended for her extensive knowledge of the regulatory laws affecting broker-dealers. She regularly advises on key directives set by the SEC and FINRA and offers particular strength in the representation of alternative trading systems. **Strengths:** *"Laura's deep knowledge of the securities industry allows her to provide excellent advice and counsel that can be implemented in a commercially reasonable manner."* *"Her unwavering commitment to excellence and innovative problem-solving, enriched by her extensive understanding of past rulings and legal literature, never ceases to amaze."* *"Laura is a sophisticated and excellent lawyer."*

Katten

What the team is known for Katten has a recognized financial services advisory team which is highlighted for its expertise in consumer finance litigation. The firm regularly defends clients in an array of state and federal class action cases, with specific strength on matters related to fees. The team is noted for its representation of an array of banks and credit unions.

Strengths

"Katten provides exceptional service and high degrees of excellence."

"The lawyers have excellent subject matter knowledge."

"It is a strong team of knowledgeable attorneys and they are very aware of current trends."

Work highlights Katten represented Alliant Credit Union in a class action alleging Alliant breached its own account agreement by charging overdraft fees to consumers with sufficient money in their accounts and for transactions that had previously been rejected.

Notable practitioners

Clients rely on **Wayne Aaron** (see p.488) for representation during high-stakes enforcement proceedings and regulatory investigations. He routinely advises broker-dealers on the best response to actions initiated by the SEC and FINRA. **Strengths:** *"He is a crucial resource for regulatory advice on complex and sophisticated matters."* *"Wayne is a talented advocate. He consistently comes up with creative solutions to tricky problems."* *"Wayne is a fantastic lawyer and very commercial."* **Stuart Richter's** representation of Katten's consumer finance clients revolves around the defense of class action lawsuits.

Strengths: *"Stuart is very knowledgeable and provides a great service. He is keenly aware of the issues and addresses them with professionalism and expertise."* *"He has impressive, in-depth expertise in the subject matter. His national reputation is well earned."*

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a compact team with particular strength in the banking and broker-dealer spaces, advising on a range of high profile regulatory matters, including those pertaining to financial technology such as data capture technologies. Fully equipped to advise on current and emerging requirements implemented by the SEC, CFTC, FINRA and NYSE, among others. An expanding team includes a number of alumni of the major regulatory bodies, enabling it to provide clients with crucial strategic insight. Clients include most of the world's major global banks, as well as international broker-dealers, private fund complexes and FinTech companies.

Strengths

"Latham has vast resources and is able to handle complex and sophisticated matters."

"The team is not only knowledgeable, but it provides practical business advice."

"Latham has deep knowledge of complex issues and has additional subject experts to assist when needed."

Work highlights Latham & Watkins LLP advised StartEngine Capital on a variety of matters, including registering an alternative trading system for secondary market trading in private securities.

Notable practitioners

Stephen Wink (see p.735) impresses with his high-level work in broker-dealer regulatory matters, frequently advising brokerages, trading platforms and exchanges. **Strengths:** *"Steve is thoughtful in his approach and commercial in his understanding."* **Arthur Long** (see p.625) is recognized for his broad capabilities in the financial services sector. He demonstrates an expert command of the regulatory directives imposed on banks by state and federal law, including Dodd-Frank and Volcker Rule compliance. **Strengths:** *"Arthur is responsive and applies his high level of technical knowledge in a commercially practicable way."* *"Arthur's ability to take a thorny issue and provide a succinct answer that can be implemented is fantastic."* *"Arthur is very experienced, very knowledgeable and very bright."*

Manatt Phelps & Phillips LLP

What the team is known for Manatt Phelps & Phillips LLP is a well-regarded firm, offering extensive expertise in consumer financial litigation and regulatory compliance. Handles the defense of major class actions and enforcement proceedings, with particular experience in FCRA, TILA and TCPA-related disputes. Also highly experienced advising on major CFPB and FDIC investigations. Represents a wide array of industry-leading clients, including banks, consumer finance companies and FinTech organizations.

Strengths

"Manatt is a great partner and resource in exploring and debating nuanced issues. The team is collaborative across a broad range of topics."

"The firm has knowledgeable and experienced lawyers who give courses of action with risk considerations, in addition to solid legal analysis."

"The team is efficient and knowledgeable."

Work highlights Manatt Phelps & Phillips LLP

represented Hanmi Financial Corporation in a securities fraud class action brought by a putative class of shareholders.

Notable practitioners

Head of Manatt's consumer financial services practice, **Scott Pearson** is sought out by clients to advise on a range of regulatory enforcement and compliance issues. He is particularly experienced in acting for FinTech businesses.

Strengths: *"Scott's knowledge and background of both commercial law and litigation is apparent and is extremely valuable for the client."* *"He knows federal and many state banking and financial services regulators well, and has direct experience collaborating with them to achieve solid results for his clients."* *"Scott works through issues in depth and is a very strong advocate for clients."*

Mayer Brown LLP

What the team is known for Mayer Brown LLP has a broad practice with an exceptional reputation in the consumer finance space, notably excelling in its provision of compliance advice to clients in the mortgage industry. Also covers the full range of banking regulatory compliance and enforcement matters. A strong global reach allows the team to handle cross-border cases with ease, while the presence of several former regulatory officials provides insight into the most cutting-edge matters. Regularly defends clients in proceedings brought by government regulators including the SEC, the CFPB, the FDIC and the OCC.

Strengths

"Mayer Brown is a sophisticated team that is well informed on the ever-changing industry."

"The firm is very knowledgeable, pragmatic and client-oriented."

"Mayer Brown is a strong group of seasoned attorneys with vast amounts of experience."

Work highlights Mayer Brown LLP represented Doma Holdings in the sale of certain California retail title insurance branch operations to Wiliston Financial Group.

Notable practitioners

Laurence Platt (see p.670) is noted for his long-standing expertise in handling consumer financial regulatory issues. He is particularly adept at counseling clients on matters arising from the mortgage banking space. **Strengths:** *"Larry is amazing and I love working with him."* **Steven Kaplan** (see p.601) focuses his market-leading practice on regulatory counseling regarding major consumer financial issues. He is a go-to source for robust insight on all aspects of financial regulatory reform, particularly as it applies to mortgage banking.

Strengths: *"Steve Kaplan is a great group leader and helps with all financial industry matters."* *"Steve is always able to provide great perspective on the market and he is very commercial."* **Lucia Nale** (see p.650) is an experienced advocate for financial institutions in consumer class actions. She regularly defends high-stakes lawsuits emerging from the Fair Credit Reporting Act, Fair Debt Collection Practices Act and Truth in Lending Act.

Strengths: *"She is a partner in every sense of the word and is ready to do whatever is needed."* *"Lucia is a trusted advisor and leader."*

Steffen Hemmerich (see p.582) is a notable expert in the broker-dealer space. He is frequently

called upon to advise clients on regulatory expectations, obligations and registrations. **Strengths:** “He has an extraordinary wealth of knowledge about this space and great relationships in the industry.” “Steffen Hemmerich is a pleasure to work with. He is highly knowledgeable, client-centric and commercially sensible.” “He is a critical partner in a challenging regulatory environment.” **Ori Lev** (see p.621) is recognized for his work representing banks in complex enforcement actions and investigations brought by diverse regulatory authorities. **Strengths:** “He is sophisticated, responsive and results-driven.” **Tori Shinohara** (see p.700) routinely represents mortgage lenders in state and federal government enforcement matters. Her expertise encompasses redlining issues and fair lending. **Strengths:** “Tori brings an amazing amount of knowledge to the fair lending aspects of the financial industry area.” “Tori is one of the preeminent experts on fair lending issues. She helps navigate thorny concerns in a commercial and actionable way.” “Tori is an amazing attorney and advocate for her clients.”

McGlinchey Stafford

What the team is known for McGlinchey Stafford offers advice on federal and state regulations in the consumer finance space, including those pertaining to online lending and credit card programs. Also assists institutions with CFPB readiness and preparation, and both individual and class action consumer suits. Further expertise in handling supervisory examinations, investigations and enforcement actions by regulatory bodies. Particularly noted for its provision of multistate compliance guidance and advice.

Strengths

“The firm are knowledgeable, competent and extremely helpful.” “McGlinchey Stafford is excellent at handling complex and sophisticated matters. The firm provides critical information and thorough guidance.” “The McGlinchey team is always on top of industry changes and the legal implications.”

Notable practitioners

Mark Edelman maintains a prominent consumer financial services practice, advising industry-leading clients on issues of financial responsibility and market regulation. He is particularly experienced in the auto finance space, where he assists with licensing issues, the Fair Credit Reporting Act and CFPB examinations. **Strengths:** “Mark is an excellent lawyer and we greatly value his extensive knowledge and sophistication.” **Robert Savoie** advises on the full range of state and federal laws affecting the consumer finance industry. His clients include mortgage servicers and auto finance companies, as well as both independent and bank-affiliated consumer lending platforms. **Strengths:** “Robert Savoie has deep knowledge of all things FinTech and their legal implications.” “He is extremely good at describing processes and problems in very easy to understand terms.” “He gives very pointed advice and he is very practical as well.” **Kelly Lipinski** is often called upon to advise clients in the education finance and auto finance areas, and also works with regulators and assists on novel regulation interpretations at state and federal level. **Strengths:** “Kelly

is an exceptional attorney who is very knowledgeable and has a deep understanding of the industry.” **Jeffrey Barringer** is particularly sought after for his knowledge of manufactured housing finance and multistate mortgage issues in the consumer finance space. **Strengths:** “Jeff provides outstanding advice and service.”

McGuireWoods LLP

What the team is known for McGuireWoods LLP has a notable broker-dealer practice assisting large banks, investment advisers and other financial services companies in an array of investigations primarily by FINRA and the SEC. The team also regularly guide clients through compliance interpretations and policies at both the state and federal level.

Strengths

“The firm has an incredibly strong financial regulatory practice and is able to handle any issues, whether routine or novel.” “The McGuireWoods team understands the marketplace and regulatory changes. They are responsive and able to pivot quickly.” “The lawyers are thoughtful, analytical and provide good strategies.”

Notable practitioners

Cheryl Haas (see p.576) has a well-regarded practice advising broker-dealer clients in SEC and FINRA investigations. **Strengths:** “Cheryl is effective working with a range of regulators and is very familiar with the wider regulatory landscape.” “Cheryl is an excellent lawyer and great partner.” **Elizabeth Hogan** (see p.586) is the cochair of the firm’s securities enforcement and regulatory counseling group. As the former senior vice president and leader of Market Regulation Enforcement at the Financial Industry Regulatory Authority, she is well placed to advise broker-dealers on enforcement matters. **Strengths:** “Lizzie is very familiar with FINRA’s rules and internal workings. She advises her clients very strategically because of her knowledge.” “Lizzie has excellent judgment and a great background in regulatory matters.” “She has deep expertise and experience on broker-dealer laws, rules and regulations.” **John Ayanian** (see p.494) is a noted attorney, well regarded for his broad-ranging capabilities on broker-dealer compliance matters. He is routinely called upon to provide counsel on issues relating to SEC and FINRA rules. **Strengths:** “He is well respected and people value his advice.”

Mitchell Sandler

What the team is known for Mitchell Sandler offers notable expertise in consumer finance, as well as assisting clients on government enforcement actions, complex civil litigation and class action lawsuits for numerous financial institutions.

Strengths

“The team consistently provides expert-level advice on complicated and sophisticated matters.” “The firm has the ability to handle all aspects of complex issues.”

Work highlights Mitchell Sandler served the Midsized Bank Coalition of America as outside counsel, including drafting its comment letter on the proposed small business lending data collec-

tion rule under 1071 of the Dodd-Frank Act.

Notable practitioners

Mitchell Sandler’s managing partner, **Andrea Mitchell** impresses with the extent of her expertise in broad-ranging consumer financial matters. She routinely counsels clients on consumer protection laws and credit reporting legislation. **Strengths:** “Andrea is an outstanding advisor. We strongly value our relationship with her.” “Andrea has a wealth of knowledge and is a pleasure to work with.”

Moore & Van Allen, PLLC

What the team is known for Moore & Van Allen, PLLC is comprised of practitioners with prior experience at regulatory offices. The group provides large financial institutions with insight into SEC, CFTC and OCC regulatory systems, along with in-depth knowledge on Dodd-Frank and Volcker rules. The team also boasts expertise in contentious matters and investigations by the Department of Justice and US Attorney’s offices.

Strengths

“The depth and breadth of the firm’s experience makes them well-suited to handle complex matters.” “Moore & Van Allen provides a highly responsive and personalized service.” “The attorneys have substantial experience in private practice conducting complex work for large financial institutions, as well as in government and in-house legal roles.”

Notable practitioners

Edward O’Keefe (see p.2748) is highlighted for his expertise in broad-ranging bank regulatory issues, including AML compliance, cybersecurity concerns and resolution planning. **Strengths:** “Ed is a highly experienced practitioner who has leveraged his long career as an in-house attorney into a successful tenure in private practice.” “He provides a very practical perspective on what a company actually needs to accomplish their goals.” **Neil Bloomfield** (see p.2733) is based in Charlotte and serves as cohead of the firm’s financial regulatory advice and response practice. He is well known for providing a range of compliance advice to national and regional banks, including on shareholding issues. **Strengths:** “Neil is an exemplary project manager and a seasoned solver of complex problems.” “He provides excellent advice and depth of knowledge.” “Neil has driven excellence in execution and provided invaluable feedback.”

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has strength in the full range of regulatory matters pertaining to the banking and broker-dealer industries, with a recognized group of securities law experts advising blue-chip clients on the most cutting-edge matters. Particular strength in regulatory compliance matters, but also noted for its handling of high-stakes enforcement actions by the SEC, FINRA and other agencies. Benefits from a highly experienced bench, with over 30 partners having previously served with the DOJ or the major regulatory agencies. Increasing strength in connection with cross-border regulatory matters, with the US team working closely alongside colleagues in London,

Frankfurt and Tokyo.

Strengths

"The firm draws from expertise across geographies and has acute awareness of commercial impacts."

"Morgan Lewis is a strong firm with a deep bench of experts in the bank regulatory field."

"The team gives outstanding, practical advice."

Work highlights Morgan, Lewis & Bockius LLP continued to advise several emerging technology lending companies on federal and state licensing and registration, financial regulatory and AML issues.

Notable practitioners

Steven Stone is a respected figure in the broker-dealer space, noted for his expertise in securities and derivatives law. He regularly assists clients in obtaining regulatory relief from a range of authorities, including the SEC, SIFMA and FINRA. **Strengths:** *"Steve Stone is fantastic."* **Ben Indek** is an expert in broker-dealer regulatory matters and is highly experienced at guiding clients through high-stakes investigations, examinations and enforcement proceedings. **Strengths:** *"He is very knowledgeable, a really good writer and presents well. He is very pragmatic and has great relationships with the regulators."* **Amy Kroll** focuses her practice on the regulation of broker-dealers and affiliated organizations. She regularly provides strategic advice to clients whose conduct comes into conflict with SEC and FINRA rules. **Strengths:** *"She balances an amazing knowledge of the law with the ability to give practical advice that allows clients to achieve their goals."* *"Amy has been in this area for a long time and knows everything."* *"She's very strong and technically good."*

Morrison Foerster

What the team is known for Morrison Foerster is a highly respected firm in the consumer finance space, noted for its work on the full range of CFPB regulatory matters. Heavily involved in all aspects of consumer lending, undertaking cutting-edge work relating to payment card systems and other matters. Particularly recognized for its expertise in the mortgage and fair lending space, showing great skill advising on federal and state regulations. Also enjoys a fine reputation for its handling of consumer finance litigation, impressing on behalf of lenders in complex consumer class actions. Further expertise demonstrated in diverse bank regulatory matters, including Volcker Rule and Bank Holding Company Act issues.

Strengths

"The Morrison Foerster team routinely provides advice on complex matters."

"The lawyers think creatively and it is a top notch legal team."

"The team provides thorough, practical guidance, and has deep knowledge of state and federal regulations."

Work highlights Morrison Foerster advised Ness Well in connection with its digital rewards credit card and rewards platform.

Notable practitioners

Richard Fischer (see p.554) is an accomplished practitioner of consumer financial law, who continues to enjoy a market-leading reputation for his activity in the space. His advisory practice

covers the full gamut of state and federal laws, offering particular strengths in privacy and data security matters. **Barbara Mendelson** (see p.641) is recommended for assistance with a wide range of regulatory challenges faced by domestic and international banks. She comes prepared with a robust grounding in all aspects of the Dodd-Frank Act, regularly advising on Volcker Rule compliance. **Strengths:** *"She has a specialty in the foreign bank space and brings practicality and experience."* *"Barbara provides detailed advice with the highest standard of quality."* **Jeremy Mandell** (see p.630) supports a range of consumer finance clients with regulatory compliance in connection with payments and FinTech issues. **Strengths:** *"Simply put, the quality and timeliness of his advice makes him one of my most trusted partners."* *"He is very capable, responsive and smart."*

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP is a respected litigation team recognized for its expertise in the consumer finance space. The team acts for an array of clients, including investment banks and financial services companies, on matters including class actions and regulatory matters. The firm provides extensive coverage across the country, with offices in New York, California and Washington, DC.

Strengths

"The firm is very good, they handle sophisticated work and have great market recognition."

"The O'Melveny team combines great legal analysis and written advocacy with highly strategic thinking."

Work highlights O'Melveny & Myers LLP represented Bank of America in putative class actions challenging its relief program relating to the COVID pandemic. The plaintiffs claimed for breach of the implied covenant of good faith and fair dealing, unjust enrichment and violation of state consumer fraud statutes.

Notable practitioners

Elizabeth McKeen has a well regarded practice representing financial institutions in a variety of consumer finance litigation. **Strengths:** *"She has good strategy and manages cases effectively."*

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP houses a leading financial services team which is roundly admired for its expertise in the consumer finance space. It provides domestic and international clients, including banks, holding companies and mortgage servicers, with cutting-edge advice on state and federal consumer finance regulations. The group is also noted for its handling of consumer finance enforcement actions before the CFPB, DOJ, HUD and OCC, as well as its ability to deal with consumer class action lawsuits. It offers extensive expertise in the regulatory aspects of debt collection, auto lending and mortgage law.

Strengths

"The Orrick lawyers are national experts and have incredible insight into how the agencies are thinking."

"With their collective knowledge and relationships, the team provides sound advice on novel and

abstruse product and regulatory issues."

"Orrick is top notch, understands commercial client needs and has a deep bench of very accomplished attorneys."

Work highlights Orrick, Herrington & Sutcliffe LLP represented the National Premium Finance Association in a federal administrative rulemaking relating to data monitoring requirements imposed upon lenders to small businesses.

Notable practitioners

Joseph Kolar is held in high regard for his work advising financial services companies on regulatory and enforcement matters. He is best known as a fair lending expert and frequently advises mortgage lenders on CFPB compliance. **Strengths:** *"Joseph Kolar is an excellent attorney and is very commercial."* **Jeffrey Naimon** has an expert grasp of fair lending law and regularly advises on a wide range of consumer finance compliance matters. He is skilled at dealing with state and federal banking regulators, as well as the CFPB and FTC.

Strengths: *"Jeffrey excels at regulatory matters and client communication."* *"He's a top lawyer in this field, especially on the more intricate regulatory questions."* *"His combination of encyclopedic knowledge and business acumen makes him an invaluable resource."* **Clinton Rockwell** is a noted figure in consumer financial law, offering clients broad advisory expertise in regulatory matters. He is particularly experienced in acting for mortgage lenders and servicers. **Walter Zalenski** maintains a well-respected consumer finance practice, with a core focus on compliance issues. He is particularly adept at advising clients on complex payments law matters. **Strengths:** *"Walt is able to apply his knowledge practically and in a way that allows the client to gain a true appreciation of the risk and opportunity."* *"Walt is a deep thinker, he has an incredible amount of experience and analyzes a thing down to its very essence."* **John Kromer** comes equipped with an extensive skill set in consumer financial matters and routinely advises clients on their compliance with state and federal law. He is particularly expert at advising clients on state licensing issues. **Strengths:** *"John is great to work with and extremely knowledgeable. He knows our industry well and works with us to find a solution."* **James McGuire** is held in high regard for the strength of his consumer litigation practice. His representation of clients in major class actions encompasses issues such as the Fair Debt Collection Practices Act, Fair Credit Reporting Act and Truth in Lending Act.

Paul Hastings LLP

What the team is known for Paul Hastings LLP is a go-to for complex enforcement actions and investigations in the consumer finance sphere. Bank, non-bank lenders, FinTechs and loan servicer clients come to the firm for their expertise on matters particularly brought by the CFPB, FDIC, DOJ and FDIC.

Strengths

"The team is multi-layered in its approach and their subject matter experts are helpful, responsive and knowledgeable."

"The firm has a good understanding of the big picture and is able to process large amounts of information."

"Paul Hastings has a good understanding of the business and regulatory environment."

Work highlights Paul Hastings LLP represented City National Bank in a Department of Justice investigation and consensual resolution relating to claims of redlining.

Notable practitioners

Jonice Gray Tucker (see p.722) concentrates her practice on consumer banking law and is seasoned at navigating clients through investigations and enforcement actions by the CFPB, HUD and other agencies. **Strengths:** *"Her breadth of knowledge and ability to create practical solutions to legal issues consistently impresses."* *"She understands not only what the law requires but also where it is going."* *"She's extremely good and has an ability to connect with the client."* **Allyson Baker** is a seasoned consumer finance attorney, often called to defend clients in large and novel investigations concerning unfair conduct and payment product offerings. **Strengths:** *"Allyson has deep experience and understanding of the issues."* **Matthew Previn** (see p.672) is recognised for his experience representing clients in state and federal litigation. He is routinely sought out for his counsel in mortgage cases. **Strengths:** *"He's a really remarkable strategic thinker."* *"Matthew provides wonderful advice to important questions that we have in the banking/regulatory space. He has great experience."* *"He has very clear intellectual talent for the law but can also explain it to the C-suite executives."* **Chris Daniel** (see p.536) is held in high regard in the financial services space. He frequently advises clients in the consumer finance space on the full spectrum of regulatory compliance issues. **Strengths:** *"Chris is a very gifted payments lawyer."*

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP enjoys a significant reputation for its defense of high profile financial institutions, including investment funds, banks and mortgage companies, against enforcement and investigative actions. Adept at dealing with regulatory bodies, defending against cases brought by the OCC, DOJ and OFAC, among other federal and state authorities. Counts a number of former regulators and federal prosecutors among its ranks. Works in close conjunction with the firm's market-leading white-collar criminal defense practice.

Strengths

"Paul, Weiss has high quality lawyers."

"The firm is meticulous and on top of everything."

"The team has provided consistently excellent counsel and work product."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP represented six individual plaintiffs in their challenge under the Administrative Procedure Act in the Western District of Texas of OFAC's sanctions on Tornado Cash, a crypto privacy protocol.

Notable practitioners

Brad Karp (see p.2598) regularly counsels market-leading clients facing complex regulatory and enforcement proceedings. He is an experienced litigator, with a successful history of defending financial institutions in a range of high-stakes sce-

narios. **Strengths:** *"He is an extraordinarily persuasive advocate."* **Jessica Carey** (see p.520) is noted for her expertise in investigations and enforcement actions before several regulatory agencies such as the SEC, DOJ, CFTC and FDIC. Also assists clients with AML and sanctions advice.

Strengths: *"Jessica is savvy, smart and pragmatic."* *"She is very responsive, client-focused and commercial."* *"Jessica is exceptional. She's responsive and thoughtful, with a great strategic mind."* **Christopher Boehning** (see p.508) is regularly sought by large, multinational financial institutions to advise on complex regulatory matters. He has an impressive expertise in enforcements by SEC, CFTS, FINRA and the DOJ, backed by impressive experience as a litigator. **Strengths:** *"Chris is very accessible and responsive."* **Jarryd Anderson** (see p.491) has an excellent practice advising banks on regulatory and corporate matters. He serves as cochair of the firm's financial services group. **Strengths:** *"Jarryd has a terrific understanding of regulatory policy and great judgment."* *"He is a very knowledgeable individual with a breadth of experience."* **Daniel Meade** (see p.640) has a well-regarded practice advising clients on a variety of transactional bank regulatory issues, including the Volcker Rule, corporate governance and AML. **Strengths:** *"Dan provides valuable insights to help the client navigate legal and commercial risks."* *"Dan is very practical. He is also super technically competent in this complicated area."*

Schulte Roth & Zabel LLP

What the team is known for Schulte Roth & Zabel LLP has a well-regarded team of practitioners with strengths in compliance, enforcement and litigation. The firm is regularly sought to advise on compliance with SEC, SRO and Federal Reserve Board rules, along with criminal proceedings and investigations. It has a niche expertise in insider trading matters and is noted for its work in emerging industries such as blockchain and cryptocurrency. The firm has particularly impressive cross-border capabilities.

Strengths

"The team is highly skilled and responsive to our needs."

Work highlights Schulte Roth & Zabel LLP represented Nexo Capital in parallel investigations brought by the SEC, CFPB, and multiple state regulatory agencies related to the company's offering of an interest-earning product.

Notable practitioners

Clients repeatedly turn to **Julian Rainero** for his dependable counsel on broker-dealer regulatory compliance matters. He is particularly respected for his expertise with alternative trading systems and often advises on rule-settings by the SEC. **Strengths:** *"Julian's insight and knowledge are extraordinary."* *"Julian is a terrific practitioner."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP offers extensive experience across a range of securities and broker-dealer matters, including the most technical aspects of equity markets, alternative trading systems and municipal securities. Noted representation of broker-dealer clients in connection with regulatory examinations,

investigations and enforcement actions. Further recognized for its highly respected consumer finance practice, covering a broad range of matters including the establishment of innovative payment systems. Regularly acts on behalf of banks and non-banks in connection with complex regulatory matters and major litigation.

Strengths

"The firm has an incredibly strong financial regulatory practice and is able to handle any issues, whether routine or novel."

"Sidley has a strong platform and does a lot of sophisticated work for global financial institutions, particularly in payments and FinTech."

"Sidley lawyers excel at getting up to speed on complex matters quickly and providing actionable business-oriented advice."

Work highlights Sidley Austin LLP advised PayPal on the structure and launch of its Venmo Teen Account and Venmo Teen Debit Card.

Notable practitioners

Hardy Callcott (see p.519) stands out for his market-leading counsel to leading US broker-dealers on the full range of compliance requirements. He is equally accomplished at steering clients through major enforcement actions initiated by state and federal regulators. **Strengths:** *"Hardy Callcott is a superb counselor with encyclopedic knowledge."* **Kevin Campion** maintains a prominent broker-dealer compliance practice, offering clients comprehensive guidance with respect to rules set by the SEC, SIFMA and FINRA. He is particularly well known for his expertise in short-selling issues. **Strengths:** *"Kevin has a fantastic combination of broad industry knowledge and providing actionable advice."* *"Kevin has encyclopedic knowledge."* **David Teitelbaum** (see p.717) is a widely commended name in the world of consumer finance law, noted for his extensive regulatory and transactional capabilities. He is particularly well regarded for his expertise in payments law matters. **Strengths:** *"He is very experienced and updates his analysis based on rapidly changing facts."* *"David has very thorough and robust experience and understanding around regulatory issues."* **Joel Feinberg** (see p.552) is recognized for his high quality regulatory practice, which sees him counseling credit card providers and other lenders on significant compliance issues such as payments law, sanctions and AML. **Strengths:** *"Joel is a trusted advisor; he understands our business and provides guidance that is comprehensive and practical."* **Gretchen Lamberg** (see p.616) is routinely sought out by clients for counsel on payments systems and regulations. **Strengths:** *"Gretchen is a fantastic attorney and an exceptional talent."* *"Gretchen is incredibly smart and experienced."* **John Van De Weert** is noted for his broad capabilities in consumer financial law. He is sought out by a wide range of clients for regulatory advice in connection with the CFPB, the Dodd-Frank Act and extensive payments law matters. He also provides in-depth advice on enforcement issues. **Strengths:** *"He is really smart and very hardworking."* **Michael Lewis** (see p.623) is highly sought out for his bank regulatory knowledge. He assists prominent banking clients in regulatory issues related to FinTech and bank M&A transactions, among other matters. **Strengths:**

"Michael is a great lawyer and a responsive resource. He is always ready to help." "Michael consistently delivers business-oriented and actionable advice." "Michael has excellent experience. He is knowledgeable, practical and flexible."

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP has a well-established transactional offering with the ability to operate effectively across all facets of deals involving financial institutions. Represents a wide array of financial institutions including banks, credit card issuers, mortgage brokers and insurance companies, granting it an impressive overview of industry-wide trends. Offers a robust grounding in the regulatory directives of every core agency in the space.

Strengths

"The team advises clearly and succinctly to reach good outcomes."

"The team are always incredibly business-savvy and thoughtful in their advice and guidance."

Notable practitioners

Lee Meyerson is widely touted as one of the most accomplished financial services M&A lawyers of his generation. He works closely with clients to execute major transactions with seasoned efficiency, including sales, mergers and acquisitions.

Strengths: *"He has such a tremendous reputation in the industry and is extremely good at negotiating with counterparties in difficult situations."* **Sven Mickisch** (see p.642) is a highly respected lawyer, noted for his extensive transactional capabilities in M&A matters. He is called upon by a range of financial institutions, including private equity firms and banks. **Strengths:** *"Sven is an incredibly sophisticated operator, he is very much hands on and provides the support that is required."* **Sven**

is thoughtful in his responses and knows how to deliver complicated legal advice in a way that is digestible for a diverse audience." **Brian Christiansen (see p.526) is recognized as a highly skilled transactional and regulatory attorney, who offers specialized counsel to financial services firms. He is seasoned at handling M&A and regularly engages with the full spectrum of financial regulators. **Strengths:** *"Brian is a very strong and pragmatic bank regulatory lawyer."* **Elizabeth Cooper** (see p.2552) maintains a respected M&A practice, in which she counsels a range of financial institutions, including banks and private equity sponsors, on major transactions. She has notable experience in handling issues with cross-border elements. **Strengths:** *"She is very impressive."***

"She is responsive, business-savvy and thoughtful in her advice." **Marc Berger** is co-head of the government and internal investigations practice at Simpson Thacher & Bartlett. He is highly regarded for his expertise in SEC matters. **Strengths:** *"Marc is a wonderful lawyer and extremely knowledgeable." "He is incredibly smart, incredibly prepared and has tremendous gravitas." "He is very responsive and has strong instincts with regulators."*

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates is a hugely

respected firm with an enviable history of involvement at the cutting edge of the US financial services arena. Particular strength in the banking space, advising leading institutions on a range of sophisticated regulatory compliance, enforcement and M&A matters. Advises on all aspects of the Dodd-Frank Act, and adept at dealing with allegations of sanctions and anti-money laundering violations. Offers additional expertise in consumer finance, including CFPB compliance and enforcement matters, and particularly excelling in consumer class action defense. Noted expertise in the emergent FinTech area.

Strengths

"Skadden has a strong awareness of client objectives and puts forward constructive and pragmatic proposals."

"The team's response time is excellent and the product we receive is comprehensive."

"The lawyers have the latest market intelligence on the most sophisticated transactions."

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates represented the SVB Securities management team bidder group in acquiring SVB Securities from SVBFG.

Notable practitioners

Anand Raman (see p.674) is one of the industry's finest civil litigators and a sought-after expert on issues that dominate the consumer finance space. He focuses his practice on the representation of financial institutions in examination, enforcement and litigation proceedings advanced by the CFPB, FDIC and DOJ. **Strengths:** *"He crafts creative and nuanced legal strategies. He is amazing with statistical analysis and marrying that with legal arguments."* **Anand** is knowledgeable, professional and responsive." **Anand** is exceptional and also very efficient." **Jeff Brill** (see p.512) is recognized for his excellent representation of banks, FinTechs and other financial institutions in national and international transactions. **Strengths:** *"Jeff always brings an outstanding level of focus and commitment to every deal. He sees the big picture and understands what matters."* **He shows excellent judgment and provides pragmatic advice." **Mark Chorazak** (see p.526) is sought out by leading banks and financial institutions. He is recognized for his strengths advising on a wide range of regulatory issues, including all aspects of the Dodd-Frank Act and Bank Holding Company Act. **Strengths:** *"He readily understands complex issues and is adept at arriving at and explaining solutions."* **Mark** has an amazing ability to walk clients through comprehensive responses to niche questions."**

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP is a colossus of the US financial services space, handling sophisticated banking regulatory issues on a regular basis. Comfortable negotiating the ins and outs of Dodd-Frank regulations for systemically important clients and defending them against incursions by an array of regulatory bodies. Adept at dismissing harmful allegations relating to such crimes as rate rigging and money laundering, with noted expertise in representing clients before high level regulatory enforcement actions. Also noted for its continuing excellence in the transactional space, advising financial insti-

tutions in connection with industry-defining M&A activity. Increasing presence in the FinTech space, alongside an ability to advise on cybersecurity issues affecting banking clients.

Strengths

"It is a very deep bench that is incredibly plugged into the entire industry."

"S&C has the expertise and relationships to handle complex matters and provide the strategic advice and direction to successfully support those matters."

"S&C analyzes very complex rules and identifies the most practical potential issues and advantages."

Work highlights Sullivan & Cromwell LLP advised JPMorgan in its acquisition of Aumni, a provider of investment analytics software to the venture capital industry, in an all-cash transaction.

Notable practitioners

Elizabeth Davy (see p.538) is recognized for her extensive capabilities with respect to sanctions and AML enforcement matters in the banking sector. **Strengths:** *"Beth understands the industry and how banks operate, which leads to the most insightful and deeply thought out advice and solutions."* **Samuel Seymour** (see p.698) is noted for the strength of his legal acumen in banking enforcement matters. As senior counsel at the firm, he remains a dependable source of advice for high-stakes investigations and regulatory actions brought by a range of agencies. **Strengths:** *"He has a stellar reputation."* **Karen Patton Seymour** (see p.698) rejoined the Sullivan & Cromwell investigations team from her role as general counsel at a major international investment bank. She brings with her decades of experience at the forefront of the banking enforcement space.

Strengths: *"She is outstanding."* **Rodgin Cohen** (see p.529) is a towering figure of the US financial services landscape. He offers clients unmatched experience handling the most significant transactional and regulatory matters in the industry.

Strengths: *"He is a wonderful adviser. Rodgin is knowledgeable, practical and pragmatic."* **He has a well-earned reputation for being one of the foremost experts in banking law. His strategic vision and eternally optimistic outlook are tremendous assets." **He is the dean of banking law." **Mitchell Eitel** (see p.547) is skilled at achieving the regulatory and transactional goals of his financial services clients. **Strengths:** *"Mitchell is widely sophisticated in a whole range of issues. He is clever, insightful and innovative in his approach."* **He has a fantastic ability to advise and execute on the most complex financial services assignments." **Mitch********

is the complete package. He has an extraordinary depth of experience and incredible creativity." **Sharon Cohen-Levin (see p.2550) concentrates her noted practice on banking enforcement matters emerging from AML and asset forfeiture. **Strengths:** *"Sharon is thoughtful, insightful and well-connected. She is a terrific, energetic leader."* **Sharon** is my go-to legal counsel in the field. She consistently provides practical advice on extremely complex matters and is very responsive."**

Michael Escue (see p.548) maintains a comprehensive practice, which sees him advise domestic and international clients on the full suite of US banking regulatory requirements. **Strengths:** *"He has a wealth of knowledge and is very talented."*

Andrew Gerlach (see p.565) is highly sought after by diverse financial institutions for assistance with significant M&A, including the obtaining of regulatory approvals. **Strengths:** “Andrew is very smart, highly thoughtful and demonstrates great judgment in tackling challenges across the full spectrum of financial services and FinTech.” “Andrew is exceedingly smart and efficient.” **Mark Menting** (see p.641) dedicates his broad practice to the representation of clients in complex bank regulatory matters. In particular, he offers clients the benefit of deep transactional expertise in M&A. **Strengths:** “Mark has very good judgment and gives pragmatic advice. He is very experienced and knowledgeable.” **Camille Orme** (see p.659) is a respected practitioner of bank regulatory law. She is particularly knowledgeable regarding the regulatory aspects of the Dodd-Frank Act, including Volcker Rule compliance. **Strengths:** “Camille is knowledgeable, extremely practical and pragmatic.” **Stephen Salley** (see p.689) is highlighted for his extensive capabilities on transactional and regulatory matters involving banks and other financial institutions. **Strengths:** “Stephen is a superb draftsman and negotiator of deal points.” “Stephen is prompt, creative and pragmatic. He is a substantive expert and a trusted advisor.” “He is an exceptional lawyer who brings expertise and experience in the financial services space, including transactional and regulatory.” **Donald Toumey** (see p.720) stands out for his extensive expertise in US banking law. He regularly advises clients on the full spectrum of compliance matters, including regulatory challenges emerging from the Bank Secrecy Act and OFAC sanctions. **Strengths:** “Donald provides advice that generates a high degree of confidence.” **Andrea Tokheim** (see p.720) is recognized for the strength of her compliance practice, which frequently sees her resolving a wide range of regulatory challenges. Clients often seek her out for assistance with the Patriot Act, AML and bank ownership issues. **Strengths:** “She has great experience and sophistication. She is very responsive and also a great creative thinker.” **Colin Lloyd** (see p.624) combines knowledge of the regulatory issues facing both banks and broker-dealers, with standout expertise in derivatives compliance. **Strengths:** “Colin routinely provides exceptional legal services on a wide range of regulatory issues. He delivers outstanding work product and is particularly adept at writing clearly.” “He is brilliant and has an encyclopedic understanding of the rules.” “He gives practical, accurate and timely advice.” **Jared Fishman** (see p.555) is reputed for his knowledge in the M&A area. He regularly advises clients on a wide range of transactional, corporate governance, disclosure and general corporate matters. **Strengths:** “Jared is smart and commercial.”

Troutman Pepper

What the team is known for Troutman Pepper has a well-regarded consumer finance practice with strength in defending financial services clients. The team has experience in class actions brought under the FCRA and TCPA. It also has impressive expertise in advising clients on consumer protection issues. The team regularly demonstrates its ability to provide counsel on investigations being

conducted by the CFPB and FTC and state attorneys general.

Strengths

“The firm really understands our products and risk tolerance, as well as our business and legal objectives.”

“Troutman has deep industry experience and a broad depth of knowledge on consumer compliance matters.”

“The lawyers are very helpful in novel, complex matters and providing a fresh approach to developing situations.”

Work highlights Troutman Pepper defended LexisNexis Risk Solutions in a putative class action lawsuit that alleged violations of the Fair Credit Reporting Act.

Notable practitioners

Mark Furlotti (see p.560) offers clients the benefit of an extensive skill set in payments law and consumer protection legislation. **Strengths:** “Mark has tremendous subject matter depth. He advises clients on cutting-edge issues and is really a thought leader.” “Mark is very personable and can identify solutions to complex problems.” “He is very knowledgeable and offers practical input.”

James Kim (see p.606) is recommended for his expertise in enforcement actions and investigations brought by the CFPB, FDIC, Federal Reserve and state AGs, and is a former CFPB regulator himself. **Strengths:** “James is a passionate lawyer with great insight and vision.” Civil litigator **John Lynch** (see p.627) is highly regarded for his work protecting the interests of financial institutions in consumer financial class actions. Many of his high profile cases emerge from disputes surrounding payments law and consumer lending legislation. **Strengths:** “David does a fantastic job, he is very client-friendly and extremely well regarded.” **Jeremy Rosenblum** (see p.2977) is a noted authority on consumer lending practices. He routinely advises clients on their compliance with a wide range of state and federal laws. **Strengths:** “Jeremy Rosenblum has broad understanding of consumer banking rules and regulations and has very keen business acumen.” “Jeremy is an outstanding attorney.”

Christopher Willis (see p.735) is experienced in dealing with a wide range of state and federal regulators, often defending complex enforcement actions on behalf of his clients. He is particularly noted for his fair lending expertise. **Strengths:** “Chris is very knowledgeable and practical.” “His strategic thinking has impressed.” **Kevin Petrasic** (see p.667) advises domestic and international financial institutions on a broad range of bank regulatory matters. He is well versed in compliance with the Dodd-Frank Act and offers expertise in AML issues.

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell, Lipton, Rosen & Katz is an M&A powerhouse with an outstanding track record in corporate transactions involving financial institutions. Well placed to handle the raft of regulatory compliance considerations that accompany corporate finance in the post-Dodd-Frank world. Relied upon to enable the successful completion of joint ventures, M&A, financings, restructurings and other undertakings.

Strengths

“Wachtell is a phenomenal firm.”

Notable practitioners

Edward Herlihy continues to lead the market with his preeminent M&A practice, which is focused on the representation of major banks and financial institutions. Over the course of his storied career, he has acted in many of the most significant and complex transactions in the industry. **Nicholas Demmo** (see p.540) is highly regarded for his work on complex M&A matters, including for banks and many other participants in the financial services space. **Strengths:** “He is incredibly constructive and is also pragmatic.” **Richard Kim** (see p.607) is an excellent choice of counsel for clients seeking regulatory counsel on major M&A. He is seasoned in the representation of banks, credit card companies and other financial institutions. **Strengths:** “Richard is a great thinker in this space.”

Weiner Brodsky Kider PC

What the team is known for Weiner Brodsky Kider PC is highlighted for its strength in consumer finance compliance. The firm is adept at handling compliance audits, due diligence and reverse mortgage products, and further demonstrates skill advising on federal and state regulations.

Strengths

“The firm is always prompt and flexible in responding to our needs.”

“Weiner Brodsky provides very detailed and easy to understand interpretations of complicated issues and regulatory matters.”

“The firm is connected to the industry and the evolving landscape of regulations and compliance.”

Notable practitioners

Mitchel Kider is noted for his consumer finance compliance expertise. He represents a range of clients including banks, mortgage companies, residential homebuilders and other financial service companies. **Strengths:** “Mitch has an incredible depth of knowledge of regulatory matters and explains very complex issues in easy to understand language.” “He is an excellent and knowledgeable attorney.”

Williams & Connolly LLP

What the team is known for Williams & Connolly LLP is a successful financial services group noted for its defense of financial institutions and their directors and officers in investigations, enforcement actions and litigation brought by government regulators. Experience of a broad range of regulatory actions, including those relating to FDIC receivership and the Financial Institutions Reform, Recovery, and Enforcement Act (FIRREA). Ancillary expertise in the white-collar space ensures the firm can cover cases with an overlapping DOJ element.

Strengths

“The firm’s strengths include preparing and successfully executing litigation or enforcement strategy. This is the result of a combination of intellect, experience and drive.”

“The team offers very sophisticated representation of banks and other financial institutions.”

“Williams & Connolly does outstanding work.”

Work highlights Williams & Connolly LLP represented Progrexion Holdings, a credit repair

company, in a federal suit brought by the CFPB alleging violations of the teleservices rule in its billing practices.

Notable practitioners

John Villa focuses his practice on the defense of banks in high-stakes enforcement and examination proceedings. He offers clients the benefit of extensive experience in long and highly complex litigation. **Strengths:** *"He is smart and tenacious."* Based in Washington, DC, **Ryan Scarborough** regularly acts for major financial institutions in CFPB, DOJ, SEC and FDIC enforcement and investigation matters. **Strengths:** *"Ryan manages and marshals data incredibly well which leads to top results."* *"Ryan Scarborough is a great lawyer who is a gifted communicator and a true pleasure to work with."*

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP has a highly regarded team of lawyers, noted for their expert handling of diverse broker-dealer matters. Regularly utilized by a broad array of clients, including investment banks, market makers and FinTech companies. Often sought out for assistance with complex regulatory investigations and examinations by diverse regulatory authorities, including the SEC and CFTC.

Strengths

"Wilkie's legal knowledge and judgment is exceptional."

"The team is great at navigating to find pathways to success."

Work highlights Willkie Farr & Gallagher LLP represented The Options Clearing Corporation in SEC and CFTC investigations into its compliance with its SEC-approved stress testing and clearing fund methodology rules.

Notable practitioners

Elizabeth Gray (see p.572) concentrates her practice on the representation of securities market participants in high-stakes enforcement matters, including SEC and CFTC investigations. **Strengths:** *"Elizabeth has deep experience in the broker-dealer industry and is a highly respected advisor."* *"Elizabeth Gray is spectacular."* **Matthew Comstock** (see p.531) is highly regarded for his expertise in broker-dealer compliance matters. He routinely provides counsel to clients undergoing examination by the SEC and FINRA. **Strengths:** *"He is an excellent resource for SEC matters."*

WilmerHale

What the team is known for WilmerHale is a consummate financial services firm, marshaling among its ranks significant ex-governmental prowess with an intricate knowledge of the regulatory landscape. Particularly recognized for its exceptionally strong broker-dealer practice, offering a deep bench of attorneys who are able to advise on the most cutting-edge regulatory matters. Additional strength in the banking regulatory space, with a solid presence in the enforcement sphere. Seasoned in representing clients before the CFPB and other regulatory agencies, also acting in related litigation.

Strengths

"WilmerHale provides thoughtful and thorough advice related to complex and nuanced matters."

The lawyers have deep expertise."

"WilmerHale is consistently responsive and provides excellent service."

"The team is strategic and aware of business concerns."

Work highlights WilmerHale assisted JPMorgan Securities with responding to a FINRA investigation regarding the client's market access controls.

Notable practitioners

Yoon-Young Lee demonstrates an impeccable grasp of the regulatory climate faced by broker-dealers and associated market participants. Examples of her work include acting as regulatory counsel to SIFMA and representing clients before the SEC in matters of policy compliance. **Strengths:** *"She is very reliable and incredibly thoughtful."* *"She is really phenomenal."* **Noah Levine** is a skilled litigator and highly regarded for his work defending major class actions on behalf of consumer-facing organizations. **Strengths:** *"Noah is a strategic thinker and adept at putting complex issues into an easily digestible form."* **Elizabeth Mitchell** is experienced in advising broker-dealers on investigations and enforcement proceedings brought by financial regulators, including FINRA and the SEC. **Strengths:** *"Elizabeth is an exceptional lawyer, she is extremely responsive, commercial and a pleasure to work with."* *"She is incredibly thorough and knowledgeable."* **Andre Owens** maintains a highly regarded practice, in which he advises on the full spectrum of regulations affecting US broker-dealers. His prior high level experience at the SEC earns him particular praise. **Strengths:** *"Andre understands complex business and technical requirements and ensures that they are developed within the applicable regulatory framework."* *"He really cracks problems."* *"Andre is a fabulous lawyer in all aspects."* **Bruce Newman** enjoys an excellent reputation in the New York market for his representation of financial organizations in the comprehensive range of broker-dealer regulatory matters. **Strengths:** *"He has been everywhere in the industry and is very effective."* **Stephanie Nicolas** is sought after for her expertise regarding the regulation of broker-dealers. She routinely provides strategic advice to clients undergoing complex SEC and FINRA investigations. **Strengths:** *"Stephanie is a really smart, thoughtful lawyer who is thorough in the work that she does."* **Susan Schroeder** draws from a tremendous wealth of expertise to advise clients on regulatory compliance and enforcement, with clients benefiting from her experience as the former head of enforcement at FINRA. **Strengths:** *"She is extremely knowledgeable and her past experience at FINRA is important because she gets the regulatory mindset and can predict regulators' responses. She is also great in her business mindset, giving practical advice which balances the needs of the business."* **Franca Harris Gutierrez** routinely advises banks and financial services providers on a range of regulatory issues. She is also highly regarded by clients for her knowledge of OCC regulations. **Strengths:** *"She has a real breadth of industry expertise."* *"Franca has a wealth of knowledge and does an excellent job of managing risk."* *"She is always up to speed on what really matters and gives practical advice about how to move forward strategically."*

Other Ranked Lawyers

Sarah Auchterlonie of Brownstein Hyatt Farber Schreck, LLP is recognized for her consumer finance knowledge, frequently assisting on licensing matters and regulatory proceedings. **Strengths:** *"Sarah is knowledgeable, thorough and professional in every interaction."* *"Sarah is an excellent practitioner and extremely detailed."*

Matthew Biben (see p.505) of King & Spalding LLP is recognized for his standout expertise in bank regulatory and enforcement matters, often assisting clients with examinations and investigations by the CFPB. His clients often include FinTechs and financial institutions. **Strengths:** *"He is very experienced, able to offer very strategic advice in what regulators might be thinking and what lawmakers might be thinking."* *"He offers practical advice and is very responsive."*

Andrew Bigart (see p.505) of Venable LLP cochairs the financial services group and is recommended for assisting in complex regulatory challenges in the payments space. **Strengths:** *"Andrew is knowledgeable, responsive and a good communicator."* *"He works with us to come up with practical steps to deal with legal issues."*

Reginald Brown (see p.515) of Kirkland & Ellis is highly sought after by clients for his strategic input on matters of great reputational risk. A substantial portion of his practice is focused on the representation of financial institutions in major regulatory and enforcement disputes. **Strengths:** *"His vast connections, wealth of experience and laser-focused strategic guidance is unparalleled in Washington."* *"Reg is really outstanding."*

Banking attorney **Scott Cammarn** (see p.519) of Pierce Atwood LLP is recommended for his pragmatic insight on a wide range of regulatory matters, including Volcker Rule and AML compliance. **Strengths:** *"Scott is able to apply his extremely broad knowledge to real life banking situations to help devise solutions and measure risk."* *"Scott is an expert in his field and a valued partner."* *"Scott is an extremely knowledgeable banking attorney, with deep industry experience."*

Lauren Campisi of Hinshaw & Culbertson LLP is recognized for her extensive knowledge of state and federal laws, often providing guidance regarding CFPB and FCC regulations. **Strengths:** *"Lauren's knowledge of the consumer finance landscape is very strong and she provides sound legal guidance on a wide variety of matters."* *"Lauren not only understands the laws and regulations, but also knows our business and industry extremely well."* *"She provides practical and valuable guidance."*

Thomas Delaney of Norton Rose Fulbright is highly sought after by financial services groups for his assistance with complex regulatory compliance issues. Sources particularly praise him for his core strengths in banking enforcement matters, where he defends clients against actions initiated by the SEC, OFAC and the CFPB.

Juliana Gerrick of Steptoe LLP is a recommended figure in the credit card lending space, assisting clients with compliance issues. **Strengths:** *"Juliana is highly knowledgeable in the area of consumer finance and I would highly recommend her services."*

Emily Gordy (see p.571) of King & Spalding LLP

has previous experience at the SEC and FINRA, making her particularly well placed to handle a wide range of enforcement matters affecting broker-dealer clients. **Strengths:** “Emily has deep expertise in how the rules and regulators work. She is a thoughtful lawyer who is very practical in application.” “She’s a joy to work with.”

Richard Gottlieb (see p.571) of Glaser, Weil, Fink, Howard, Jordan & Shapiro, LLP focuses his practice on the representation of banks and mortgage lenders facing examination, enforcement action and litigation by financial regulators. He is particularly experienced in the defense of consumer class actions related to AML and TCPA infractions. **Strengths:** “Richard is an incredibly smart attorney. He is very creative and constantly thinking about different ways to attack a problem.” “Richard is communicative, knowledgeable and very practical.”

Alison Hashmall (see p.579) of Freshfields Bruckhaus Deringer is noted for her experience in diverse compliance matters. She frequently advises clients on issues stemming from the Volcker Rule, the Bank Holding Company Act and other regulatory issues. **Strengths:** “Alison provides practical and informed advice on often-complex issues. Her attention to detail and actionable guidance is invaluable.” “She understands our business and provides excellent legal advice and guidance.”

Head of Akerman LLP’s consumer finance practice, **William Heller** (see p.582) is a highly experienced litigator, with particular strength in the defense of consumer class actions. Financial institutions regularly seek him out for assistance with disputes emerging from consumer protection legislation. **Strengths:** “Bill is an excellent attorney.”

Marci Kawski of Husch Blackwell LLP is recognized for her experience supporting clients in the consumer finance sector with regulatory compliance and risk management. **Strengths:** “She’s super knowledgeable, goes the extra mile, and gives great advice.” “Marci has been critical to our success in navigating very complex issues.” “Marci

is easy to work with, very thoughtful, very smart and really good at giving practical advice.”

Market-leading lawyer **Steven Lofchie** of Norton Rose Fulbright is a distinguished figure in the New York market. Clients regularly seek him out for assistance with diverse broker-dealer regulatory issues, including SEC registration, capital requirements and AML matters. **Strengths:** “He’s very knowledgeable and experienced. He understands a lot about how things operate and what we need as internal counsel.” “Steve is the counsel to whom I turn to resolve the knottiest of problems. He has an ability to get to the heart of the issue and craft practical solutions.”

Jelena McWilliams (see p.639) is managing partner of the Washington, DC office of Cravath, Swaine & Moore LLP. She brings to bear a wealth of experience as former Chairman of the FDIC. She is highly sought-after for complex bank regulatory issues. **Strengths:** “Jelena has a keen intellect, is amazingly practical and able to provide true wisdom on how to navigate through complex environments.” “Jelena is an incredible asset and her prior senior public experience enables her to analyze complex situations and provide holistic and strategic solutions.” “She is an incredible strategic partner and one who can help guide on strategy.”

Robert Mowrey (see p.648) of Locke Lord LLP is held in high regard for his litigation expertise in the consumer finance sphere. His practice encompasses federal and regulatory lawsuits as well as consumer class actions. **Strengths:** “Rob is exceptional and provides great client service.” “There’s nothing he hasn’t seen or dealt with in his career and he is able to look at something from all angles.” “He is a fantastic lawyer, strategic and knows what we are after.”

Brynn Rail (see p.674) of Ropes & Gray LLP has significant experience of handling complex regulatory and securities issues. She regularly advises on SEC and FINRA rule compliance and also boasts an in-depth insight into transaction-related matters. **Strengths:** “She is thoughtful about risks, very helpful and user-friendly.” “She is able to take a very dense set of requirements and make

it bite-sized and understandable for non-lawyers.” “Brynn always looks to provide sound legal advice and she stays on top of the various regulatory requirements.”

Russell Sacks (see p.688) of King & Spalding LLP is well regarded for his success at providing strategic advice to clients, including with respect to complex SEC and FINRA regulations. **Strengths:** “Russell quickly understands our needs and delivers great work.” “He gives very commercial advice and is a very good advocate.”

Andrew Schilling (see p.692) of Schilling Law LLC represents clients in a range of industries such as banking and automobile on investigations and enforcement actions from the CFPB and DOJ and FDIC.

David Sewell (see p.697) of Freshfield Bruckhaus Deringer is well regarded for his work representing financial institutions in a broad range of bank regulatory matters. In particular, he continues to rise in prominence for his expertise in AML and sanctions-related issues. **Strengths:** “Dave is an excellent lawyer. He is very sophisticated and provides top notch client service.” “Mr. Sewell is responsive, practical and always identifies a solution for issues raised.” “His advice is always spot on. He is extremely knowledgeable and practical.”

Julia Strickland of Steptoe LLP remains a major force in the field of consumer finance litigation. She is particularly seasoned in the defense of high-stakes class actions on behalf of mortgage lenders. **Strengths:** “She has established an incredible practice over the years and I have great respect for her.” “Julia is really practical in her approach and quickly comes up with strategies.”

Donald Waack (see p.728) of Linklaters advises banks and other financial institutions on a range of regulatory matters, including the Volcker Rule. Also adept at providing regulatory support for numerous commercial transactions. **Strengths:** “He provides clear and pragmatic advice.” “Donald is an excellent practitioner in the space, he has sound judgment and is very knowledgeable.”

First Amendment Litigation Nationwide

First Amendment Litigation
Leading Firms
Band 1
Ballard Spahr LLP
Davis Wright Tremaine LLP
Band 2
Jackson Walker LLP
Williams & Connolly LLP
Band 3
Cahill Gordon & Reindel LLP
Haynes and Boone, LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1 First Amendment Litigation

Ballard Spahr LLP

What the team is known for Ballard Spahr LLP houses a top-flight First Amendment practice which is viewed as a first port of call to defend high-stakes defamation claims. It is also noted for its skillful handling of privacy and access issues across the media and entertainment industry. The group acts for an enviable client base consisting of leading news organizations as well as individual reporters.

Strengths

"Their work is top of their field. They have a really strong and broad understanding of the media business and their support is really important to our business model."

"They have excellent media lawyers who are knowledgeable and very dedicated to the field."

"Their team is terrific. They are professional, strategic and thoughtful lawyers who work efficiently. They have great ideas which they execute well."

Work highlights Ballard Spahr LLP represented actress Amber Heard in her appeal of a \$10 million defamation verdict brought by her ex-husband, Johnny Depp.

Notable practitioners

David Bodney is based in the firm's Phoenix office and brings a wealth of knowledge to his First Amendment practice, which sees him defend news organizations in libel and privacy lawsuits.

Strengths: *"David has a great breadth and depth of experience and has a very thoughtful and calm approach."* **David Schulz** attracts acclaim for his tremendous experience representing news organizations and reporters in access cases. He assists news organizations with obtaining access to sensitive information pertaining to national security and criminal justice. He is also noted for his academic work, including as part of Yale Law School's Media Freedom and Information Access Clinic. **Strengths:** *"David is one of the foremost best First Amendment attorneys."* **Jay Ward Brown** (see p.1313) is a Washington, DC-based attorney and a popular choice to defend complex First Amendment disputes. He has a strong track record of defending newspapers and journalists in sophisticated defamation claims. **Strengths:** *"He has a strong sense of strategy and is one of the best FAL attorneys in the country. He is a problem*

First Amendment Litigation
Senior Statespeople
Senior Statespeople: distinguished older partners
Abrams Floyd Cahill Gordon & Reindel LLP
Baine Kevin T. Williams & Connolly LLP
Bodney David J. Ballard Spahr LLP
Canfield Peter C. Jones Day (ORL) ◇
Kovner Victor A. Davis Wright Tremaine LLP
Leatherbury Thomas S. Thomas S. Leatherbury (ORL) ◇
Schulz David A. Ballard Spahr LLP
Leading Individuals
Star individuals
McNamara Elizabeth A. Davis Wright Tremaine LLP
Sager Kelli L. Davis Wright Tremaine LLP
Band 1
Babcock Charles Jackson Walker LLP*
Boutrous Jr Theodore J. Gibson, Dunn (ORL) ◇ *
Brown Jay Ward Ballard Spahr LLP*
Handman Laura R. Davis Wright Tremaine LLP
Hentoff Thomas G. Williams & Connolly LLP
Tobin Charles D. Ballard Spahr LLP*
Band 2
Bolger Katherine M. Davis Wright Tremaine LLP
Johnson Bruce Davis Wright Tremaine LLP
Kurtzberg Joel Cahill Gordon & Reindel LLP
Prather Laura Haynes and Boone, LLP
Siegel Nathan E. Davis Wright Tremaine LLP
Strom Rachel Davis Wright Tremaine LLP
Zansberg Steven D. Law Office of Steven D. (ORL) ◇
Band 3
Albano Jonathan M. Morgan, Lewis & Bockius (ORL) ◇
Balin Robert Davis Wright Tremaine LLP
Burke Thomas R. Davis Wright Tremaine LLP
Jassy Jean-Paul Jassy Vick Carolan LLP (ORL) ◇ *
Walker Leita Ballard Spahr LLP
Band 4
Bailen Mark I. BailenLaw (ORL) ◇
Bertsche Robert Klaris Law PLLC (ORL) ◇
Grygiel Michael Greenberg Traurig, LLP (ORL) ◇
Matteo-Boehm Rachel E. Bryan Cave Leighton (ORL) ◇
Robbins Jeffrey Saul Ewing LLP (ORL) ◇
Segal Eli LeVan Stapleton Segal Cochran LLC (ORL) ◇
Spears Natalie Dentons (ORL) ◇
Watler Paul Jackson Walker LLP*
Associates to watch
Mishkin Maxwell Ballard Spahr LLP

solver and thinks beyond the problem at hand, so he is always thinking three steps ahead." *"Jay is stellar and incredibly talented."* **Charles Tobin** (see p.1369) is revered for his expert handling of First Amendment litigation. He is highly skilled in the representation of news organizations in defamation claims as well as disputes involving the Freedom of Information Act. **Strengths:** *"He is a great support to us and he does a great job managing his practice."* *"Charles is at the forefront of First Amendment litigation."* **Leita Walker** is a Minneapolis-based First Amendment litigator. Her practice includes defending defamation claims for major news and media organizations. She is also experienced in right of public access claims. **Strengths:** *"She is an outstanding litigator who handles some of our most high-profile cases."* *"She is very experienced and has a very good ability*

First Amendment Litigation
Mainly Plaintiff
USA – Nationwide
Leading Firms
Band 1
Clare Locke LLP
Leading Individuals
Band 1
Clare Tom Clare Locke LLP
Locke Elizabeth Clare Locke LLP

connecting with the judges in courts." *"Leita is an excellent brief writer with great litigation skills as well. She is our go-to for First Amendment issues."* **Maxwell Mishkin** is an associate in the firm's Washington, DC office. He assists clients with defamation and right of access disputes, as well as providing prepublication counsel. **Strengths:** *"Maxwell is the future leader of the Bar. He steps up and is very knowledgeable across the spectrum."*

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine LLP fields an impressive team of First Amendment litigators, providing first-rate representation to clients in the media and entertainment industry. It attracts acclaim for its expert handling of complex defamation disputes, and is also frequently entrusted to handle right of publicity and access-to-information claims. The group draws upon a deep, bicoastal bench of expert practitioners to offer a comprehensive litigation practice as well as regularly assisting clients with prepublication review.

Strengths

"Davis Wright Tremaine is a top-notch legal team."

"They are champions of the press, and have strategic and thoughtful lawyers who execute their briefs incredibly well."

"They are top-notch, responsive and know the media industry very well."

Work highlights Davis Wright Tremaine won an appeal at the US Court of Appeals Sixth Circuit for its client, ABC News, regarding its reporting of a confrontation between a Native American activist and a former student.

Notable practitioners

Victor Kovner is a hugely respected figure in the market. He offers a wealth of experience in defamation, reporter's privilege and privacy claims, and continues to advise a diverse client base, which includes clients in the news, publishing and entertainment sectors. **Elizabeth McNamara** is a preeminent First Amendment litigator with a stellar reputation defending media companies in high-profile defamation matters. She also demonstrates strength in intellectual property disputes. **Strengths:** *"Liz is extremely well respected and at the forefront of the practice."* **Kelli Sager** is the undisputed doyenne of the First Amendment Bar in California, with an exceptional track record of representing national newspapers and major television networks in defamation and right of publicity claims. **Strengths:** *"She is a very significant attorney in this space."* *"Kelli is a preeminent First*

Amendment lawyer. She is incredibly dedicated to her work and clients, working phenomenally hard." **Laura Handman** acts for an impressive roster of clients, which includes major newspapers, reporters and digital media companies. She remains a go-to for complex defamation disputes. **Strengths:** "Laura is an expert in this field. She is well connected and really understands what we are trying to achieve." **Katherine Bolger's** impressive First Amendment practice sees her regularly handling high-profile defamation claims on behalf of major media companies. **Strengths:** "Katherine is an experienced defense lawyer. She is terrific and a pleasure to work with." **Bruce Johnson** comes particularly recommended for his expertise in First Amendment matters involving commercial speech. **Nathan Siegel** has a strong track record of handling high-profile disputes involving press freedom. **Strengths:** "Nate brings great experience to his practice." **Rachel Strom** has significant experience defending national newspapers, television networks and digital media companies in high-stakes defamation and access disputes. **Strengths:** "Rachel is an extraordinary lawyer." **Robert Balin** offers prepublication counsel to major news outlets, and also often assists clients with defamation lawsuits and resisting subpoenas. **Strengths:** "Robert is a smart, effective and decent lawyer working in this space." **Thomas Burke** receives recognition for his specialist knowledge of anti-SLAPP law. He is vastly experienced in representing media companies and journalists seeking access to sensitive information and other First Amendment litigation. He has been particularly active in disputes involving freedom of speech on the internet. **Strengths:** "Thomas has an incredibly deep knowledge of every matter that comes up. He is an extremely inclusive person and knows how to help his clients. He can think well through both a legal and a business lens."

Band 2 First Amendment Litigation

Jackson Walker LLP

What the team is known for Jackson Walker LLP has a respected Texas-based litigation practice with a wealth of experience handling First Amendment claims. The firm is renowned for advising major media and entertainment companies on the defense of defamation claims at the trial and appellate stages.

Strengths

"Jackson Walker has an extremely deep bench and you always feel you are with the most experienced attorneys in the courtroom."

"They have an outstanding command of the courtroom and the substance of the law. They really know how to strategize from the earliest stages of a lawsuit to get us to a place that is desirable."

"Their work product is superb. They are meticulous, hard-working but most of all very professional in everything that they do."

Work highlights Jackson Walker successfully dismissed a defamation lawsuit against its client, Penguin Random House, with regard to the book 'Forget the Alamo'.

Notable practitioners

Charles Babcock (see p.3199) regularly handles

complex libel disputes as part of his broad commercial litigation practice and is especially well versed in anti-SLAPP law. He is renowned especially for his experience in trials. **Strengths:** "Chip brings enormous gravitas to legal proceedings and is very smooth in his execution in front of judges and juries." "He is a terrific trial attorney. My go-to attorney for trial litigation." "He is one of the best attorneys I've ever worked with. He's tremendously smart, experienced and unrelenting in his pursuit of a case. He's everything you want in a lawyer." **Paul Watler** (see p.731) is a recognized First Amendment litigator who has experience representing media clients in defamation and libel claims. **Strengths:** "Paul is a very good attorney in the courtroom and produces excellent briefs which are always top notch." "Paul is very knowledgeable in the areas of First Amendment litigation in Texas and a very responsive attorney to our needs."

Williams & Connolly LLP

What the team is known for Williams & Connolly LLP houses a well-established practice group with extensive experience in the area of First Amendment litigation. The team regularly acts on behalf of national news outlets and individual journalists in complex defamation, privacy and access claims.

Strengths

"Williams & Connolly provide consistently top-notch advice. The client service is outstanding."

"The firm is a go-to for high-value and high-profile matters. They are a top firm for complex litigation."

Work highlights Williams & Connolly represented Robert Woodward in an alleged copyright infringement lawsuit filed by former president Donald Trump against Woodward's work, 'The Trump Tapes: The Historical Record'.

Notable practitioners

Kevin Baine enjoys an enviable reputation as one of the most respected First Amendment litigation experts in the country. He has a wealth of experience handling libel claims on behalf of major news organizations and journalists. **Strengths:** "He is at the top of the field." **Thomas Hentoff** has a broad litigation practice, which includes notable experience with First Amendment cases, and he is also frequently sought out to conduct prepublication review. His varied client base includes newspapers, broadcasters and online media companies. **Strengths:** "He is truly outstanding." "He is remarkably talented." "He is extremely smart and responsive, great at both high-level strategy and day-to-day tactical guidance."

Band 3 First Amendment Litigation

Cahill Gordon & Reindel LLP

What the team is known for Cahill Gordon & Reindel LLP has a notable reputation for its strength in media defense. The New York-based group has a varied practice that includes defamation and privacy work for media and commercial clients.

Strengths

"They are sharp, strong in their legal arguments, good communicators and have a strong command of the law in this area."

"Cahill has a sterling reputation in the First Amendment space. They have top-notch attorneys who are incredibly humble, eager to understand the client's point of view and easy to work with."

"They have a specialty in litigation law."

Work highlights Cahill Gordon & Reindel represented X in an action at a federal court in California regarding freedom of speech and the responsibility of social media companies to respond to hate speech, extremism and harassment on their platforms.

Notable practitioners

Floyd Abrams maintains his reputation as a trailblazer in the First Amendment space. He provides unparalleled experience litigating free speech cases in both first instance and appellate courts. **Strengths:** "He is a top lawyer and a well-respected First Amendment litigator. He is very persuasive and his judgment is respected by the wider industry." "He is a true legend who doesn't disappoint." "Floyd brings gravitas to any First Amendment claim." **Joel Kurtzberg** is a highly sought-after litigator noted particularly for his expertise in First Amendment issues. He regularly acts on behalf of news broadcasters, newspapers and journalists. **Strengths:** "Whatever the legal problem, I call Joel first. He is excellent - experienced, effective, easy to work with, meticulous and totally trustworthy." "He is confident in dealing with complex matters. His specialty is First Amendment work and he is truly stellar in this area. He is strategic and incredibly experienced." "He is incredibly generous with his counsel and wisdom. Just a great person with impeccable judgment."

Haynes and Boone, LLP

What the team is known for Haynes and Boone, LLP offers significant strength in First Amendment matters. Its attorneys are especially well versed in Texas anti-SLAPP laws and also offer expertise in media access issues.

Strengths

"Haynes and Boone are very knowledgeable in Texas law and have a wonderful ability to provide concise legal advice that allows us to move forward quickly."

"They have great lawyers who care about getting a great result. I feel very comfortable with leaving things in their hands, knowing they are working to resolve the matters we take to them for the best value."

"The attorneys at Haynes and Boone have excellent knowledge of state and federal laws that pertain to our organization's areas of interest."

Work highlights Haynes and Boone defended CNN in a \$50 million defamation lawsuit relating to COVID-19 conspiracy theories.

Notable practitioners

Austin-based **Laura Prather** leads the firm's media law practice. She is frequently called upon by news broadcasters to handle defamation claims and is particularly knowledgeable about anti-SLAPP motions. **Strengths:** "Laura is a go-to attorney for First Amendment work. She is very aware of the political environment in Texas and has a finger on the pulse of state politics. She is extremely well connected in the industry." "She is very focused on resolution strategy, and dedicated to the profession and upholding the right of expres-

sion. She does a lot of lobbying for legislation that supports her clients." "She is a highly respected media lawyer and carries enormous credibility in Texas."

Band 1 First Amendment Litigation: Mainly Plaintiff USA – Nationwide

Clare Locke LLP

What the team is known for Clare Locke is the preeminent First Amendment litigation boutique and specializes in representing plaintiffs bringing defamation claims against major media organizations. The team is known for counseling key figures in politics and entertainment, as well as other high-profile individuals, on reputation management concerns.

Strengths

"The firm is incredibly effective as they rigorously represent their clients. I hold them in high regard."

Notable practitioners

Tom Clare is frequently engaged by individuals seeking to bring defamation and invasion of privacy lawsuits against media organizations.

Strengths: "Tom is an incredibly zealous, decent and ethical lawyer." "He is smart, tenacious, thoughtful and experienced." **Elizabeth Locke** is a distinguished plaintiffs' attorney with a strong track record in high-profile defamation cases. She has experience handling trial and appellate proceedings on behalf of well-known individuals.

Strengths: "Elizabeth is a very skilled lawyer."

Other Ranked Lawyers

Jonathan Albano of Morgan, Lewis & Bockius LLP represents a broad client base, which includes prominent news organizations, reporters, corporations and nonprofit organizations, in high-stakes libel and access lawsuits. **Strengths:** "He is insightful, intelligent and experienced, with excellent judgment about strategic matters. He also

makes clients feel at ease in otherwise difficult circumstances."

Sole practitioner **Mark Bailen** is a well-regarded litigator with wide-ranging capabilities in First Amendment matters. He acts for a varied client base, which includes journalists, nonprofit organizations and media companies. **Strengths:** "Mark is very effective and thoughtful in his advice to clients and a talented oral advocate. He is someone you can work with across the aisle." "He is a great lawyer and a good person."

Robert Bertsche of Klaris Law PLLC has vast experience advising news organizations and content creators on First Amendment issues, providing prepublication review as well as libel defense. **Strengths:** "Robert is a genius when it comes to law and the media. He has a deep level of knowledge of the field, is a team player and is fantastic to work with." "He is an integral part of our operation. We have a very helpful and collaborative relationship. He keeps us safe while being very client-friendly. He consistently hits the bull's-eye for us."

Theodore Boutrous (see p.1003) of Gibson, Dunn & Crutcher LLP is a well-established First Amendment litigator with a reputation for excellence in his representation of news organizations in defamation and access cases. **Strengths:** "He has excellent courtroom presence, is always prepared and argues eloquently in a way that judges and juries comprehend."

Peter Canfield is of counsel in Jones Day's Atlanta office. He excels in the representation of newspapers, broadcast networks and digital media companies. He offers significant experience acting in high-stakes libel, privacy and access cases.

Michael Grygiel is based in Greenberg Traurig, PA's Albany office. He has built an impressive media and entertainment practice with significant strength in First Amendment matters. **Strengths:** "Michael is extremely responsive, client-focused and takes a very smart approach to cases, being dedicated to his client's position."

Jean-Paul Jassy (see p.1034) is a partner in the Los Angeles office of Jassy Vick Carolan LLP.

He has an impressive First Amendment litigation practice, which sees him act in defamation and privacy matters. **Strengths:** "His knowledge of California law is unsurpassed. He is procedurally and substantially an expert in this area." "He is nothing short of outstanding. He is an expert in this field, an excellent writer and works well under pressure."

Sole practitioner **Thomas Leatherbury** is a skilled appellate attorney with a strong track record of handling cutting-edge First Amendment matters.

Rachel Matteo-Boehm is a partner in BCLP's San Francisco office. She demonstrates extensive expertise in First Amendment litigation.

Strengths: "She is extremely sophisticated in the subject matter she handles and is an effective litigator."

Jeffrey Robbins of Saul Ewing Arnstein & Lehr LLP has a wide-ranging First Amendment practice, which includes representation of defendants and plaintiffs. **Strengths:** "Jeffrey is highly communicative, very knowledgeable and measured in his approach."

Eli Segal of LeVan Stapleton Segal Cochran has an active First Amendment practice, which sees him regularly handle defamation, right of publicity and privacy matters. He is also sought out to provide prepublication counseling. **Strengths:** "He is brilliant, tenacious and smart. He presents to the court in a cool and calm way, very much putting his clients' needs first." "Eli has a nuanced understanding of the law and shows a real commitment to the client." "He is knowledgeable on every issue and simplifies complex legal matters."

Natalie Spears of Dentons is noted for her expertise in First Amendment litigation, representing an impressive array of media organizations and news outlets in high-profile litigation. **Strengths:** "Natalie is terrific with excellent judgment."

Sole practitioner **Steven Zansberg** is recognized for his vast experience representing media organizations and reporters in high-stakes libel disputes and public access claims. **Strengths:** "He is an incredible lawyer and specialist in his field."

NATIONWIDE: An Introduction to Food & Beverages: Alcohol

Contributed by Spiritus Law

Navigating the Waves: Economic Changes Impacting the Alcohol Industry and Steering the Way for Innovation

The alcohol industry is a unique case study in the current complex global landscape. It is a sector that demands resilience, adaptation, and innovation in the face of its own challenges. From small-scale distilleries to large multinational corporations, businesses in this industry are constantly navigating a sea of economic factors, government regulations, and technological advancements that are unique to their industry.

Economic challenges impacting the alcohol industry encompass fluctuating global markets, such as the recent trade wars between major economies, shifts in consumer behavior, such as the growing preference for craft beers, and the unpredictable nature of international trade relations. Concurrently, the advent of innovative technology, including e-commerce platforms and creative production methods, offers both opportunities and challenges. These technologies streamline operations and disrupt traditional business models, compelling companies to adapt to retain their competitive edge in an evolving marketplace.

Global Economic Conditions and Trade Dynamics

The alcohol industry's global nature makes it susceptible to international economic conditions. Recent foreign wars and shifts in trade agreements have introduced tariffs and trade barriers, affecting the flow of goods and altering the cost structure within the industry. These changes have particularly impacted small to medium-sized producers who rely heavily on export markets for growth. Additionally, fluctuating exchange rates since the 2020 COVID-19 pandemic have posed challenges for pricing and profitability, forcing companies to adjust their strategies dynamically. Amid this unpredictability, the industry is also grappling with disruptions in supply chains, changes in consumer behavior, and heightened regulatory scrutiny. Together, these factors underscore the importance of agility and innovation in the alcohol sector's approach to global trade and economic policy. Producers and exporters stay attuned to these global dynamics, employing strategies such as currency hedging and diversifying market presence to mitigate risks.

Government Policies and Regulations

Aside from the turbulent global economy, the alcohol industry is significantly influenced by the regulatory environment. Government policies shape everything from production to consumption. Taxes on alcoholic beverages vary widely by country and product type, directly affecting retail prices and consumer demand. Significant legislative changes in recent years have had a considerable impact on the alcohol industry, altering how businesses engage with consumers and operate daily. One noteworthy example is the legalization of home delivery and to-go sales in several jurisdictions, a shift accelerated by the COVID-19 pandemic. This legislative change has not only expanded sales channels for alcohol producers and retailers but also introduced a new dimension to consumer convenience and accessibility. Furthermore, amendments in advertising regulations, particularly in digital spaces, have necessitated innovative marketing strategies to comply with

new standards while effectively reaching target audiences. These legislative shifts underscore the evolving nature of the alcohol industry's regulatory environment, demanding adaptability and foresight from businesses aiming to thrive.

Consumer Spending and the Luxury Quotient

Consumer spending habits are often the driving force behind the alcohol industry, with market outcomes usually dictated by their fluctuations. Premium alcoholic beverages, considered luxury items, are particularly sensitive to changes in economic prosperity. During economic upswings, disposable incomes rise, leading to increased expenditures on luxury goods, including premium spirits, wines, and artisanal beers. Conversely, economic downturns typically result in tightened consumer spending, as households prioritize essentials over luxuries. This cyclical pattern necessitates agile business strategies that can pivot according to consumer sentiment and economic health.

In response to these consumer spending and luxury quotient oscillations, the alcohol industry has adeptly shifted gears, focusing on differentiation and premiumization of its offerings. This includes launching limited-edition products, aging spirits for longer to enhance depth and character, and investing in marketing campaigns that underscore the exclusivity and heritage of its brands. Furthermore, businesses are investing in expanding their digital footprint to make it easier for consumers to access premium products, even amid economic downturns, through social media and other web-based platforms.

Demographic Shifts: Catering to Gen Z and Millennials

Demographic trends can also influence demand within the alcohol industry. For example, health-conscious consumers have shifted preferences towards lower-alcohol, higher-quality beverages. Meanwhile, younger demographics, particularly Millennials and Gen Z, exhibit a penchant for experimentation, favoring craft beers, artisanal spirits, and novel flavors. Understanding these shifts is essential for alcohol producers and marketers aiming to capture and retain market segments.

The alcohol industry is actively innovating to meet Gen Z's and Millennials' distinct preferences. Brands are leveraging social media to build a more direct and engaging relationship with these younger consumers, emphasizing the story and craftsmanship behind their products. Additionally, there is a noticeable trend towards offering low-alcohol or non-alcoholic alternatives, catering to the health-conscious aspect of these demographics. Limited edition releases, collaborations with celebrities, and environmentally friendly practices further resonate with these generations' values. By aligning with the social and ethical priorities of Gen Z and Millennials, the alcohol industry is positioning itself to stay relevant and appealing to these influential market segments.

Environmental Concerns and Sustainable Production

Sustainability remains a hot topic and a significant concern for consumers and businesses, influencing purchasing decisions and production methods within the alcohol industry. Environmental considerations, such as water usage, energy consumption, and

waste management, are increasingly important. Consumer data demonstrates a preference, at least superficially, for brands that demonstrate environmental responsibility, leading to a surge in organic, biodynamic, and sustainably produced alcoholic beverages.

Modern technologies such as precision fermentation and solar-powered distilleries are propelling the production of sustainable alcoholic beverages, minimizing waste, and drastically reducing the carbon footprint of production processes. For instance, closed-loop systems, which recycle waste into energy, represent a groundbreaking approach to sustainability. Additionally, the development of alternative packaging solutions, from biodegradable materials to recyclable containers, addresses the significant environmental impact of traditional packaging. These technological advancements and growing consumer demand for eco-friendly products are shaping a future where sustainable practices are core to the alcohol industry's evolution.

Strategic Responses to Market Trends

In response to the myriad of challenges and opportunities outlined, companies within the alcohol industry turn toward adopting

multifaceted strategies to remain resilient. Investing in research and development can lead to discovering new products, including unique flavors and manufacturing techniques that cater to evolving consumer preferences. Likewise, fostering partnerships with local and international entities can enhance supply chain resilience and expand market reach. Furthermore, a strong focus on digital transformation — ranging from online sales channels to digital marketing strategies — can significantly amplify a brand's visibility and accessibility. By strategically navigating these areas, alcohol industry players can better equip themselves to withstand economic vicissitudes and potentially thrive through more turbulent times.

Conclusion

Adapting to the ongoing changes in market conditions and consumer preferences involves strategic foresight and a commitment to innovation in trending areas such as sustainability and diversity. The future of the alcohol industry lies in its ability to foresee changes, adapt strategies promptly, and remain resilient in a market characterized by constant flux.

Food & Beverages Alcohol Nationwide

Food & Beverages: Alcohol	Food & Beverages: Alcohol
Leading Firms	Senior Statespeople
Band 1	Senior Statespeople: distinguished older partners
GrayRobinson, PA	Hinman John A. Hinman & Carmichael LLP
Pillsbury	
Band 2	Leading Individuals
Davis Wright Tremaine LLP	Band 1
Holland & Knight LLP	Blau Richard M. GrayRobinson, PA *
McDermott Will & Emery LLP	Bonnington Carrie Pillsbury
Band 3	Band 2
Buchman Law Firm, LLP	Bergman Nicholas J. Buchman Law Firm, LLP
Flaherty & O'Hara, P.C.,	Frost Kimberly Martin Frost & Hill
Hinman & Carmichael LLP	Johnson Susan M. Stoel Rives LLP *
Shutts & Bowen LLP	Lyon Jesse D. Davis Wright Tremaine LLP
Stoel Rives LLP	Mather Alva McDermott Will & Emery LLP *
Strike Kerr & Johns	Newman Michael B. Holland & Knight LLP
Band 4	O'Hara RJ Flaherty & O'Hara, P.C.,
Adams and Reese LLP	Stamey-White Rebecca Hinman & Carmichael LLP
Burr & Forman LLP	Webster James L. Webster Law Partners (ORL) ◇
Carle, Mackie, Power & Ross LLP	Band 3
Christopoulos Law Group, LLC	DeConti Elizabeth A. GrayRobinson, PA *
Dickenson, Peatman & Fogarty	Haber Valerie GrayRobinson, PA *
Greenspoon Marder LLP	Lewis Marbet Shutts & Bowen LLP *
Martin Frost & Hill	Lewis Robert Shutts & Bowen LLP *
* Indicates individual with profile.	Powell Harlan Powell Junia (ORL) ◇
◇ (ORL) = Other Ranked Lawyer.	Strike Barry Strike Kerr & Johns
Alphabetical order within each band. Band 1 is highest.	

Band 1

GrayRobinson, PA

What the team is known for The GrayRobinson team handles high-quality work in a variety of

areas, including regulatory compliance, licensing, distribution and promotion of alcohol. The team is noted for expertise advising clients on M&A, in particular in dealing with multijurisdictional transactions. Its strong bench of experts includes several former federal and state regulators. The team acts for clients at all tiers of the industry, ably

handling matters for retailers and wholesale distributors as well as manufacturers and importers.

Strengths

"The GrayRobinson team always provides sound advice in a timely fashion and the attorneys are strong."

"The team's practitioners are always quick to

respond.”

Work highlights GrayRobinson assisted Casa Lumbre with US licensing and regulatory compliance matters in conjunction with corporate counsel to confirm that the ownership flows of the brands comply with US tied-house laws.

Notable practitioners

Richard Blau (see p.507) has significant experience in the alcoholic beverage sector and is particularly adept at handling regulatory and licensing matters. He is active across a range of sectors including retail and hospitality. **Strengths:** “Richard is always ready to take on difficult projects and develop creative solutions to challenging issues.” “He’s a national liquor law expert who is excellent at what he does, very personable and easy to work with.” **Elizabeth DeConti** (see p.539) is routinely called upon to advise clients on complex licensing and regulatory compliance matters. She acts as counsel for a number of alcoholic beverage companies, restaurants and retailers. **Strengths:** “Elizabeth is excellent at what she does.” “Her intellect and knowledge on alcohol laws are simply incredible.” **Valerie Haber** (see p.576) is routinely called upon to counsel clients on complex licensing matters. Her clients include breweries, retailers and distilleries. **Strengths:** “Valerie is a pleasure to work with and she has an exceptional understanding of licensing and permitting issues.” “She exceeds expectations every time we engage her.” **Grace Yang** (see p.739) focuses her practice on marketing and licensing issues, in addition to other regulatory concerns, notably on behalf of major retailers. **Strengths:** “Grace is fantastic to work with.” **Hannah Becker** (see p.500) is held in high regard by clients for her advice on regulatory matters in relation to new product launches, as well as on distribution issues. **Strengths:** “Hannah is wonderful to work with.” “It is a pleasure to work with Hannah.”

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman draws on significant capabilities in alcoholic beverage law when advising on regulatory investigations, commercial disputes and representing clients during negotiations with state and federal agencies. The team’s expertise stretches to compliance, licensing and labeling issues for US-based and international clients, with additional strength in trademark and IP matters within the alcoholic beverage space. It represents an enviable roster of clients, including major companies that produce and distribute luxury alcohol brands.

Strengths

“We have had a wide range of legal questions over the past year and Pillsbury has been able to advise us on everything.”

“Pillsbury has one of the most experienced teams in the entire state.”

Work highlights Pillsbury Winthrop Shaw Pittman advised Moët Hennessy USA on a variety of issues associated with e-commerce and retailer relationships, interests and activations.

Notable practitioners

Carrie Bonnington is considered a prominent presence in the alcohol beverage sector and advises on regulatory compliance, trade practice

matters and contractual issues. **Strengths:** “She’s excellent, she’s very competent and knowledgeable.” “Carrie is very well versed in her area of law. Additionally, she is a pleasure to work with.”

Band 2

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine’s nationwide practice offers expertise in connection with business transactions for corporate clients. Strengths include advising on federal and state policy issues, distribution and advertising of alcohol products, including tied-house regulations. Has notable additional competency in labeling compliance and trade practices matters. Offers further experience with regard to large-scale licensing projects for a range of clients in the retail and hospitality industries.

Strengths

“Davis Wright’s team are very creative.”

“Davis Wright Tremaine has advised us on a number of complicated issues. The team provides with quick responses and valuable information.”

“The practice group is very well connected and tuned into industry trends and issues.”

Work highlights Davis Wright Tremaine advised Duckhorn Wine Company on regulatory compliance across several areas, including public and private brand events, donations to non-profits and DTC compliance matters.

Notable practitioners

Jesse Lyon is renowned in the market for his ability to handle a wide spectrum of matters involving clients in the alcoholic beverages industry, including regulatory concerns, M&A and real estate. **Strengths:** “Jesse has a broad practice.” “We lean on Jesse for strategic guidance on big-picture issues.” “Jesse is a pleasure to work with. He’s highly regarded by clients and a team player who is knowledgeable on the subject matter and very responsive.” **Jeff Giametta** boasts a broad client base that is comprised of non-alcoholic beverage companies moving into the alcohol space and delivery apps, in addition to wineries, breweries and spirits brands. **Strengths:** “Jeff is very knowledgeable in regulatory matters.” “He is highly responsive.” **Bethany Hatef**’s specific areas of focus include advising clients on both a domestic and international level, on regulatory issues, IP questions and M&A. Her clientele includes manufacturers, retailers and distributors of alcoholic beverages. **Strengths:** “She’s spectacular and exceptionally talented, very practical and very responsive.” “Beth is insightful, practical and able to provide effective advice tailored to the needs of the business.”

Holland & Knight LLP

What the team is known for Holland & Knight assists clients on diverse regulatory matters and litigation, including governmental relations, trade compliance and enforcement actions. The team demonstrates expertise in emerging areas within the industry, such as digital media, events and smartphone applications. With noted strength in representing California-based wineries on the full spectrum of legal matters, including real estate

transactions, zoning and environmental matters, the team is also recognized for assisting its clients on alcoholic beverage-related intellectual property matters.

Strengths

“Holland & Knight’s team are professional, responsive, detail-oriented and a huge value-add, with a deep bench of experts ready to advise on matters of any kind.”

“The practitioners possess extensive knowledge of the subject matter and cover every state in the United States.”

Work highlights Holland & Knight advised Southern Glazer’s Wine and Spirits on alcohol beverage regulatory issues related to its roll-out of its DRAM Digital Revolution of Alcohol Marketing Agency.

Notable practitioners

Michael Newman handles a broad range of matters on behalf of clients in the alcoholic beverage industry, including federal and state licensing, legislative issues and regulatory compliance. **Strengths:** “Michael has a profound knowledge about the beverage sector.” “He’s a great lawyer to have on your team, with both national and state-level alcohol law experience.” “He’s extremely well versed in the issues we care about.” **Jason Barker** provides informed advice on a range of alcohol regulatory issues, including the distribution, import and export of alcoholic beverages. **Strengths:** “Jason is highly experienced in alcohol beverages and a great partner to have on your team.” “He has extensive knowledge on the topics on which he has been asked for advice and his responses are fast.” “Jason provides excellent service.”

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery has a talented team with prowess in an array of sophisticated alcohol law matters at both federal and state level. Its expertise includes advising high-profile clients on audits and investigations by regulatory bodies, in addition to working on legislative issues. The team demonstrates notable skill in handling complex litigation and transactions for national and international supplier-tier clients, as well as private equity firms and beverage companies.

Strengths

“McDermott has a team that is very well known in the alcoholic beverage industry.”

“Its practitioners have always given strong counsel.”

“The firm has a long history of representing alcohol industry members.”

Work highlights McDermott Will & Emery advised Heaven Hill on a TTB investigation.

Notable practitioners

Alva Mather (see p.634) is recognized for advising on a broad range of issues including regulatory matters, distribution agreements and marketing compliance, as well as significant M&A deals in the alcoholic beverage space. **Strengths:** “Alva is really good, she knows her stuff and the food and beverage industry.” “She has unique insight into the industry due to her experience.”

Band 3**Buchman Law Firm, LLP**

What the team is known for The Buchman Law Firm team offers expertise in state and federal regulatory matters, including franchising, trademarks and licensing. It is noted for its work with domestic and international importers and distributors in the alcohol industry, offering experience handling US distribution agreements and import matters such as customs clearance.

Strengths

"The practitioners are all deeply experienced and incredibly bright."

Notable practitioners

Nicholas Bergman has extensive experience advising clients on their most complex legal concerns, including franchise protection, distribution issues and trade practices. **Strengths:** *"I have the utmost respect for Nick." "I think very highly of him – he's bright, capable and hard-working."*

Flaherty & O'Hara, P.C.,

What the team is known for Flaherty & O'Hara boasts a distinguished team that is regularly called upon to offer counsel on licensing, marketing compliance and transactional matters. Its impressive client list covers a range of organizations from the beverage alcohol industry. Renowned in the market for representing clients in the hospitality and retail space, the team fields additional skills in handling alcohol license citation defense issues.

Strengths

"Flaherty has fantastic partners who do excellent work."

"The firm certainly has an extensive bench of lawyers."

Notable practitioners

RJ O'Hara is recognized by his peers for his work in the retail space. He focuses on handling licensing matters and also provides counsel on trade practice compliance issues.

Hinman & Carmichael LLP

What the team is known for Hinman & Carmichael demonstrates notable proficiency in the licensing, distribution and promotion of products in the alcohol industry. The team is adept at representing clients in proceedings before regulatory agencies, with experience in an array of criminal, civil and administrative matters. Its areas of expertise also include trade practice compliance and advisory work for suppliers concerning methods of distribution. Clients include an array of alcoholic beverage companies including importers, retailers, wholesalers and producers.

Notable practitioners

John Hinman maintains his strong reputation in the alcoholic beverage industry. He is regularly called upon to advise on retail licensing, distribution issues and California alcohol regulations.

Rebecca Stamey-White's practice encompasses a broad range of issues, although she regularly provides regulatory guidance and handles licensing matters and transactions. **Strengths:** *"I was very impressed with her – she's a really bright attorney."* **Erin Kelleher** has a burgeoning practice in the food and beverage space. She is rou-

tinely called upon by sellers and buyers to offer assistance with alcohol and cannabis licensing transactions. **Strengths:** *"She's a very bright professional."*

Shutts & Bowen LLP

What the team is known for Shutts & Bowen benefits from a distinguished team with significant experience advising clients on alcohol licensing matters and regulatory compliance. The practice acts for an impressive list of both international and domestic clients, with a number of notable clients in the hospitality and entertainment sectors. The group offers strength in handling contract disputes, IP issues and complex M&A in the alcohol beverage space. The team is also equipped to advise on distribution and importation issues.

Strengths

"They have consistently provided solutions for challenging issues. The team boasts a diverse skill set and talented attorneys."

"The team's expertise in beverage alcohol law is well known and respected."

"The excellent team works well and is very useful and productive."

Notable practitioners

Marbet Lewis (see p.622) is the co-chair of the firm's alcohol industry practice and regularly assists with M&A, licensing and regulatory compliance matters. Her practice covers both domestic and international issues. **Strengths:** *"Marbet is efficient, with prompt responses." "Marbet is a strong advocate for clients. She is very knowledgeable, detail-oriented and a solution seeker."* **Robert Lewis** (see p.623) has considerable knowledge of the alcohol beverage space and assists clients with trademark issues, contract negotiations and licensing matters. **Strengths:** *"He is a very professional, knowledgeable, dedicated and forthright attorney." "Robert is an incredible problem solver and a valued adviser."*

Stoel Rives LLP

What the team is known for Stoel Rives established practice with particular prowess in advising on liquor licensing and compliance. Its experience includes representing clients on advertising and distribution matters. The team demonstrates additional knowledge working with private equity funds on acquisitions and advising on M&A regulatory compliance. It is noted for representation of craft beer companies, wineries and vineyards in the Western US.

Strengths

"The team provides highly effective advice on complex matters."

"The group is very solution-oriented, knowledgeable and have diverse resources."

"Stoel's practitioners are not only responsive but also proactive."

Notable practitioners

Susan Johnson (see p.597) is widely recognized for successfully advising clients from the manufacturing, retail and hospitality sectors on complex regulatory and licensing issues. **Strengths:** *"Susan is extremely consistent, organized and hard-working."* **Claire Mitchell** (see p.644) is a solid adviser on both regulatory issues and M&A for

clients in the sector. **Strengths:** *"Claire is a really strong lawyer. She's very quick to respond and get things done quickly and easily."*

Strike Kerr & Johns

What the team is known for Strike Kerr has an adept group for alcohol law, focusing on general regulatory advice and marketing issues. Its breadth of experience also stretches to new developments in the industry, such as using technology in sales. The team has recognized capabilities in handling licensing issues for a varied client list including domestic and foreign importers, retailers and manufacturers. It regularly advises clients on trade relationships and practices.

Strengths

"The team provides sound legal counsel and marries it to practical business advice."

"Strike Kerr & Johns' team provides very thorough and actionable counsel. The practitioners are frequently relied upon to handle complex and sophisticated matters."

Notable practitioners

Barry Strike focuses his practice on trademark registrations and labeling matters. He represents a wide spectrum of clients including suppliers, importers and retailers. **Strengths:** *"Barry is approachable, super knowledgeable, practical and always a pleasure to work with." "Barry brings tremendous years of experience in the industry."*

Band 4**Adams and Reese LLP**

What the team is known for Adams and Reese fields a highly experienced team that advises breweries and distilleries on various alcohol regulatory issues, with a particular focus on its home state of Tennessee. It also acts for hospitality and entertainment clients and is well equipped to advise on alcohol sponsorships. The group has further experience of handling transactions in the alcoholic beverage sector.

Strengths

"Adams and Reese's team works through issues efficiently and successfully."

"The group is very quick to respond and assist."

Work highlights Adams and Reese assisted Circle K and Majors Management with the purchase of MAPCO.

Notable practitioners

William Cheek (see p.523) of Adams and Reese focuses his practice on advising organizations within the hospitality, manufacturing and entertainment sectors on licensing issues and regulatory compliance, with a particular focus on the state of Tennessee. **Strengths:** *"Will is an experienced attorney who is great to work with and has extensive knowledge in the field of beverage law." "He provides excellent client service and responsiveness."* **Robert Pinson** (see p.669) has significant experience of assisting clients with permitting and licensing issues. He is head of the alcohol and hospitality team. **Strengths:** *"Rob is great to work with, he's always responsive and works quickly to work through issues."*

Burr & Forman LLP

What the team is known for Burr & Forman has a distinguished practice in the space. Its practitioners have notable experience of advising clients on M&A transactions, as well as complex licensing issues. The teams clients include entertainment organizations, restaurants and hotels.

Strengths

"The team is very responsive and communicative."

Work highlights Burr & Forman represented Mudhouse Coffee Roasters at a public zoning hearing at the City of Charleston in order to get the zoning variance needed to accommodate its beer garden and related liquor license.

Notable practitioners

Edward Brown is a key contact.

Carle, Mackie, Power & Ross LLP

What the team is known for Carle, Mackie, Power routinely demonstrates its ability to advise a range of clients on issues in the alcoholic beverage space, including retailers, producers and investors. The team advises clients on M&A transactions as well as intellectual property issues. The practitioners are also adept at assisting on regulatory issues.

Notable practitioners

Linda Balok is a key contact.

Christopoulos Law Group, LLC

What the team is known for A Chicago-based group that is regarded for alcohol beverage expertise on a range of transactional, litigation and licensing matters. The group's clients include suppliers, distributors and retailers. Christopoulos Law is particularly recognized for its adeptness on federal, state and local licensing.

Strengths

"Christopoulos Law is a very strong group."

Notable practitioners

Dimitrios Christopoulos is regularly called upon by suppliers, retailers and importers to provide counsel on transactions, distribution agreements and enforcement matters. **Kristina Dickens'** specific area of strength lies in advising retailers on licensing matters. She has further experience representing importers, suppliers and distributors before both state and federal regulatory commissions. **Strengths:** *"Kristina is a really good alcoholic beverage lawyer."*

Dickenson, Peatman & Fogarty

What the team is known for Dickenson, Peatman & Fogarty is renowned for its strength in the wine industry and wine law. The group represents a wide spectrum of clients, including growers, importers and wineries. The practitioners are notably adept at advising clients on winery sales and vineyard leases.

Notable practitioners

Marissa Buck is a key contact for the firm.

Greenspoon Marder LLP

What the team is known for Greenspoon Marder's team is recognized for its strong track record advising clients in the hospitality and restaurant sectors on a range of alcohol regulatory, permitting and licensing issues. The group has further experience of acting for notable national retailers.

Strengths

"Greenspoon Marder's practitioners do a great job."

"The team is very astute and creative when tackling issues."

Work highlights Greenspoon Marder advised Happy Dad Hard Seltzer/Full Send on licensing and compliance matters in relation to its national expansion.

Notable practitioners

Louis Terminello (see p.717) is chair of the hospitality, alcohol and leisure group at Greenspoon Marder. He focuses his practice on providing counsel on licensing and permitting issues.

Strengths: *"Louis is extremely knowledgeable."* *"He is deeply experienced."* **Joshua Remedios** (see p.677) of Greenspoon Marder represents clients in all aspects of alcohol beverage laws, including licensing and post-licensing regulatory compliance guidance. **Strengths:** *"Joshua is very responsive, helpful and knowledgeable."*

Martin Frost & Hill

What the team is known for Martin Frost & Hill is a highly regarded firm with considerable experience of handling permitting and compliance issues in the alcoholic beverage space. The group's clients include distilleries, breweries and importers. The team has experience of advising clients at both a state and national level.

Strengths

"Martin Frost & Hill is a great firm."

Notable practitioners

Kimberly Frost of Martin Frost has a broad practice that involves advising wineries, importers and retailers on a host of regulatory issues including labeling, licensing and permitting. **Strengths:** *"Kimberly is a really sharp lawyer."* *"She's a really strong attorney."*

Other Ranked Lawyers

Shauna Barnes (see p.497) of Barnes Beverage Group leverages significant experience in the alcoholic beverage sector to advise on transactions and regulatory and compliance issues from her base in Annapolis, Maryland. **Strengths:** *"Shauna is very knowledgeable about the subject matter, industry standards and legal concepts."* *"She's a great lawyer and she knows the industry very well."* *"She is eminently practical in her approach."*

Marco Costales of Nossaman has recognized experience of advising alcohol importers and wineries on license applications and compliance issues. **Strengths:** *"Marco is very knowledgeable and easy to work with."*

Michael Kelly of ArentFox Schiff has vast experience in the alcoholic beverage sector and is regularly called upon to handle licensing matters, as well as importation and distribution agreements.

Strengths: *"He's got a tremendous amount of knowledge."*

Ryan Malkin of Malkin Law has a burgeoning practice in the market which focuses on providing counsel on regulatory compliance, with notable experience of advising on marketing. His broad client list includes suppliers, retailers and wholesalers. **Strengths:** *"Ryan is very attentive and offers a helpful, commercial and practical perspective."* *"He is a solid business partner."*

Harlan Powell of Powell Junia has decades of legal experience in the alcohol beverage industry representing suppliers and retailers in specialized transactions, among other issues.

James Webster of Webster Law maintains his strong reputation within the alcohol beverage space and is recognized for his impressive client list and extensive industry experience.

Food & Beverages Regulatory & Litigation Nationwide

Food & Beverages: Regulatory & Litigation
Leading Firms
Band 1
Covington & Burling LLP
Faegre Drinker Biddle & Reath, LLP
Hogan Lovells US LLP
Keller and Heckman LLP
King & Spalding LLP
Band 2
Alston & Bird LLP
Goodwin
Hyman Phelps & McNamara
Jenner & Block LLP
Perkins Coie LLP
Band 3
ArentFox Schiff LLP
Arnold & Porter
Davis Wright Tremaine LLP
DLA Piper LLP (US)
Greenberg Traurig, LLP
Mayer Brown LLP
McGuireWoods LLP
Shook, Hardy & Bacon LLP
Venable LLP
Williams & Connolly LLP
Band 4
Morrison Foerster
Olsson Frank Weeda Terman Matz PC
Reed Smith LLP
Sheppard, Mullin, Richter & Hampton LLP
Sidley Austin LLP
Wiley
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Covington & Burling LLP

What the team is known for Covington & Burling fields a multitalented team in the food space with an accomplished reputation for complex litigation and regulatory matters. The team is routinely called upon to represent businesses and trade associations in all aspects of work, including FDA regulations, advertising and dietary supplements. The team is also well equipped to handle matters relating to novel food technologies and production processes. An impressive bench includes former members of the FDA and FTC and attorneys experienced in complementary areas such as pet food and drug law.

Strengths

"I'd consider them elite. The practitioners are extremely knowledgeable and very practical."
 "I've been able to throw complex issues at them that span a number of areas and receive integrated, strategic and business-centric advice."
 "Covington's practitioners are extremely efficient because of their deep experience."

Work highlights Covington & Burling won a motion to dismiss a lawsuit filed against Doctor's Best in the Central District of California challenging Doctor's Best's claim that one of its supplement supports attention, learning and memory.

Notable practitioners

Food & Beverages: Regulatory & Litigation
Senior Statespeople
Senior Statespeople: distinguished older partners
Hutt Peter Barton Covington & Burling LLP *
Kushner Gary Jay Hogan Lovells US LLP
Leading Individuals
Band 1
Brew Sarah L. Faegre Drinker Biddle & Reath, LLP
Carvajal Ricardo Hyman Phelps & McNamara
Guggenheim Miriam J. Covington & Burling LLP *
Hahn Martin J. Hogan Lovells US LLP
Panos Dean Jenner & Block LLP
Pape Stuart M. Polsinelli PC (ORL) ◇
Band 2
Fawell Elizabeth Hogan Lovells US LLP
Giali Dale King & Spalding LLP *
Gradison Maile Hogan Lovells US LLP
Norris Trenton H. Hogan Lovells US LLP
O'Connell Jessica P. Covington & Burling LLP *
Spivey Angela Alston & Bird LLP *
Stansbury Smitha G. King & Spalding LLP *
Band 3
Biderman David T. Perkins Coie LLP *
Fogel Stefanie DLA Piper LLP (US)
Garganta Angel A. Limbo (ORL) ◇
Gray Joanne M. Goodwin *
Hibbert Robert G. Wiley
Hill Devon Keller and Heckman LLP
Neale James McGuireWoods LLP *
Pelonis Evangelia Keller and Heckman LLP
Perron Jeannie Covington & Burling LLP *
Prochnow Justin Greenberg Traurig, LLP
Talati Ashish Talati Law Firm PLLC (ORL) ◇ *
Wasserman Ivan Amin Wasserman Gurnani LLP (ORL) ◇
Band 4
A Lewis Claudia Venable LLP *
Begley Ann M. Wiley
Borders Keri King & Spalding LLP *
Carr Karen ArentFox Schiff LLP
Clark Mitzi Keller and Heckman LLP *
English Charles M. Davis Wright Tremaine LLP
Goldberg Cori Reed Smith LLP
Goodman Mark Baker McKenzie (ORL) ◇ *
Horvath August Foley Hoag LLP (ORL) ◇
Lally Amy Sidley Austin LLP *
Mann Richard Keller and Heckman LLP
McEnroe Diane Sidley Austin LLP *
Pippins Raqiyyah Arnold & Porter
Sipos Charles Perkins Coie LLP *
Taylor Trent McGuireWoods LLP *
Van Gundy Christopher Sheppard, Mullin, Richter
Vetesi Claudia Maria Morrison Foerster *
Waldman Brian ArentFox Schiff LLP
Up-and-coming individuals
Colas Veronica Hogan Lovells US LLP
Eyink Brian Hogan Lovells
Jockel Samuel Alston & Bird LLP *
Kulkarni Deepti Covington & Burling LLP *
Park Sung Reed Smith LLP *
Sylvester Brian Perkins Coie LLP *
Tao Xin Baker McKenzie (ORL) ◇ *
Young Tyler Faegre Drinker Biddle & Reath, LLP *

Peter Barton Hutt (see p.592) provides high-quality counsel on a broad spectrum of matters

including labeling, advertising and regulatory compliance. **Miriam Guggenheim** (see p.575) has extensive experience advising food and beverage entities. She is routinely sought out to handle regulatory issues surrounding product safety, advertising and labeling. **Strengths:** "She's very responsive and knowledgeable." "She's very good and has a lot of experience." "Her leadership and skill set provides us with high-quality legal guidance." **Jessica O'Connell** (see p.656)'s respected food and beverage practice encompasses labeling claims, compliance with FDA, USDA and FTC regulation, and litigation strategy. **Strengths:** "Jessica is our primary go-to for label and product advice. She's extremely knowledgeable, practical and great to work with." "She is very smart and knowledgeable in the subject area." **Jeannie Perron** (see p.666) offers clients extensive knowledge of animal food law and skillfully advises on matters relating to the FDA and FTC regulation. **Strengths:** "Jeannie is the person to go to if you need someone with deep knowledge in the space. She's a great strategist who has taken the time to understand our industry and our business." "She's an outstanding attorney." **Deepti Kulkarni** (see p.615) offers clients deep expertise in novel food products, including cell-cultured meats and bioengineered foods. Her regulatory insight is strengthened by experience working at the FDA. **Strengths:** "Deepti is a very strategic lawyer with deep expertise and strong business acumen. She is also very responsive and gives sound and practical advice." "She has an incredibly thorough grasp of the regulatory process and is well connected."

Faegre Drinker Biddle & Reath, LLP

What the team is known for The Faegre Drinker Biddle & Reath team has a breadth of experience in regulatory and litigation matters concerning food, foodborne illnesses, recalls and safety compliance. The team offers comprehensive guidance to high-profile clients on risk management and enforcement actions and is able to draw on significant expertise in agricultural law matters when advising clients, including organic food companies and trade associations. It is fully equipped to handle enquiries on FDA and FSMA regulations, as well as able to advise growing e-commerce food companies on a variety of regulatory issues.

Strengths

"Faegre Drinker handles complicated matters very well, with innovative strategy and excellent work product. I enjoy working with the attorneys and trust their ability to handle complex matters."
 "The team absolutely has expertise in the food safety regulatory landscape, know industry trends and are able to support on litigation, with lots of practical experience in the space."
 "They showcase a depth and breadth of experience in the industry."

Work highlights Faegre Drinker Biddle & Reath successfully defended Sprout Foods in a case concerning allegations that the minor plaintiff developed ASD and ADHD after eating Sprout and other baby foods.

Notable practitioners

Sarah Brew has cultivated an excellent reputation for her expertise in product recall proceedings arising out of foodborne illness, class actions and consumer fraud litigation. **Strengths:** *"I can't sing her praises enough; she does a really great job and is incredibly knowledgeable."* *"She has a very deep knowledge of all things regulatory in the food space."* **Tyler Young** (see p.740) is an adept adviser to a range of food and beverage clients on litigation, with noted experience handling consumer class action disputes. **Strengths:** *"He's a great strategist on litigation matters, with a strong knowledge of the food industry."*

Hogan Lovells US LLP

What the team is known for Hogan Lovells has a deep bench of practitioners with experience in a wide array of food and beverage issues. It handles impressive work in complex cases including class actions and sophisticated FDA disputes, earning high praise for its proficiency in regulatory and compliance matters. The team is also regularly sought out for legislative and policy advice. An enviable roster of clients includes international and US-based trade associations and market-leading food manufacturing companies. The team is regularly called on to advise clients on both their internal governance and the effects of new regulations on their businesses.

Strengths

"Hogan Lovells' group provides concise and responsive counseling."

"The team is one of the strongest in the US."

Work highlights Hogan Lovells advocated for the National Chicken Council before USDA on numerous regulatory matters with the potential for significant repercussions on the industry, including on numerous critically important policy initiatives.

Notable practitioners

Gary Jay Kushner provides counsel to a broad range of food companies and industry associations. He is particularly adept at advising on regulatory issues relating to distribution, marketing and safety inspections. **Strengths:** *"Gary is a true leader in the space."* **Martin Hahn** has significant experience of handling matters before the FDA. He draws on his background in food technology to advise on compliance issues, including labeling requirements and food safety matters. **Strengths:** *"Martin offers excellent insight."* *"There's a reason everyone says Martin is one of the best in the business. He is practical, solution-oriented and brilliant."* *"Martin has expertise across all aspects of food law."* **Elizabeth Fawell's** client base encompasses multinational corporations and trade associations. She adeptly advises on FDA regulation as well as issues relating to foodborne illness and product labeling. **Strengths:** *"Elizabeth offers a unique combination of deep knowledge, experience, sharp wit and pragmatic advice."* *"She provides outstanding support on complex issues and is very knowledgeable about the food industry."* **Maile Gradison** is held in high regard by clients for the depth of her regulatory expertise, particularly in relation to FDA and USDA rules and the Food Safety Modernization Act. She also possesses a deep knowledge of labeling and advertising issues, and product recalls.

Strengths: *"Maile is a really strong lawyer who is also very responsive."* **Trenton Norris** focuses his practice primarily on advising manufacturers and industry associations on contentious proceedings and he is widely regarded as a leading authority on California's Proposition 65. **Strengths:** *"He's really well regarded and very creative."* *"He's known as the expert in the country on prop 65."* **Veronica Colas** is regularly called upon to advise organizations on labeling requirements, compliance with food safety regulation and advertising issues. Her clients include trade associations, manufacturers and retailers. **Strengths:** *"She delivers immense value to her clients."* *"She is really practical and knows her stuff."* **Brian Eyink** wins plaudits for his significant expertise on USDA meat and poultry regulatory issues, with additional experience advising on FDA regulations. **Strengths:** *"He has valuable experience. I trust him with some of the biggest issues presented to us."* *"He has vast knowledge and experience in all things USDA."*

Keller and Heckman LLP

What the team is known for Keller and Heckman is at the forefront of food and supplement regulatory matters, advising on recalls, advertising and animal feed issues. Highly regarded for its representation of companies with complex scientific issues, including toxicological assessments, the firm fields additional expertise in handling food packaging issues, regularly providing educational seminars to domestic and European clients. Clients include those in the food and beverage, retail and pharmaceutical and life science industries. The team frequently handles the full spectrum of issues associated with newly developed food ingredients.

Strengths

"The attorneys are very responsive."

"I appreciate their ability to give practical advice."

"Keller and Heckman has some of the best lawyers in this area."

Work highlights Keller and Heckman advised Eastman Chemical Corporation and prepared the requests for Letters of No Objection from the US Food and Drug Administration for chemical recycling processes capable of producing a polymer suitable for use in contact with food from non-food-contact feedstocks.

Notable practitioners

Devon Hill draws strength from his scientific background to advise on complex food packaging, ingredients and contamination issues. **Strengths:** *"He offers deep expertise and practical approaches to problem-solving and generally great legal advice."* **Evangelia Pelonis** boasts significant strength in advising clients on matters concerning FDA and USDA regulations. She provides counsel on issues related to both human food and animal feed. **Strengths:** *"Evangelia is very responsive, gets to the heart of the matter and understands the issues."* *"Her approach is that she manages to be extremely insightful and thorough but also poses really practical solutions."* **Mitzi Clark** (see p.527) has a strong reputation for advising on food ingredient and packaging issues, regularly advising clients on GRAS submissions to the FDA. **Strengths:** *"She has vast experience and provides us with practical advice."* *"Mitzi is thoughtful and thorough*

in her responses." **Richard Mann** is commended for his ability to advise clients on both regulatory and litigation matters, including advertising and promotional disputes and compliance issues. **Strengths:** *"Richard is a well-respected lawyer."*

King & Spalding LLP

What the team is known for King & Spalding is sought for its in-depth expertise in FDA regulatory matters at state, federal and international level, including advisory work for clients regarding compliance with the Food Safety Modernization Act. The team demonstrates notable proficiency in a variety of specialized technical matters including biotechnology issues, food contaminants and ingredient safety. With significant experience in representing national and international manufacturers and ingredient suppliers, the team regularly advises on food compliance issues associated with significant deals and foodborne illness cases, including handling substantial class action litigation.

Strengths

"King & Spalding has a number of experienced and specialized attorneys that allow them to understand the more complex issues that arise."

"The team has deep expertise and is absolutely responsive and always timely."

Work highlights King & Spalding acted for Beech-Nut and obtained complete dismissal on primary jurisdiction grounds of a consolidated class action complaint, concerning allegations that the client's baby food products contain dangerous levels of heavy metals.

Notable practitioners

Dale Giali (see p.565) concentrates his practice primarily on class action litigation and is a popular choice among international corporations within the food and beverages sphere. **Strengths:** *"He is a terrific lawyer."* **Smitha Stansbury** (see p.710) is frequently sought out by food manufacturers and industry groups for her deep knowledge of FDA regulation. She is also a popular choice for clients seeking advice on an array of labeling and food safety matters. **Strengths:** *"Smitha has a strong grasp of industry needs and commercial awareness."* *"She's thoughtful and practical."* **Keri Borders** (see p.510) is recognized for her ability to defend organizations facing consumer class actions. She has significant strength in handling matters involving allegations of false advertising or misbranding. **Strengths:** *"Keri is a knowledgeable lawyer."*

Band 2

Alston & Bird LLP

What the team is known for Alston & Bird has a growing practice with a deep knowledge of the food and beverages space. Particularly adept at handling complex contentious matters such as consumer class actions arising out of labeling and advertising disputes, the team offers additional strength in regulatory compliance with the FDA and in connection with the FSMA. It also adroitly advises on issues relating to food safety, inspections and supply chain matters.

Strengths

"The team is very efficient and effective with their time on each project."

"The practitioners are very knowledgeable and have a ton of resources. They are also results-oriented."

"The team at Alston has deep knowledge and experience on complex matters concerning FDA regulations."

Work highlights Alston & Bird advised Wendy's on an FDA and CDC investigations into a E Coli outbreak allegedly linked to Wendy's sandwich romaine lettuce.

Notable practitioners

Co-chair of the food and beverage practice, **Angela Spivey** (see p.709) advises on a broad spectrum of contentious and regulatory issues, including class action litigation relating to labeling, outbreaks and product recalls. **Strengths:** *"She's very practical and has great relationships with clients."* **Angela is a fantastic lawyer.** **Samuel Jockel** (see p.596) is a rising partner who is regularly sought out by a range of food and beverage clients for regulatory counsel, with notable experience in food labeling and ingredients. He has further experience of providing counsel on FDA investigations. **Strengths:** *"Samuel is a consummate professional with a profound knowledge of his areas of practice."*

Goodwin

What the team is known for Goodwin has notable capabilities in food-related litigation including contentious advertising matters and class actions. The law firm is noted for its prowess in new food technologies and the healthy living sector and for providing regulatory advice to clients regarding the use of novel ingredients, functional foods and genetic engineering. The team is also able to advise clients on domestic and international regulatory matters.

Work highlights Goodwin advised Before Brands on FDA and FTC regulatory compliance counseling and legal risk mitigation advice pertaining to its baby food products.

Notable practitioners

Joanne Gray (see p.572)'s experience spans a broad spectrum of issues relating to the food and health supplement industry, including regulatory compliance, advice on product recalls and litigation.

Hyman Phelps & McNamara

What the team is known for Hyman Phelps & McNamara is an established food and drug law boutique that is well known for its expertise in acting on a wide range of regulatory issues. The team has deep experience in dealing with key government agencies including the FDA, DOJ and DEA. Further strengths lie in advertising and labeling advisory work and assisting clients with FTC regulatory compliance.

Strengths

"Hyman Phelps' team has deep regulatory expertise."

Notable practitioners

Ricardo Carvajal is highly respected for his regulatory practice and he is frequently called upon to provide counsel to clients in relation to FDA, USDA and FTC regulation.

Jenner & Block LLP

What the team is known for Jenner & Block has a well-regarded team with an established reputation for its disputes capabilities and strong capacity to effectively handle commercial litigation, consumer class actions and government investigations on behalf of prominent multinationals from the food and beverage sphere. The team is also experienced in food and beverage insurance coverage disputes. The team skillfully handles both international and domestic issues.

Strengths

"The team is experienced and able to handle matters efficiently."

"The practitioners are great with strategic advice and the work product is always great."

"Jenner & Block's practitioners are experts and very current in the law."

Work highlights Jenner & Block represented Kashi and Kellogg in two consolidated class actions claiming that Kashi and Kellogg mislabeled their products using protein claims that touted the products' protein content without accounting for the digestibility and quality of the protein.

Notable practitioners

Dean Panos is held in high regard for his representation of multinational food and beverage companies in contentious proceedings, particularly class actions arising out of labeling issues.

Strengths: *"He provides strong and practical advice."* *"He's one of the top of his field and is amazing at strategic planning."* *"Dean is pragmatic and has such deep knowledge and expertise in the space."*

Perkins Coie LLP

What the team is known for Perkins Coie has a respected team of practitioners with a strong track record of advising clients on FDA regulations. The team boasts notable experience handling complex class action litigation issues, including advertising and labeling disputes and claims under the FDCA. It is often called upon to advise on matters related to current market trends, such as cultivated meat and precision fermentation.

Strengths

"I've always been impressed by Perkins' ability to handle complex issues."

"Perkins has been able to tackle our issues head-on and provide valuable and salient advice."

Work highlights Perkins Coie acted as defense counsel for General Mills in a series of class action lawsuits alleging that Annie's Macaroni and Cheese products contain trace amounts of phthalates.

Notable practitioners

David Biderman (see p.505) is routinely called upon to defend clients in both state and federal courts following labeling and advertising claims. He represents significant manufacturers and food and beverage producers. **Strengths:** *"He's a very knowledgeable lawyer."* Cochair of the food litigation group, **Charles Sipos** (see p.703) is a respected litigator, with solid experience in disputes relating to labeling and ingredients.

Strengths: *"Charles is my go-to person when I need quick and smart advice. He stands out for how*

practical and business sensitive he is." **Charles is extremely knowledgeable.** **Brian Sylvester** (see p.714) is widely noted as an expert in regulatory issues relating to novel food technologies, with significant experience advising on USDA and FDA regulations. **Strengths:** *"Brian is great to work with, super responsive and has great industry knowledge."* *"He is always responsive and provides the highest quality responses for a whole range of complicated legal matters."*

Band 3

ArentFox Schiff LLP

What the team is known for ArentFox Schiff boasts a highly respected team that stands out for its expertise in food and agriculture matters. Well equipped to advise on FDA regulatory compliance, the team offers additional strength in product development, labeling and food safety issues. It handles matters for a diverse range of clients, including dietary supplement manufacturers, fast food chains and animal feed organizations.

Strengths

"It's a strong FDA regulatory shop with a great bench in terms of lawyers specialized in food and drug work."

Work highlights ArentFox Schiff advised Mars on pet food-related product development, licensure and importation matters.

Notable practitioners

Karen Carr offers clients deep expertise in the areas of agricultural technology and biotechnology in the food space. **Strengths:** *"She is highly professional and client-focused."* *"She's extremely helpful, practical, diligent and thorough."*

Brian Waldman is noted for his representation of clients in the development of new product strategies and post-market compliance. He has further experience of providing counsel on pet food-related issues. **Strengths:** *"Brian is an outstanding lawyer."* *"He's recognized as an industry expert."*

Arnold & Porter

What the team is known for Arnold & Porter boasts a strong team with experience handling an impressive range of contentious and regulatory proceedings with the food, beverages and dietary supplements sphere. The team advises on labeling issues, advertising claims and a range of consumer class actions. Sought out by a client base which incorporates manufacturers, suppliers and trade associations for representation before the FDA and FTC, the team adeptly advises on emerging scientific issues at both a state and federal level.

Strengths

"They do a great job handling complex questions in a timely manner."

Work highlights Arnold & Porter defended Refresco Beverages US in a case arising from allegations that its product was falsely advertised because it contained ascorbic acid without disclosing the presence of a potential preservative on the label.

Notable practitioners

Raqiyah Pippins is cochair of the consumer prod-

ucts practice group. She is in frequent demand for her advice on FDA regulatory issues, particularly in relation to food and beverage advertising and ingredients. **Strengths:** “She’s a very strong regulatory lawyer.”

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine has a well-respected practice with extensive experience of handling both litigation and regulatory matters in the food and beverage space. The law firm fields a strong group of practitioners with extensive experience of advising on a range of disputes, including those arising from foodborne illness and mislabeling claims. The team is routinely called upon to provide counsel on compliance with FDA and USDA regulations, notably in light of large transactions. Its broad client list includes processors, manufacturers and retailers.

Strengths

“We have been greatly impressed and pleased with the team’s responsiveness and work to make complex and sophisticated matters easy to comprehend in an efficient manner.”

“It’s clear the attorneys keep their pulse on the industry.”

“The team’s advice is always practical and actionable.”

Work highlights Davis Wright Tremaine defended Fred Meyer against class action claims alleging the retailer improperly charged consumers ten-cent deposits on beverage containers that cannot be redeemed under Oregon’s container recycling program.

Notable practitioners

Charles English is based in Washington and has a significant practice which sees him acting as counsel to manufacturers and retailers. He advises clients on a range of issues, including labeling and recalls. **Strengths:** “I was very impressed with his skill, patience, steady hand and vision. He is a courteous, professional and strong advocate.” “He is highly responsive and has strong business judgment.”

DLA Piper LLP (US)

What the team is known for DLA Piper is a global firm that is highly regarded for its food and beverage practice. The team handles a broad spectrum of regulatory matters, representing clients before the FDA, FTC and USDA and offers considerable strength in contentious proceedings, demonstrating a clear track record of advising clients on class actions, especially those relating to labeling and advertising claims. It draws on the extensive resources of its full-service model and international network to assist with a range of cross-border mandates.

Strengths

“The team is thorough, exhaustive, practical and detail-oriented.”

“The group has experience and expertise.”

“I’m very pleased with the team’s guidance and regulatory advice.”

Work highlights DLA Piper defended Chipotle Mexican Grill in a case arising from allegations of unfair business practices in relation to pricing practices.

Notable practitioners

Stefanie Fogel advises a largely international client base on an impressive range of regulatory matters and contentious mandates, including those relating to labeling, foodborne illness and supply chain issues. **Strengths:** “She provides practical solutions to issues.”

Greenberg Traurig, LLP

What the team is known for The Greenberg Traurig team is regarded for its ability to handle regulatory and compliance matters. The group is regularly called upon for legislative and policy advice, as well as to handle class action lawsuits. The team provides counsel to clients on both internal governance and the effects of new regulations, in addition to launching new food and beverage products.

Strengths

“The team has the expertise and experience to help us navigate the complexities of our industry and business challenges.”

“It’s an excellent firm.”

Work highlights Greenberg Traurig defended SlimFast in three matters dealing with claims of deceptive practices in relation to its weight loss products.

Notable practitioners

Justin Prochnow has notable experience of advising clients on both regulatory and litigation issues, including FDA inspections, mislabeling claims and advertising matters. **Strengths:** “He is always able to advise us on complex issues.” “Justin is extremely knowledgeable and always quick to reply. We have nothing but an amazing time working with him.”

Mayer Brown LLP

What the team is known for Mayer Brown is an international outfit which boasts a robust food and beverages practice. Notable strength in handling consumer class actions relating to labeling and false advertising claims. Additionally well equipped to advise on intellectual property, distribution and supply chain issues surrounding the food industry. Retained by an impressive range of multinational manufacturers, animal feed companies and agricultural groups.

Strengths

“Mayer Brown’s team is a great group to work with.”

Work highlights Mayer Brown acted for Cargill and Cargill Meat Solutions in multiple putative class action complaints related to allegations that Cargill and other meatpackers conspired to fix the prices of cattle and beef.

Notable practitioners

Washington, DC-based Carmine Zarlenga and Los Angeles and New York-based Daniel Queen are key contacts for clients.

McGuireWoods LLP

What the team is known for McGuireWoods offers a wide range of services to clients, covering food and beverage corporate advice, litigation representation and regulatory counsel. It also represents high-profile clients on food safety matters and is noted for its expertise in labeling litigation. The team regularly works with private equity firms on due diligence matters relating to

their investments in the food and beverage sector.

Strengths

“McGuireWoods’ team contains lawyers with different specialties and is responsive and attentive.”

Work highlights McGuireWoods advised Golden Hippo on international export matters related to product consideration for the European, Indian, and Canadian consumer markets.

Notable practitioners

James Neale (see p.3352) is frequently called upon to advise clients from the food industry on a range of contentious proceedings and regulatory matters. He adeptly advises on food safety inspections, foodborne illness cases and labeling claims. **Strengths:** “James is an attentive and wise lawyer.” **Trent Taylor** (see p.716) advises clients on FDA compliance issues, as well as on the launch of new products. He is also equipped to handle consumer class action disputes. **Strengths:** “Trent is great to work with and provides outstanding customer service.”

Shook, Hardy & Bacon LLP

What the team is known for The Shook, Hardy & Bacon team is respected for its representation of companies in the food and agribusiness space, including manufacturers and distributors of feed additives and animal food. The group counsels clients in a range of issues, including product labeling, marketing, product safety and regulatory compliance. It is also active on a range of food & beverage-related litigation.

Strengths

“Shook, Hardy’s team is broad and deep and their litigation capabilities are very strong.”

“The team has an in-depth understanding of FDA regulatory matters.”

Work highlights Shook, Hardy & Bacon defended Simmons Foods in consolidated antitrust conspiracy-proceedings involving putative nationwide class actions regarding the pricing and production levels in the broiler chicken industry.

Notable practitioners

Katie Gates Calderon and Lindsey Heinz are key contacts for the firm and based in Kansas City, Missouri.

Venable LLP

What the team is known for Venable has an experienced team with members who can draw on previous experience within the FDA, as well as deep experience in advertising law. The firm is regularly called upon to defend clients in class actions arising out of packaging, labeling and false advertising claims. It offers particularly astute advice on matters relating to the Lanham Act and is a popular choice with companies from the dietary supplements sector, as well as food and drink manufacturers.

Strengths

“Venable’s team provides great, strategic advice on how to handle complex litigation issues and are very efficient with their time and advice.”

Work highlights Venable acted for Burger King in a nationwide consumer class action concerning allegations of false advertising because Burger King allegedly misrepresented the size of its whopper and other sandwiches.

Notable practitioners

As cochair of Venable's FDA group, **Claudia Lewis** (see p.488) represents clients in matters concerning FDA regulations and labeling and marketing issues. She demonstrates notable strength in advising on dietary supplement labeling regulations.

Williams & Connolly LLP

What the team is known for Williams & Connolly has a distinguished practice in the food and beverage market with notable strength in litigation issues arising out of packaging, marketing and mislabeling claims. The team has notable experience of advising clients on investigations and enforcement actions. Clients include pet food producers, beverage manufacturers and food organizations.

Strengths

"Williams & Connolly is a solid firm."

Work highlights Williams & Connolly continued to represent Gerber Products in litigation in which plaintiffs claim that baby food made by multiple manufacturers contained levels of heavy metals.

Notable practitioners

Washington, DC-based David Forkner is the head of department and a key contact for the firm.

Band 4

Morrison Foerster

What the team is known for Morrison Foerster boasts a strong practice which is held in high regard for its ability to handle both litigation and regulatory matters. The group advises clients on cutting-edge topics within the food and beverage space, such as natural and plant-based alternative issues. The team demonstrates strength in handling advertising litigation, as well as Proposition 65 disputes, although providing FDA regulatory counsel is also a particular strength.

Strengths

"The work product is extremely well done."

Work highlights Morrison Foerster successfully defended Chobani in a proposed class action alleging it mislabeled a product because the product's vanilla flavoring is allegedly not derived exclusively from the vanilla bean.

Notable practitioners

Claudia Vetesi (see p.727) is able to offer an array of clients across the food and beverage sector a wealth of experience in handling labeling class action disputes. **Strengths:** *"Claudia is very practical and looks to align with our goals and resolve cases."* *"She is really good – she gets the issues and the practical business considerations."*

Olsson Frank Weeda Terman Matz PC

What the team is known for Olsson Frank Weeda Terman Matz has a distinguished food and beverage group, based in Washington, DC. The team offers deep expertise in advising food and dietary supplement clients on FDA and USDA regulations. Its members boast notable strength in providing counsel on labeling issues as well as enforcement investigations and food importation matters. The practitioners have further experience of assisting clients in the agriculture sector.

Strengths

"Olsson Frank contains great specialists in USDA work."

Notable practitioners

John Dillard, USDA practice head, and Mason Weeda, FDA food practice head, are key contacts. They are based in Washington, DC.

Reed Smith LLP

What the team is known for Reed Smith fields a respected food and beverage practice from its New York office, with experience advising a global and domestic clientele on a range of labeling issues and new product launches. The team is also regularly handles due diligence on M&A and investments in the food and beverage space, as well as advising on proposition 65 disputes and food recalls.

Strengths

"I appreciate the team's responsiveness and attention to detail. They are also strong in the subject matter."

"The Reed Smith team is very well organized, experienced and professional."

Notable practitioners

Cori Goldberg is primarily focused on advising clients on FDA regulatory matters, assisting with such issues as labeling and food safety, as well as on food recalls and commercial disputes. **Strengths:** *"She provides practical advice."* *"Cori is thorough and responsive."* *"Cori is exceptional – she has deep expertise in the space."* **Sung Park** (see p.662) is a solid advisor on a range of food and beverage regulatory matters, including food recalls, labeling issues and other matters pertaining to FDA regulations. **Strengths:** *"Sung demonstrates strong technical understanding of legal and regulatory requirements in the food industry."*

Sheppard, Mullin, Richter & Hampton LLP

What the team is known for Sheppard, Mullin, Richter & Hampton boasts a robust food and beverage practice primarily focused around its California offices. The team offers clients a range of expertise in handling class actions, proposition 65 litigation and commercial litigation for clients in the food and beverage sectors. It is also well equipped to advise on regulatory matters in relation to food and dietary supplements.

Strengths

"The depth of the team's knowledge is fantastic."

"The practitioners are very client focused, as well as strategic in their approach."

"Sheppard, Mullin's team is highly responsive and great to work with."

Work highlights Sheppard, Mullin, Richter & Hampton defended Walmart against allegations of trade secret misappropriation related to a system for food tracking and freshness.

Notable practitioners

Christopher Van Gundy has a significant practice in the space which covers a range of issues, including handling false advertising claims and labeling matters. **Strengths:** *"Christopher has an incredible awareness of the food industry."* *"He's excellent to work with."*

Sidley Austin LLP

What the team is known for Sidley Austin fields food and beverage experts from its offices in New York and Los Angeles who are experienced in a variety of consumer class action disputes. The practitioners are also adept at providing USDA and FDA regulatory advice. The team possesses notable expertise in the dietary supplement and medical foods space.

Strengths

"The attorneys we work with at Sidley have always been responsive and attentive to details."

Work highlights Sidley Austin advised Newman's Own on FDA label compliance, privacy policies and answering 'Right of Publicity' questions.

Notable practitioners

Amy Lally (see p.616) is a respected trial lawyer with recognized strengths in handling class action labeling and advertising claims and proposition 65 disputes. **Strengths:** *"Amy has been instrumental in navigating complex legal landscapes."* **Diane McEnroe** (see p.637) is an adept adviser on issues relating to labeling, packaging and the development of innovative food products and dietary supplements. **Strengths:** *"Diane is an outstanding regulatory lawyer with a depth of expertise."* *"She is an experienced lawyer with several decades of practice."*

Wiley

What the team is known for Wiley is a Washington-based firm that is recognized as a notable force in the food and beverage regulatory space. Its broad regulatory expertise spans food safety and recalls, labeling and marketing issues, as well as advising on novel ingredients. It is also equipped to advise on food and beverage regulatory issues in the context of M&A transactions.

Strengths

"Wiley has a very competent and helpful team, with great focus on client service. It is a quality firm that delivers."

"The practitioners are very well connected in the business and aware of current trends and hot topics in the food industry."

Work highlights Wiley advised C&S Wholesale Grocers as to whether it should continue to engage in the direct purchase and handling of certain pork products for distribution, sale and consumption outside of the Commonwealth of Massachusetts in light of newly enacted legislation.

Notable practitioners

Robert Hibbert draws on his experience as a director at the USDA and is renowned for his strength in advising clients on matters relating to the USDA and other agencies within the food and agricultural space. **Strengths:** *"He has particular expertise in USDA issues, so anything in that sphere is great."* **Ann Begley** routinely advises clients on regulatory issues relating to FDA and USDA-governed food and drug products. She is experienced in advising on novel products, such as food enzymes. **Strengths:** *"Ann is a most valued asset. She has great command of food regulations and awareness of the continuously changing regulatory landscape."* *"Ann is experienced and knowledgeable in the area of food law."*

Other Ranked Lawyers

Angel Garganta is well equipped to advise clients in connection with consumer class actions involving false advertising and labeling issues.

Mark Goodman (see p.570) of Baker McKenzie is a litigation specialist with experience in a range of food and beverage disputes. He also acts as the cochair of the North American commercial litigation team. **Strengths:** “Mark is always practical and knowledgeable.” “He is a very effective advocate.”

August Horvath of Foley Hoag is noted for his advertising expertise and work on disputes relating to marketing claims. **Strengths:** “He is a

fabulous lawyer – he’s very responsive, knowledgeable and offers really practical advice.”

Stuart Pape of Polsinelli stands out for his vast knowledge of FDA and USDA regulation, and is particularly well equipped to advise clients on labeling and advertising matters, as well as gaining approval for the use of new food ingredients. **Strengths:** “Stuart is very well respected in the space.”

Ashish Talati (see p.715) is noted for his strong food and dietary supplement practice. He is routinely called upon to provide counsel on FDA regulatory matters. **Strengths:** “Ashish is a strong lawyer.”

Tao Xin (see p.716) of is head of Baker McKenzie’s US food and drug law practice. He has significant expertise across the full spectrum of FDA regulations. **Strengths:** “His dedication to his clients stands out; he goes above and beyond to do whatever we need. He’s really pragmatic with his advice too.” “He’s very responsive and client-friendly.”

Ivan Wasserman of AminWasserman Gurnani LLP is held in high regard for his ability to advise clients on regulatory matters concerning the marketing and selling of food and dietary supplements. **Strengths:** “He’s a very good lawyer.”

Franchising Nationwide

Franchising	Franchising
Leading Firms	Senior Statespeople
Band 1	Senior Statespeople: distinguished older partners
DLA Piper LLP (US)	Silberman Alan H Dentons (ORL) ◇
Band 2	Modell Charles S Larkin Hoffman Daly & Lindgren, Ltd.
Baker McKenzie	Leading Individuals
Cheng Cohen LLC	Band 1
Greenberg Traurig, LLP	Coldwell Deborah S Haynes and Boone, LLP
Lathrop GPM	Grueneberg Susan A Cozen O'Connor (ORL) ◇ *
Plave Koch PLC	Hershman Stuart DLA Piper LLP (US) *
Band 3	Joblove Michael D Venable LLP *
Bryan Cave Leighton Paisner LLP	Leon Norman DLA Piper LLP (US)
Faegre Drinker Biddle & Reath, LLP	Lowell Bret DLA Piper LLP (US)
Foley & Lardner LLP	Mazero Joyce G Polsinelli PC
Haynes and Boone, LLP	Plave Lee J Plave Koch PLC
Larkin Hoffman Daly & Lindgren, Ltd.	Solish Jonathan C Bryan Cave Leighton Paisner LLP
Quarles & Brady LLP	Spandorf Rochelle Buchsbaum Davis Wright Tremaine
UB Greensfelder LLP	Woods Will K Baker McKenzie *
Venable LLP	Band 2
Wiggin and Dana LLP	Beyer David Quarles & Brady LLP
Band 4	Cohen Fredric A Cheng Cohen LLC
Akerman LLP	Curran Leslie D Plave Koch PLC
Davis Wright Tremaine LLP	Fittante Joseph J Larkin Hoffman Daly & Lindgren, Ltd.
Fox Rothschild	Fournaris Dean Wiggin and Dana LLP
Kaufmann Gildin & Robbins LLP	Gray Michael R Lathrop GPM
Nixon Peabody LLP	Greenfield Alan Greenberg Traurig, LLP
Polsinelli PC	Greenstein Richard G DLA Piper LLP (US)
* Indicates individual with profile.	Kaufmann David J Kaufmann Gildin & Robbins LLP
◇ (ORL) = Other Ranked Lawyer.	Kirsch Mark Lathrop GPM
Alphabetical order within each band. Band 1 is highest.	Krakus Beata UB Greensfelder LLP *
	Lockerby Michael J Foley & Lardner LLP
Band 1	Oppenheim David Greenberg Traurig, LLP
	Schnell Brian B Faegre Drinker Biddle & Reath, LLP
	Xu Tao DLA Piper LLP (US) *
DLA Piper LLP (US)	Band 3
What the team is known for DLA Piper is a leading firm offering a very deep bench of experienced attorneys capable of handling the full gamut of complex franchising litigation and transactional matters. It represents a wide variety of	Beilfuss Andrew Quarles & Brady LLP
	Cheng Amy Cheng Cohen LLC
	Dillon Elizabeth Lathrop GPM
	Doroghazi John Wiggin and Dana LLP
	Knack Gaylen L Lathrop GPM
	Koch David W Plave Koch PLC
	Lauer Robert A Haynes and Boone, LLP
	MacPhee Leonard Polsinelli PC
	Maher Kevin Baker McKenzie *
	McWilliams Keri Nixon Peabody LLP *
	Sager David S DLA Piper LLP (US)
	Schott Max Larkin Hoffman Daly & Lindgren, Ltd.
	Smith Mary Leslie Foley & Lardner LLP
	Tractenberg Craig R Fox Rothschild *
	Tyre Kendal H Nixon Peabody LLP *
	Vines Leonard D UB Greensfelder LLP *
	Band 4
	Costello Kenneth R Bryan Cave Leighton Paisner LLP
	Faunce Marisa Plave Koch PLC
	Fairman Steven Nixon Peabody LLP *
	Fisher Lane Fisher Zucker, LLC (ORL) ◇
	Gerhards Eleanor Fox Rothschild *
	Greene Nina Venable LLP *
	Heller Barry M DLA Piper LLP (US) *
	Klein Keith D. Bryan Cave Leighton Paisner LLP
	Lindsey Michael K Steinbrecher & Span LLP (ORL) ◇
	McIntosh Scott Quarles & Brady LLP
	Morey Richard J DLA Piper LLP (US)
	Permesly Breton H. Greenberg Traurig, LLP
	Reed Benjamin Plave Koch PLC
	Sallis Justin Lathrop GPM
	Sheyka Joseph W DLA Piper LLP (US)
	Smith Robert A Akerman LLP
	Tuneski Alexander DLA Piper LLP (US)
	Yaffe Eric Lathrop GPM

clients including some of the largest franchisors in the USA, private equity firms and a number of startups. The firm has a strong international presence complementing work with foreign companies franchising into the US. It offers unmatched expertise in termination-related disputes and litigation involving allegations of violations of state disclosure and relationship laws.

Strengths

"DLA has a very practical and clear approach. The team identifies the benefits and risks of taking certain paths and provides a workable point of view as to how to approach it."

"For every question we have, they have the right answer and assist properly."

Work highlights DLA Piper advised Underground Purchaser on its acquisition of Subway for \$9.5 billion.

Notable practitioners

Stuart Hershman (see p.583) has a leading franchising practice that sees him work on general dealership, distribution and antitrust matters, among others. He is based in the firm's Chicago office. **Strengths:** *"He is so knowledgeable and a leader in the franchise space. He understands our business and goals and gives practical advice."* *"He has the knowledge and ability to provide workable and appropriate business advice. He is also very reachable."* **Norman Leon** acts for franchisors on disputes, appearing in state and federal courts. He is noted for his exceptional handling of putative class action lawsuits, particularly misclassification disputes. **Strengths:** *"Norman is among the best litigators out there."* *"He is one of the key subject matter experts on litigation. He is bright, hardworking, reliable, service-oriented and invariably achieves great results for us."* **Bret Lowell** is highly skilled in a range of matters, including franchise disclosures. He is experienced in a number of sectors, including retail, healthcare and hospitality. **Strengths:** *"Bret is a very wise advisor and we appreciate his expertise."* **Richard Greenstein** is an experienced transactional lawyer who advises on a range of issues related to franchise and distribution law. **Strengths:** *"Rich is a great leader and I have learned a lot from him over the years."* **Tao Xu** (see p.739) is held in high esteem for his skills in international franchising matters. He is noted in particular for his significant expertise relating to transactions in the food and retail sectors. **Strengths:** *"Tao provides extremely valuable insights, practicality and guidance. He knows many markets and industries well and always makes us feel very well taken care of."* **David Sager** is particularly adept at advising franchisors in the hospitality sector. He handles contentious matters, including disputes centered around termination of franchise agreements. **Strengths:** *"David is a very well-respected attorney."* *"He is a top quality lawyer."* **Barry Heller** (see p.582) specializes in representing clients in franchise and distribution disputes. **Strengths:** *"Barry is a technically gifted litigator."* **Richard Morey** provides counsel on topics such as international development arrangements, acquisitions and joint ventures. He frequently advises both startups and established companies. **Strengths:** *"Richard is a very good franchise lawyer."* **Joseph Sheyka** has over 30 years of experience in the

franchise field. He advises on issues pertaining to expansions of franchise systems, among other matters. **Strengths:** *"His experience is very vast and if he doesn't know an answer to a question, he finds it for us. Joe guides us very successfully."*

Alexander Tuneski continues to build a solid profile in the franchise area, handling domestic and international transactions. His client base includes those in the education, hospitality and retail sectors. **Strengths:** *"Alexander is always responsive and able to assist us with items needed. He's very familiar with our needs."* *"We are lucky to have Alexander as an extension of our team in order to line our company up with proper guidance and overall franchising success."*

Band 2

Baker McKenzie

What the team is known for Baker McKenzie offers a broad base of franchising expertise, with a recognized focus on high profile transactional work. It has extensive experience advising franchisors on how best to format and expand their businesses. A varied client list includes several giants in the hospitality, retail and restaurant industries. It is highly regarded as a leading firm for international franchising, both for US franchises expanding abroad and for foreign franchises seeking to expand into the US.

Strengths

"Baker McKenzie has talent at all levels, across all geographies and practice areas. They are always ultra-responsive."

"Their knowledge of the market is extremely impressive. They call on their in-market specialists to add value as well."

Work highlights Baker McKenzie advised Marriott International on a licensing transaction with MGM Hotels & Resorts.

Notable practitioners

Will Woods (see p.737) works with notable clients including restaurants and hotels on a range of franchising work, including international transactions. **Strengths:** *"Will is not only able to navigate complex legal matters but always does so with a fair dose of pragmatism."* *"Will has 100% of our trust."* **Kevin Maher** (see p.629) has a burgeoning franchise practice and regularly advises on international expansions and refranchising transactions. He is particularly adept at assisting clients in the entertainment and food and drink industries. **Strengths:** *"Kevin is very thorough and detailed in handling matters internationally. He has an innate ability to quickly get to an understanding of the issue and render solid advice."* *"He is a delight to work with."*

Cheng Cohen LLC

What the team is known for Cheng Cohen is a franchising boutique based in Chicago providing the full range of transactional and litigation services. It represents a wide variety of US and international clients, from new startup franchisors to very well-established and mature brands.

Notable practitioners

Fredric Cohen is highly regarded for handling complex multi-forum class action litigation and

regularly defends franchisors in enforcement actions and other related issues. **Strengths:** *"Frederic is well respected in the industry."* **Amy Cheng** advises clients on a range of franchise-related issues, such as the structuring and operation of franchise programs and agreements.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig has a strong franchise and distribution practice with expertise in both domestic and international transactions and regulatory compliance work. It represents a number of large franchises in the full range of transactional and litigation needs. The firm also possesses particular expertise in matters arising from issues concerning IP and labor and employment. It is able to provide clients with regular counsel on the nuances and the impact of changes in local law in various international jurisdictions.

Strengths

"Our business is very nuanced and GT tackles our work with a clearly defined and logical approach. Everyone on the franchising team works seamlessly with a sharp attention to detail."

"Greenberg show a high degree of commercial awareness."

Work highlights Greenberg Traurig assisted Potbelly with its new \$25 million senior secured term loan.

Notable practitioners

Alan Greenfield advises on matters such as structuring franchise programs and international transactions. **Strengths:** *"Alan is an absolute expert in franchising and is always very attentive to our needs. Alan goes over and above to make sure we have the support we need quickly."* *"He is refreshing as outside counsel, he can help me get to the yes or no. He is never afraid to pick a position and help us move forward."* **David Oppenheim** maintains an impressive practice and advises on regulatory compliance issues and domestic and international franchising matters. **Strengths:** *"David understands all the franchising legal issues and combines that knowledge with the ability to navigate very complicated relationships."* *"He is very experienced in franchising and what we appreciate is that he's very practical and business focused. He's also very easy to get a hold of and will jump onto a call."* **Bret Permesly** offers strong expertise in domestic and international franchising and distribution matters. He regularly advises clients on franchise program development and cross-border deals and transactions. **Strengths:** *"Bret takes a long-term partnership vision with clients. He is a straight shooter and cares about delivering value."* *"Bret is extremely devoted to providing the best quality work."*

Lathrop GPM

What the team is known for Lathrop is a strong firm with notable expertise in dispute resolution, franchising M&A and international franchising. It offers a deep bench of attorneys covering a broad base of transactional advisory work and representation of clients in franchise litigation and arbitration. The firm has significant expertise in assisting franchisors to explore expansion options and address government regulations, employ-

ment issues and intellectual property matters. It is additionally noted for providing franchising clients with tax advice.

Strengths

"Lathrop is always fast, thorough and very detail-oriented."

"Lathrop's breadth of experience in all aspects of franchising means they have the appropriate expertise."

Work highlights Lathrop represented Precision Tune Auto Care in breach of franchise agreement suits it brought in the states of Minnesota, Arkansas and Washington and federal court.

Notable practitioners

Michael Gray is a litigator who works on a variety of franchise disputes, including noncompete enforcement issues. **Strengths:** *"Mike helps us guide our business through multiple difficult and complex issues. He is always thoughtful and direct."* **Mark Kirsch** acts for clients on domestic and international franchising issues, including transactional and regulatory matters. **Strengths:** *"Mark has a very good franchise practice."* **Elizabeth Dillon** is an established practitioner who advises early-stage and mature franchisors on their franchise systems. She often works on international matters, including helping clients expand into Asia, Europe and the Middle East. **Strengths:** *"Elizabeth is very experienced in regulatory matters and is very well regarded in that field."* *"I appreciate that Elizabeth doesn't just tell me the legal avenues, but also helps evaluate the business case."*

Gaylen Knack has a strong franchise practice which includes advising on structuring franchise programs. He is experienced in handling domestic and cross-border matters. **Strengths:** *"Gaylen is one of our most trusted advisors."* *"Gaylen is practical."* **Justin Sallis** is a recognized up-and-comer in the franchising space, able to advise on both transactions and disputes. **Strengths:** *"Justin is very well versed in franchise law."* **Eric Yaffe** gains recognition for his handling of franchise litigation on behalf of franchisors. He is often called upon by clients to litigate misrepresentation and breach of contract claims. **Strengths:** *"Eric is very detail-oriented, well prepared and a strong advocate."* *"He is super engaged in his client's business, understanding the nuts and bolts of the particular work, not just a general understanding of the industry."*

Plave Koch PLC

What the team is known for Plave Koch is a Virginia franchising boutique with a highly experienced bench of attorneys representing franchisors and distributors from a broad range of industries. It offers representation and counsel to clients in both franchise-related transactional matters and litigation. The firm is also regularly called upon to assist clients in building and launching their franchise programs and frequently engaged to provide guidance on compliance with franchise sale laws and franchise relationship management.

Strengths

"Plave Koch is incredibly responsive and easy to work with. Whatever they deliver is always high quality."

"The Plave Koch team is extremely timely in their responses and meeting deadlines."

Notable practitioners

Lee Plave is a top choice for distributors and franchisors on matters such as negotiating franchise agreements and cross-border transactions. **Strengths:** *"Lee's experience and practical approach is very valuable on how we approach our operational questions."* *"Lee is extremely responsive and almost always immediately knows the answer to my questions. He takes the time to understand our business."* **Leslie Curran** assists clients with regulatory compliance, among other franchise-related issues. **Strengths:** *"Leslie knows her stuff, is rarely wrong and is responsive at all times."* *"She displays superiority of knowledge both in the legal realm and with clear understanding of the business implications as well."* **David Koch** regularly represents clients in structuring franchise programs and licensing agreements. He works with a range of clients, include entities from the hospitality, retail and automotive sectors. **Strengths:** *"I think very highly of David."* *"David is a really good lawyer."* **Marisa Faunce** advises on a host of franchising issues, including operational compliance and termination strategies. She works with franchisors across the spectrum, from early-stage companies to established brands. **Strengths:** *"Marisa is a true expert. She knows the ins-and-outs, and is also very practical and easy to work with."* **Benjamin Reed** is an experienced attorney who frequently provides representation to significant franchisors on an array of contentious matters. **Strengths:** *"He knows his stuff, has a core of steel and is very intelligent."* *"Ben is smart and has a lot of experience in franchise litigation."*

Band 3

Bryan Cave Leighton Paisner LLP

What the team is known for BCLP advises clients on a broad range of sophisticated and complex franchising matters. It offers domestic and international capability in both franchise transactional matters and litigation, with notable expertise in acquisitions, class actions and general financing and regulatory work. The firm is noted for particular expertise in countries such as France, Germany, the UK and China. It is regularly called upon by major franchisors in the construction, automotive and hospitality industries.

Strengths

"BCLP is very committed to us and are very responsive."

Work highlights BCLP assisted Zensho with the franchise law elements of its \$621 million acquisition of Snowfox.

Notable practitioners

Jonathan Solish remains a go-to lawyer for high profile class actions and single plaintiff disputes, particularly misclassification and termination cases. He also handles a variety of transactional matters. **Strengths:** *"We value Jonathan's in-depth knowledge of the franchising business. He is very well experienced in the field and has seen all kinds of litigation in his career."* *"Jonathan is a big thinker."*

Kenneth Costello is noted for his strong transactional franchising practice. He frequently assists clients with issues such as licensing, branding and regulatory compliance. **Strengths:** *"Ken has a lot of depth to his practice."* **Keith Klein** represents

clients in arbitration and commercial litigation relating to franchising and distribution issues. He is active on behalf of food and beverage brands and is particularly interested in the technology sector. **Strengths:** *"Keith is very strong at litigation."* *"Keith is a wonderful lawyer."*

Faegre Drinker Biddle & Reath, LLP

What the team is known for Faegre Drinker Biddle & Reath has a domestic and international franchising practice providing the full range of transactional and litigation services to a wide variety of clients from the hospitality, restaurant and food service and retail industries. It also offers expertise to franchisors in the healthcare space, as well as assisting startup and emerging franchisors to launch, grow and establish their businesses. The firm has a deep bench of partners with expertise in non-US jurisdictions including in South America, Asia and the Middle East.

Strengths

"Faegre is ready to assist whenever we reach out. They ask good questions and hone in on the issue to provide the best advice."

"They always weigh practical and commercial interests as well as the legal ones. They also do a great job keeping abreast of the latest news in the franchise industry."

Work highlights Faegre Drinker Biddle & Reath advised International Dairy Queen on a breach of franchise agreement matter.

Notable practitioners

Brian Schnell is best known for working with domestic and international companies on structuring their franchising programs. His expertise covers matters such as international expansions and M&A. **Strengths:** *"Brian is a trusted advisor. He has a wealth of knowledge we lean on."* *"I enjoy Brian's calm demeanor and his ability to speak about complicated subject matter in simple terms."*

Foley & Lardner LLP

What the team is known for Foley & Lardner is recognized for its focus on nontraditional franchise work, representing a number of auto dealership clients, among others. It offers expertise in franchising advisory work, disputes and competition issues. The firm has significant expertise in the drafting of franchise disclosure documents and registration, as well as offering guidance on state regulatory processes for franchisors. It is expert in securing financing for production processes and purchases for franchisees, dealers and distributors.

Strengths

"Foley & Lardner has strong experience and a practical approach."

"Foley & Lardner is extremely responsive and do a great job at putting matters to rest quickly and efficiently."

Work highlights Foley & Lardner represented Clark Equipment Company in a wrongful termination suit brought by a Bobcat dealer claiming damages in excess of \$6 million.

Notable practitioners

Michael Lockerby has deep knowledge of franchise law and regularly advises on franchise and distribution agreements. He is particularly well thought of for his skills in representing clients

in the automotive sector. **Strengths:** “Michael is a tremendous lawyer.” **Mary Leslie Smith** represents franchisors and distributors in commercial disputes, often centered around trademarks and trade secrets, as well as cases brought by customers. **Strengths:** “We have a trusted relationship with Leslie. She has great critical thinking skills and looks at issues from all angles.” “She is a very good litigator.”

Haynes and Boone, LLP

What the team is known for Haynes and Boone is respected firm in the market, offering counsel and representation to a broad range of international and domestic clients. It has a strong bench of lawyers providing notable expertise and experience in franchising litigation, arbitration and alternative dispute resolution. It is particularly well versed in helping businesses with international expansion and distribution. The firm is recognized for expertise in representing clients from the food, drink, hospitality, retail and travel sectors.

Strengths

“Haynes and Boone is an expert in the franchise industry. Its franchise practice has great bench strength from senior partners to its paraprofessional staff.”

Notable practitioners

Deborah Coldwell is held in exceptionally high regard due to her experience in disputes concerning issues such as breach of contract, fraud and franchise terminations. Her clients include franchisors, distributors, joint ventures and partnerships. **Strengths:** “Deb is an excellent attorney. She is commercially savvy and a great business partner.” “Deb is a fine litigator.” **Robert Lauer** focuses on franchise law, advising on domestic and international matters. He works on transactional issues and is particularly skilled in working with those in the hospitality and restaurant sectors. **Strengths:** “Robert is a subject matter expert in the franchise space. His response time is terrific and his legal analysis is spot on.”

Larkin Hoffman Daly & Lindgren, Ltd.

What the team is known for Larkin Hoffman Daly & Lindgren advises a number of high profile franchisors in the hospitality, restaurant and lodging industries on the full range of franchising matters. It has a strong bench of attorneys offering notable experience and expertise in franchising M&A and regulatory and compliance work. The firm is particularly well versed in the drafting and registering of franchise agreements and disclosure documents, as well as offering expertise on the structuring of domestic and international franchise relationships.

Strengths

“I always receive quality work in a very prompt manner from the lawyers at Larkin Hoffman.”

“There is an exceptional depth of experience in planning and handling any issues that may arise.”

Work highlights Larkin Hoffman Daly & Lindgren represented Proforma in lawsuit brought against a former franchisee and his current employer claiming breach of contract and misappropriation of trade secrets.

Notable practitioners

Charles Modell is a well-regarded attorney who

regularly advises on the structuring of both domestic and international franchise arrangements. **Strengths:** “Chuck is among the brightest in the franchise bar.” **Joseph Fittante** is adept at guiding clients such as emerging and mature franchisors on disclosure and supply issues. **Strengths:** “Joe is knowledgeable and a leader in the franchise bar.” “Joe is an expert in franchise regulation across the whole spectrum. He’s extremely well connected with the regulators and is able to do a lot of work really quickly.” **Max Schott** is a respected lawyer who works with franchisors from a range of industries. He works on issues such as disclosures, supply chain maintenance and licensing. **Strengths:** “Max is an excellent attorney.” “He is very responsive and quick to answer. He shows a high level of professionalism and is transparent.”

Quarles & Brady LLP

What the team is known for Quarles & Brady offers a broad range of services to clients including providing counsel on how to establish and grow franchise systems and managing franchise relationships. It has notable expertise in acquisitions and dispute resolution. The firm is also experienced in handling matters both domestically and internationally, with recognized capabilities in the advertising, home construction, health and wellness, retail and financial services sectors.

Strengths

“Quarles & Brady are experts in every area of franchising and many other areas of business in general. They can make complex matters simple and direct.”

Work highlights Quarles & Brady advised Smoothie King Franchises on franchise regulatory compliance and defended the company in a class action.

Notable practitioners

David Beyer often assists clients with structuring their franchise programs. He is noted for his expertise in relation to the acquisition and sale of franchises, as well as regulatory compliance and franchisee disputes. **Strengths:** “David is definitely a top tier operator in this space.” “David is a wonderful lawyer.” **Andrew Beilfuss** assists clients with issues such as franchise expansion, post-termination enforcement and regulatory compliance. **Strengths:** “Andy knows franchise law inside and out. He’s great at making sure that the right people are assigned to the right cases and ensuring agreements are sound.” **Scott McIntosh** has a broad litigation-based practice acting on behalf of clients seeking to enforce post-termination clauses, franchise contract disputes and other commercial suits. He is also adept at handling arbitration proceedings before various arbitral bodies. **Strengths:** “Scott is a very good lawyer.”

UB Greensfelder LLP

What the team is known for UB Greensfelder LLP provides counsel to franchisors from a range of industries on a variety of franchising issues, including day-to-day operations, vicarious liability and franchisee relationships. It offers significant expertise on both domestic and international franchise-related transactional matters including M&A. The firm also provides expertise in litigation

and alternative dispute resolution. It provides representation to oil companies on matters such as compliance with gift card laws and opening convenience stores on gasoline station premises.

Strengths

“We are thoroughly impressed by the franchise practice’s capability to not only swiftly grasp the complexities at hand but also to consult us in devising practical solutions that incorporate suitable risk mitigation.”

“UB Greensfelder is able to address all of our issues, both complex and sophisticated. The attorneys are extremely responsive and perform at a very high service level.”

“They are great with tricky topics.”

Work highlights UB Greensfelder advised Snap-on on a response to a request from the Federal Trade Commission for information about franchising in the US.

Notable practitioners

Beata Krakus (see p.613) has extensive experience in handling a range of corporate and M&A matters for franchisor clients. She is equally adept at assisting with domestic and international issues. **Strengths:** “I am always impressed with Beata.” “She is a great go-to resource for franchising. She has great subject matter expertise and I would give her high marks for practically.” **Leonard Vines** (see p.727) is based in St. Louis and works with franchisors and distributors. He handles matters such as regulatory compliance and franchise terminations. **Strengths:** “He counsels us in a professional and experienced manner.” “Leonard is really well regarded and he is always fantastic.”

Venable LLP

What the team is known for Venable has a robust team that represents franchisors in a variety of fields, including hotels, restaurants, convenience stores, retail, automotive and personal services. The firm has a team of attorneys who have hands-on experience with operating problems of franchise companies, as well as deep expertise in registration and regulatory law.

Strengths

“Venable has a deep understanding of the franchising business and the needs of their clients.”

“We have access to senior partners who are extremely responsive and make themselves available often on short notice.”

Work highlights Venable acted for Planet Fitness in a jury trial concerning the expansion of the business’s franchised gyms into Mexico in 2016.

Notable practitioners

Michael Joblove (see p.596) is an expert litigator who works with a range of high profile franchisors, including prominent names from the food and beverage industry. **Strengths:** “Michael is excellent. He is an aggressive, thorough and shrewd litigator. You want his team on your side.” “Michael is among the best franchise litigators and trusted advisors.” **Nina Greene** (see p.573) is noted for her representation of franchisors in contentious issues. She is experienced in state, federal, trial and appellate court cases. **Strengths:** “Nina is very talented.” “Nina is a good litigator.”

Wiggin and Dana LLP

What the team is known for Established firm with notable expertise in franchise litigation. Wiggin and Dana represents clients from a variety of industries, including several of the USA's largest quick service restaurant franchises. Clients are also drawn from the retail, automotive and hospitality sectors.

Strengths

"Wiggin and Dana's service is personalized and client focused."

"I have been impressed with the attorneys and staff. If someone doesn't know the answer, they work with other members of the firm to get it quickly and efficiently."

Work highlights Wiggin and Dana provided litigation counsel to Fantastic Sams Franchise Corporation regarding disputes arising over trademark infringement.

Notable practitioners

Dean Fournaris acts for a range of clients in the hospitality, leisure and education sectors, providing extensive advice on franchise management and legal compliance. **Strengths:** *"Dean is a ferocious, talented litigator. He is fantastic when you need to push back hard against a difficult opponent." "He is a one-stop shop for a broad array of issues in the franchise space. He has tremendous knowledge on nuanced issues, understands the impact to the business, thinks ahead and is proactive."* **John Doroghazi** is well respected for handling complex litigation arising from disputes between franchisors and franchisees. He is particularly adept at handling contentious matters relating to fraud and breach of contract. **Strengths:** *"John always shows up, gets right to the point and gets me the results I want. He knows what he is doing and is fun to work with too." "John is extremely smart, very creative and knows how to come up with effective and interesting legal strategies, which I find very valuable."*

Band 4

Akerman LLP

What the team is known for Akerman's franchise team provides expertise in state and federal regulatory compliance, developing new franchise units, arranging terminations and acquisitions. The full service law firm acts for franchisors and multi-franchise units in the restaurant, retail, private equity industries amongst others. The team can draft and negotiate master franchise agreements, license agreements and franchise disclosure documents as well as handle litigation with franchisees.

Strengths

"Our lawyer at Akerman listens extremely well and then truly works to solve to the objective."

"It is incredible how fast they reply. I have never had to wait more than 24 hours."

Work highlights Akerman assisted Pret A Manger with the sale of its US operations to a joint venture partner and the establishment of a franchise system.

Notable practitioners

Robert Smith provides counsel to clients seeking to develop and expand their franchise operations.

Strengths: *"Robert is very smart and capable."*

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine is a robust team handling complex franchisor and franchisee issues. It is well placed to provide strategic advice on brand development and expansion within the US and globally. The firm is particularly adept at representing those in the restaurant and food and beverage industries.

Strengths

"Davis Wright has a great understanding of both the technicalities and practical aspects of a dispute and how controversial interpretations will play out."

"Each team member we work with at DWT is an expert in their field. The team is always very responsive and delivers a high level of service."

Work highlights Davis Wright Tremaine advised ADT Taco in its entry into the Taco Bell system including acquisition of 16 locations, a sale lease-back transaction, debt financing and negotiations with Yum! Brands, the Taco Bell brand parent company.

Notable practitioners

Rochelle Buchsbaum Spandorf has vast experience in advising franchisors, franchisees and distributors, among others, on matters such as international expansion. She is equally adept at handling contract negotiation and dispute resolution matters. **Strengths:** *"She is at the top of her game. She is a seasoned lawyer with a long history of offering legal services in the franchise space." "Rochelle helps shape our franchise offering, providing sound business and legal advice. She helps us successfully navigate a challenging area of the law and a constantly shifting industry."*

Fox Rothschild

What the team is known for Fox Rothschild is a strong group of attorneys specialising in transactional matters on behalf of franchisors. It has significant expertise in drafting franchise disclosure documents and franchise agreements, as well as serving as outside counsel to a range of clients. The firm is equipped to handle domestic and international franchise issues.

Strengths

"The franchising team at Fox Rothschild goes above and beyond to make sure we fully understand the scope of the franchising business and navigate all matters."

"They have the right bench strength to support what we need with great response times. They have really become good thought partners as we continue to grow with them."

Work highlights Fox Rothschild LLP assisted Nifty Fifty's Franchising with preparing its franchise program.

Notable practitioners

Craig Tractenberg (see p.721) represents clients in contentious and noncontentious franchising issues, including licensing agreements, termination disputes and acquisitions. **Strengths:** *"Craig is an extremely talented and experienced attorney. He's extremely knowledgeable and we know we are in great hands!" "He has a solid reputation and has been in the franchising world a very long time."*

Eleanor Gerhards (see p.564) serves as outside general corporate and franchise legal counsel

to startup and established franchise clients. She guides the structuring of franchise programs, drafts franchise documents and counsels clients on regulatory compliance and state registration matters. **Strengths:** *"Elle is our go-to. She is a great commercial thought partner across all sorts of areas." "She always provides us with exactly what we need without overcomplicating things! She understands where we are as a business and where we are headed which makes sure we are two steps ahead."*

Kaufmann Gildin & Robbins LLP

What the team is known for Kaufmann Gildin & Robbins is a renowned boutique law firm offering expertise in franchising M&A, litigation and financing. It serves a varied client base, including leading financial institutions, private equity firms and franchisors from a wide range of industries. The firm offers expert guidance to startup franchisors on every aspect of preparing, registering and implementing a specialized franchise program.

Notable practitioners

David Kaufmann works on an array of issues, including franchise-related M&A. **Strengths:** *"David has been an outstanding lawyer for years."*

Nixon Peabody LLP

What the team is known for Nixon Peabody represents franchisors and distribution companies through the full process of franchising, with expertise in M&A, franchise documentation and high-stakes dispute resolution. The firm offers a strong bench of attorneys experienced in international and domestic franchising matters. It counsels on transfers, terminations, renewals and franchisee association issues. Nixon acts for a large roster of clients drawn from the restaurant, retail and financial industries among others.

Strengths

"Nixon Peabody is a quality franchising practice. They are good with timeliness, competency and performance. They're very helpful and strong in assisting and supporting us."

"The team at Nixon Peabody has great expertise with international franchising issues and is always responsive."

Work highlights Nixon Peabody advised School of Rock on the sale of the company by Sterling Partners to Youth Enrichment Brands.

Notable practitioners

Keri McWilliams (see p.639) coleads Nixon's franchise practice and advises franchisors across a wide range of industries. **Strengths:** *"Keri is a great lawyer who I have tremendous respect for." "Keri can express complex matters in clear, layman terms."*

Kendal Tyre (see p.724) is able to assist clients in a swath of industries with issues such franchise registration, disclosure and enforcement. He is noted for his proficiency in matters related to international expansion. **Strengths:** *"Kendal is very easy to work with and has a strong knowledge of international franchising issues and development."* **Steven Feirman** (see p.552) provides extensive support to businesses on global expansion issues and franchise compliance, among other matters. His broad sector expertise covers food and drink, education, real estate and

travel. **Strengths:** “Steve is very strong in antitrust, franchising and distribution. I have a high opinion of him.”

Polsinelli PC

What the team is known for Polsinelli is able to assist with a range of litigious issues facing franchised businesses including breaches of contract, termination disputes and arbitrations. The firm has a strong practice advising clients on corporate and transactional issues involving IP rights, contract drafting and international brand expansion. It is particularly well regarded for its representation of restaurant and foodservice clients.

Strengths

“Polsinelli is extremely knowledgeable and responsive to our needs. The team’s expertise is invaluable to us.”

“Polsinelli provide exceptional advice and have depth of knowledge and breadth of resources.”

Work highlights Polsinelli represented Darden Restaurants on its domestic and international franchising programs for brands including Olive Garden, Bahama Breeze and LongHorn Steakhouse.

Notable practitioners

Joyce Mazero provides extensive counsel to clients on franchising agreements and contract drafting, as well as assisting with litigating franchising disputes. **Strengths:** “A veteran in franchising law, Joyce has an exceptional knowledge base and is a strategic and tactical thinker.” “Joyce is sharp. I enjoy working with her and getting her perspective.” **Leonard MacPhee** cochairs the firm’s global franchise and supply network practice. He is adept at handling both noncontentious issues and disputes pertaining to a variety of matters, including termination and breach of contract. **Strengths:** “Len is great, he’s my go-to on complex matters.” “His insights and comprehensive vision help us be two steps ahead.”

Other Ranked Lawyers

Lane Fisher is noted for his robust practice handling a wide variety of transactional matters and litigation in the franchising space. **Strengths:** “Lane is extremely knowledgeable and easy to work with.” “Lane is a very knowledgeable lawyer with a

strong breadth of connections and experience in the franchising community.”

Susan Grueneberg (see p.575) is widely respected in the industry due to the considerable depth of her expertise. She frequently counsels clients such as franchisors on agreement drafting, regulatory compliance and transactional matters.

Strengths: “Susan is a very good lawyer.”

Michael Lindsey assists a range of franchisors and franchisees with complex litigation. He also frequently counsels on IP and corporate law.

Strengths: “Mike is very impressive and knowledgeable.”

Alan Silberman continues to be widely respected in the field of franchising. He has extensive and deep experience counseling clients on all manner of franchising issues. **Strengths:** “When Alan speaks about franchising, people listen.”

Franchising **Mainly Franchisee Nationwide**

Franchising: Mainly Franchisee
Leading Firms
Band 1
Dady & Gardner, PA
Band 2
Garner, Ginsburg & Johnsen, P.A.
Zarco Einhorn Salkowski, P.A.
Band 3
Marks & Klein, LLP
◊ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Dady & Gardner, PA

What the team is known for Dady & Gardner is a leading firm for the representation of franchisees, dealers and distributors in business-threatening disputes with franchisors and suppliers. It offers a deep bench of attorneys regularly providing counsel to a variety of franchisee associations throughout the world. The firm represents clients from a wide range of industry sectors including quick-service restaurants and farm equipment distributors.

Strengths

“Dady & Gardner do a really good job representing business clients in transactional matters.”

“We view Dady & Garner as reputable; they are not there just for the fight.”

Notable practitioners

Michael Dady is a leading attorney in the fran-

Franchising: Mainly Franchisee
Senior Statespeople
Senior Statespeople: distinguished older partners
Karp Eric H Witmer, Karp, Warner & Ryan (ORL) ◊
Leading Individuals
Band 1
Dady J. Michael Dady & Gardner, PA
Gardner, Jr. Ronald K. Dady & Gardner, PA
Garner W Michael Garner, Ginsburg & Johnsen, P.A.
Band 2
Caruso Carmen Carmen D. Caruso Law Firm (ORL) ◊
Chernow Harris J Reger Rizzo Darnall LLP (ORL) ◊
Einbinder Michael Einbinder & Dunn LLP (ORL) ◊
Einhorn Robert M Zarco Einhorn Salkowski, P.A.
Ginsburg Elliot Reed Garner, Ginsburg & Johnsen, P.A.
Haff Jeffery S. Dady & Gardner, PA
Holland John D. Dady & Gardner, PA
Klein Justin Marks & Klein
Lagarias Peter C. Lagarias & Napell, LLP (ORL) ◊
Silverman Peter R Shumaker Loop & Kendrick (ORL) ◊
Zarco Robert Zarco Einhorn Salkowski, P.A.
Band 3
Johnsen Erin Garner, Ginsburg & Johnsen, P.A.
Korzenowski Scott E. Dady & Gardner, PA
Miamen Kristy L. Dady & Gardner, PA
Patel Himanshu M Zarco Einhorn Salkowski, P.A.
Rosen Richard Rosen Karol Salis PLLC (ORL) ◊
Salkowski Robert F. Zarco Einhorn Salkowski, P.A.

chising market. He is highly regarded for representing franchisee clients in complex litigation. **Strengths:** “Mike is less about the drama and more

about finding practical solutions.” **Ronald Gardner** is commended for his handling of complex disputes and franchise agreement negotiations on behalf of franchisees. He acts for clients of all sizes in the food, transportation and construction industries. **Strengths:** “Ron is very strong for franchisee matters.” **Jeffery Haff** is recognized for his ability to deal with breach of covenant, misconduct and termination issues on behalf of franchisee clients, distributors and dealers. **John Holland** receives recognition for his representation of franchisees and dealers in encroachment, unlawful termination and transfer rights litigation. His expertise extends to dealership rights negotiations with manufacturers. **Strengths:** “John is a very good franchisee lawyer.” **Scott Korzenowski** represents franchisee clients in the restaurant and fast food industry in disputes with franchisors and manufacturers. He regularly appears in litigation in state and federal court. **Kristy Miamen** acts on behalf of dealers and distributors in disputes with franchisors and suppliers. She handles both litigation and arbitration proceedings. **Strengths:** “Kristy is a good lawyer.”

Band 2

Garner, Ginsburg & Johnsen, P.A.

What the team is known for Garner, Ginsburg & Johnsen represents franchisees in disputes with franchisors regarding a range of matters

including misrepresentation, fraud and breach of contract, among others. The team is particularly active in post-termination disputes concerning a franchisee's ability to operate a competitive business. It offers particular expertise in franchise matters affecting franchisees in the leisure and hospitality arenas. The firm is also regularly involved in cases establishing new precedents in franchise law.

Strengths

"Garner, Ginsburg & Johnsen is very knowledgeable and easy to work with. They are amazing and the service they provide is top notch."

"The Garner firm is extremely capable when handling complex franchise disputes."

Work highlights Garner, Ginsburg & Johnsen acted for Feed Your Sole Minnesota in a post-termination noncompete dispute initiated by the franchisor.

Notable practitioners

Michael Garner has a wealth of experience in termination, fraud and franchisee rights enforcement proceedings for franchisee clients. **Elliot Reed Ginsburg** is highly proficient in contract disputes, fraud claims and other contentious proceedings. He regularly provides counsel to franchisee clients in the retail and hospitality sectors.

Strengths: *"Elliot is an excellent technical attorney with the proven ability to handle complex disputes in the franchise industry." "He is very practical. He knows the law and will get to a good outcome."*

Erin Johnsen has a burgeoning practice and continues to garner a reputation for her work with franchisees. She frequently assists clients with disputes concerning misrepresentation and franchise terminations. **Strengths:** *"We love Erin! She is a true asset with her hard work and dedication."*

Zarco Einhorn Salkowski, P.A.

What the team is known for Zarco Einhorn Salkowski is an established franchise boutique with a strong bench of attorneys and a market reputation for zealous representation on behalf of franchisees and franchisee associations in a wide range of business disputes. It offers expert advice and counsel to clients on a range of franchising matters, including franchise opportunities and

becoming a franchisee, disclosure documents and the renewing of existing franchise arrangements.

Strengths

"Zarco are fearsome litigators."

"They are practical to work with."

Notable practitioners

Robert Einhorn represents franchisee clients in litigation and arbitrations. He is commended for counseling franchise associations on a variety of issues. **Strengths:** *"He is a strong litigator."*

Robert Zarco has expertise in corporate law, commercial torts, trademark disputes and breach of covenant litigation. He regularly appears before federal and state courts. **Strengths:** *"He is incisive, pragmatic and patient."*

Himanshu Patel is a well-regarded attorney in the franchising space. He receives acknowledgment for handling litigation for franchisee clients before state and federal courts.

Strengths: *"I could not hold them in any higher regard. He is pleasant and competent."*

Robert Salkowski is recognized in this space for the breadth of his commercial litigation practice. He frequently handles complex disputes on behalf of franchisee clients. **Strengths:** *"I have the utmost trust and appreciation for Robert."*

Band 3

Marks & Klein, LLP

What the team is known for Marks & Klein provides counsel to individual and multiunit franchisees in all aspects of their franchise relationships. It has strong domestic and international capabilities advising on franchise expansion and other transactional matters. The firm also offers significant experience representing franchisees in complex disputes with franchisors.

Notable practitioners

Justin Klein has a wealth of experience providing counsel on all franchise law-related matters and disputes. He handles licensing matters for large and small franchisees. **Strengths:** *"Justin is a really good lawyer."*

Other Ranked Lawyers

Carmen Caruso of Carmen D. Caruso Law Firm is highly thought of for his expertise in franchising matters. In particular, he has valuable experience in commercial and contract disputes.

Harris Chernow of Reger Rizzo Darnall LLP is an experienced and well-regarded lawyer in the franchise space. He assists franchisees with a range of complex issues. **Strengths:** *"Harris is a good lawyer."*

Michael Einbinder of Einbinder & Dunn LLP is a highly skilled franchise attorney who manages a range of disputes in the area. His franchisee practice is complemented by his experience in intellectual property matters.

Eric Karp of Witmer, Karp, Warner & Ryan is an expert in franchisee matters inclusive of commercial and real estate-related disputes. He represents clients from the hospitality, leisure and food and beverage sectors.

Peter Lagarias of Lagarias & Napell, LLP is an expert in contentious franchising proceedings. His clients benefit from his years of experience in the industry. **Strengths:** *"Peter is very smart."*

Richard Rosen of Rosen Karol Salis PLLC negotiates franchise agreements on behalf of franchisees. He also handles contentious proceedings in court and alternative dispute resolution forums. **Strengths:** *"He is a good lawyer."*

Peter Silverman of Shumaker Loop & Kendrick handles a variety of contentious matters for franchisee clients as part of a wider practice including antitrust, sports and IP law. **Strengths:** *"I think highly of Peter."*

Gaming & Licensing Nationwide

Gaming & Licensing
Leading Firms
Band 1
Brownstein Hyatt Farber Schreck, LLP
Fox Rothschild
Band 2
Ballard Spahr LLP
Butler Snow LLP
Duane Morris LLP
Greenberg Traurig, LLP
Ifrah Law
Jones Walker LLP
Lewis Roca
McDonald Carano
Taft Stettinius & Hollister LLP
Band 3
Baker, Donelson, Bearman, Caldwell & Berkowitz
Blank Rome LLP
Cooper Levenson
Covington & Burling LLP
Saiber LLC
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Brownstein Hyatt Farber Schreck, LLP

What the team is known for Brownstein Hyatt Farber Schreck is a leading gaming practice that works with the sector's premier clients. Spread across offices in key hubs such as Las Vegas and Atlantic City, the team has unparalleled experience when advising on gaming matters. Brownstein's lawyers are equally at home when advising on domestic US work, as when assisting international clients. Its client list includes major casinos and resorts, online gaming companies, and private equity groups.

Strengths

"Brownstein has several high-quality partners."

"The team is fantastic."

"The firm fields brilliant lawyers who are highly experienced."

Work highlights Brownstein represented BetMGM before multiple state regulators in order to secure gaming-related licences.

Notable practitioners

Frank Schreck is widely viewed as one of the leading gaming attorneys in the US and he is well placed to advise on gaming issues with a national and international scope. He has experience providing counsel on regulatory compliance and licensing matters for major clients in the gaming market. **Strengths:** "The godfather of gambling regulation in the US." **William Downey** is noted for his broad practice, regularly representing casinos and other hospitality entities in a range of gaming-related matters. He is highly experienced with a broad practice that sees him working on everything from financing transactions to license applications. **Scott Scherer** is a highly experienced attorney noted for his background at the Nevada Gaming Control Board. He is particularly commended for his history of representing large international clients on all manner of gaming

Gaming & Licensing
Eminent Practitioners
Eminent Practitioners
Sabol Martha Greenberg Traurig, LLP
Leading Individuals
Star individuals
Schreck Frank A Brownstein Hyatt Farber Schreck, LLP
Band 1
Dayanim Behnam Orrick, Herrington & Sutcliffe (ORL) ◇
Downey III William Brownstein Hyatt Farber Schreck
Ifrah A Jeff Ifrah Law *
Band 2
Burnett A.G. McDonald Carano *
Duncan J Kelly Jones Walker LLP
Giordano P Gregory McDonald Carano *
Jenson Paul Taft Stettinius & Hollister LLP *
Jones Marie J Fox Rothschild *
Kleiman Jeremy P. Saiber LLC
McGuinness Sean M Butler Snow LLP *
Scherer Scott Brownstein Hyatt Farber Schreck, LLP
Shepherd III Thomas B Jones Walker LLP
Staudenmaier Heidi M Snell & Wilmer LLP (ORL) ◇
Winkofsky Edward Greenberg Traurig, LLP
Band 3
Agnellini Pacifico S Brownstein Hyatt Farber Schreck
Berger Adam Duane Morris LLP *
Cohen Michelle W Ifrah Law *
Copp Kimberly Taft Stettinius & Hollister LLP *
DiGiacomo Frank Duane Morris LLP
Ehling Dennis Blank Rome LLP
Elder Amy Baker, Donelson, Bearman, Caldwell
Fabius Michael D Ballard Spahr LLP
Fisher CJ Fox Rothschild *
Hichar Mark N G Greenberg Traurig, LLP
Kaufman Lynne Cooper Levenson *
King Adrian Ballard Spahr LLP
Light Glenn J Lewis Roca *
More Donna Fox Rothschild *
O'Beirne Ryan J Butler Snow LLP *
Okerberg Erica Greenberg Traurig, LLP
Parry Maren Ballard Spahr LLP
Reaser Dan R Fennemore Craig (ORL) ◇
Rippee Edward Covington & Burling LLP *
Rutledge Karl Lewis Roca *
Schrier Stephen Blank Rome LLP
Associates to watch
Thevenot Melissa L Brownstein Hyatt Farber Schreck

issues. **Strengths:** "Scott is deeply experienced and provides outstanding guidance." "He has excellent skills." **Pacifico Agnellini** handles the full range of tax matters ranging across regulatory compliance and commercial transactions. He has experience working on matters pertaining to casinos and online platforms. **Strengths:** "Pacifico is very knowledgeable and responsive." **Melissa Thevenot** is an associate recommended for her work at the intersection of gaming and Native American law. **Strengths:** "Melissa is very tactical and knowledgeable."

Fox Rothschild

What the team is known for Fox Rothschild houses a premier gaming team with a breadth of skill that makes it a go-to for casino operators, online gaming companies and gaming equipment

manufacturers. It ably advises on cross-border matters for US and international companies and is noted for its expertise in licensing and regulatory work, regularly appearing before state administrative agencies across the US. The team also offers advice on complex transactional financings, and broad expertise in gaming technology and operational matters.

Strengths

"Fox Rothschild is a strong law firm."

"The team has the requisite expertise and work ethic to handle complex and sophisticated matters."

Work highlights Fox Rothschild represented Hard Rock International in its \$1.075 billion cash deal to acquire the operations of The Mirage Hotel and Casino in Las Vegas from MGM Resorts International.

Notable practitioners

Marie Jones (see p.598) is recognized for her work on licensing and regulatory compliance for casinos and online gaming companies. She is also experienced in appearing before both domestic and international regulatory bodies. **Strengths:** "Marie is extremely knowledgeable." "She has a very strong reputation in the space." **CJ Fisher** (see p.554) is adept at representing operators in online gaming and fantasy betting matters. He has notable strength in providing counsel on licensing and operational issues. **Strengths:** "He is a high-quality lawyer with a strong commitment to the goals of clients' businesses." "CJ has a deep level of knowledge and is a strong advocate." **Donna More** (see p.646) has substantial experience of advising clients in regulated industries, including regular work for gaming sector manufacturers, developers and casinos. Based in Chicago, she is well placed to advise clients on sports betting.

Band 2

Ballard Spahr LLP

What the team is known for Ballard Spahr is highly regarded for its work in gaming-related real estate transactions and in the provision of regulatory compliance advice. The team is also notable for its expertise in sports betting.

Strengths

"Ballard Spahr fields high-level sophisticated practitioners who are very responsive."

"The attorneys at Ballard Spahr have vast experience in gaming law and can handle the most complex matters."

"Ballard's team demonstrates a solid understanding of the gaming environment and takes a practical approach to regulatory issues."

Work highlights Ballard Spahr advised IAC on gaming regulatory and licensure issues.

Notable practitioners

Michael Fabius is commended for his considerable knowledge of regulatory matters in the gaming sector. He's further noted for his skills as a litigator. **Strengths:** "Mike is an excellent lawyer. He is thoughtful, strategic and able to handle complex matters across multiple jurisdictions." "Michael is an excellent attorney who is both responsive

and commercial.” **Adrian King** is co-leader of the gaming team. He is recognized for his transactional, regulatory and licensing work for casino operators, sports betting firms and manufacturers. **Strengths:** “Adrian is very responsive and practical in his approach.” “Adrian is an experienced and skilled gaming lawyer.” **Maren Parry** has experience of assisting clients with licensing, regulatory compliance and real estate issues in the gaming space. Her clients include manufacturers and REITs. **Strengths:** “Maren is very well informed and detailed.”

Butler Snow LLP

What the team is known for Butler Snow has a notable team offering experience in licensing work in the gaming space. It is further recognized for handling regulatory compliance for high-profile clients as well as its knowledge of sports betting issues.

Strengths

“The firm handles complex and sophisticated matters well.”

“Butler Snow is a go-to for gaming work and has great business acumen.”

Work highlights Butler Snow advised MGM Resorts International on the sale of the Mirage.

Notable practitioners

Sean McGuinness (see p.638) is highly experienced in gaming regulatory matters, and represents clients throughout the USA. **Strengths:** “Sean is responsive and can handle sophisticated matters.” “He is a delight to work with and is one of the most responsive attorneys we have worked with.” **Ryan O’Beirne** (see p.2131) is recognized for his strength in handling acquisitions and sale-leaseback transactions, as well as licensing matters. **Strengths:** “Ryan is a well-respected and talented practitioner.” “He is extremely efficient, commercially minded and sophisticated.”

Duane Morris LLP

What the team is known for Duane Morris’ team provides noteworthy expertise in gaining licensing and approvals for iGaming and sports betting companies. Its members advise on transactional matters and have experience in providing counsel to gaming clients and institutional investors on regulatory compliance out of M&A and joint venture deals. The group is also adept in handling contentious matters, such as with patent litigation and class actions brought against casino operators.

Strengths

“The team is very strong and has a sophisticated understanding of the market and the regulatory landscape.”

“The attorneys at Duane Morris are some of the most responsive and attentive I’ve ever encountered.”

Work highlights Duane Morris represented Bettor Capital in leading the Series A financing round of Future Anthem.

Notable practitioners

Adam Berger (see p.503) is held in high regard for his ability to assist clients with transactional issues, including complex financings and acquisitions. **Strengths:** “Adam is an incredible lawyer.” “He is very smart, razor-sharp and commercially

minded.” **Frank DiGiacomo** is noted for his ability to handle sports wagering licensing and regulatory compliance matters for clients. **Strengths:** “Frank is intellectually robust and highly experienced.”

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is a full-service international firm providing quality legal representation across a range of regulatory and transactional issues including online and tribal gaming-related matters. It counsels clients involved in every aspect of the gaming industry from casino owners, operators and suppliers through to financial institutions and real estate developers. The team also offers expertise in gaming and licensing matters that intersect with IP and real estate.

Strengths

“Greenberg Traurig’s team is deep and they provide sharp guidance efficiently.”

“The Greenberg Traurig group is very knowledgeable and is able to handle complex issues.”

Work highlights Greenberg Traurig advised DraftKings on its acquisition of Golden Nugget.

Notable practitioners

Martha Sabol has a well-established reputation for providing counsel on gaming licensing and compliance for gaming businesses. She regularly appears before regulatory bodies. **Strengths:** “Martha is a fantastic lawyer.” **Edward Winkofsky** is commended for his in-depth knowledge of gaming practice. He has notable experience in esports and iGaming matters. **Strengths:** “Edward is a great lawyer.” “He provides excellent support.” **Mark Hichar** provides expert representation for game operators and developers in regulatory and licensing work. He is noted for his experience handling sports betting and lottery matters. **Erica Okerberg** has substantive experience navigating the licensing process for a range of clients. She also has a strong reputation for her ability to advise clients on sportsbook regulation and gaming acquisitions. **Strengths:** “She is very responsive and proactive.” “Erica is excellent with clients.”

Ifrah Law

What the team is known for Ifrah Law demonstrates strength across legislative and regulatory issues affecting clients in the online gaming and sports betting industries. It is also noted for its handling of significant disputes and represents clients at all levels, including businesses looking to enter the online gaming space.

Strengths

“The practitioners are experts in the field, with every lawyer able to provide expert counsel.”

“The team is proactive and has a great work ethic.”

“Ifrah Law’s team provides valuable insights and they have strong gaming expertise.”

Work highlights Ifrah Law served as exclusive US counsel on all of Nuvei Technologies’ licensing and regulatory work.

Notable practitioners

Jeff Ifrah (see p.593) is well known for handling regulatory and litigation matters in the online gaming and sports betting space. His client list includes international operators of mobile bet-

ting platforms, as well as US-based groups.

Strengths: “Jeff is exceedingly well versed in the space.” “He is a great strategic thinker.” **Michelle Cohen** (see p.529) is highlighted for her high-quality work for casino sweepstake clients and sports betting providers. **Strengths:** “Michelle is a fantastic attorney with an extensive depth and breadth of knowledge who provides clear and creative solutions to challenging issues.” “She is knowledgeable, responsive and switched on.”

Jones Walker LLP

What the team is known for Jones Walker advises clients including Native American tribes, gaming companies and municipalities on all aspects of gaming law. The team is well known for its regulatory and licensing work as well as its ability to advise on financing deals. It services clients throughout the US, but is especially well known for its work in states along the Gulf Coast.

Strengths

“Jones Walker’s team is well known and respected in the space.”

Work highlights Jones Walker represented the City of Danville in connection with the negotiation, drafting and amendment of a Development Agreement with Caesars Entertainment associated with a \$600m casino project.

Notable practitioners

Kelly Duncan is a highly experienced gaming practitioner with strong capabilities in corporate transactions and related real estate deals. Duncan is based in New Orleans and is especially notable for his work on riverboat gaming. He also manages regulatory and compliance work. **Strengths:** “Kelly’s expertise and knowledge are invaluable in a complicated gaming environment.” **Thomas Shepherd** handles a wide range of gaming matters with notable recent work relating to sports wagering. His clients include US and international operators who turn to him for compliance issues and gaming operational matters. He also has considerable experience acting on behalf of lenders and borrowers in gaming-related financings. **Strengths:** “Thomas has vast experience in the space.”

Lewis Roca

What the team is known for Lewis Roca’s group is adept at representing domestic and international gaming clients. The firm handles licensing and regulatory compliance for operators, manufacturers and online platforms. The team is well regarded for advising on sports wagering, skill gaming and iGaming matters. Its group offers additional expertise in advising clients on the intersection between technology and gambling, such as with the usage of NFTs in gaming.

Strengths

“Lewis Roca’s team is well versed in complex matters.”

Work highlights Lewis Roca helped DataBank obtain the necessary registrations with the Nevada Gaming Control Board to house gaming-related servers at its data centre in Las Vegas.

Notable practitioners

Glenn Light (see p.2207) chairs the commercial gaming group. He is well regarded for his ability to guide sports betting, online gaming and casino operators through licensing and regulatory com-

pliance matters. **Strengths:** “Glenn provides amazing customer service and attention to detail.” **Karl Rutledge** (see p.687) regularly handles traditional gaming matters for established and start-up companies. He is commended for his work in online gaming and fantasy sports. His experience includes representing clients before regulatory bodies.

McDonald Carano

What the team is known for McDonald Carano has an experienced group with a long history representing significant clients in the gaming space, particularly in Nevada. The firm also works with large international corporations on US regulatory compliance and is noted for its specialist expertise in restricted gaming licensing.

Strengths

“MacDonald Carano has specialists for every requirement as well as partners with broad knowledge.”

Work highlights McDonald Carano assisted Merkur an agreement for a strategic cooperation acquisition of Gaming Arts for a joint development of games for North American casinos.

Notable practitioners

A.G. Burnett (see p.2202) is commended for his work on gaming policy and work with Nevada regulators. He is sought out by international clients active in the US gaming space. **Strengths:** “AG is a very professional and experienced partner.” “He has tremendous knowledge of the space.” **Gregory Giordano** (see p.2204) brings to bear substantial experience of matters such as regulatory compliance, licensing investigations and transaction oversight, gained during his tenure on the Nevada Gaming Control Board. **Strengths:** “Gregory is responsive, efficient, thoughtful and a great partner to our company.” “He is very knowledgeable and experienced.”

Taft Stettinius & Hollister LLP

What the team is known for Taft Stettinius & Hollister has a well-established Chicago-based gaming team that offers counsel on a full range of issues. The team exhibits particular strengths in regulatory and operational work, with notable expertise in sports wagering. It is also recognized for its representation of major clients before regulatory bodies across the US.

Strengths

“The Taft team is extremely knowledgeable within the gaming space.”

“The attorneys at Taft are experienced and maintain outstanding relationships throughout the gaming industry.”

Work highlights Taft provided counsel to Circa Sports and its subsidiaries in Illinois and Kentucky on regulatory compliance and licensing matters relating to sports wagering operations.

Notable practitioners

Paul Jensen (see p.596) is co-chair of the firm’s gaming group and is particularly well known for his work on regulatory gaming law. His clients include casinos, online gaming operators and companies involved in sports betting. **Strengths:** “Paul’s knowledge and expertise is very impressive. He gives sound advice.” **Kimberly Copp** (see p.532) is co-chair of Taft’s gaming group and

is highly regarded for her work in the gaming space. Sports wagering is a key focus of her practice, and her clients include new and established gaming operators, municipalities and private equity companies. **Strengths:** “Kimberly has an incredible depth of knowledge and is always responsive.” “Kimberly is a great lawyer and she’s very commercial.”

Band 3

Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

What the team is known for Baker, Donelson, Bearman has a distinguished practice in the gaming and licensing space. The team is adept at handling tribal gaming and online gaming issues. The group boasts strength in handling issues containing cross-border elements. In particular, the team is well-versed in advising clients on transactional issues in the space, including acquisitions and investments.

Strengths

“The team provides prompt and thorough advice.”

Notable practitioners

Amy Elder of Baker, Donelson, Bearman, Caldwell & Berkowitz is commended for her transactional work in the gaming space. She is also notable for her experience in sports betting.

Blank Rome LLP

What the team is known for Blank Rome’s gaming and licensing team has an established record representing casino owners, Native American tribes and gaming equipment manufacturers. The practitioners are routinely called upon to support clients in investigations. The practitioners are also adept at offering counsel on regulatory proceedings.

Strengths

“Blank Rome is a great firm and they are integral to our work in this field.”

“They field a very responsive and service-oriented team.”

“Blank Rome handles every matter for us, regardless of complexity or sophistication, with an impressive level of care.”

Work highlights Blank Rome represented SIG Sports Investments in the acquisition of 12.76% of PointsBet Holdings.

Notable practitioners

Dennis Ehling handles both litigation and transactions for clients operating within the gaming industry. His recent experience includes handling acquisitions, licensing and investment issues. **Stephen Schrier** of Blank Rome co-chairs the gaming and sports practices. He offers quality representation for casino operators in litigation and regulatory matters. **Strengths:** “Steve is a fantastic gaming attorney. He is always available and responds to our business needs.” “He’s a very experienced lawyer.”

Cooper Levenson

What the team is known for Cooper Levenson’s gaming and licensing practice is recognized for its ability to provide counsel on licensing issues and regulatory issues. The team is renowned for

its ability to assist on matters related to online wagers and sweepstakes. The practitioners are also notable for their expertise in iGaming.

Notable practitioners

Lynne Kaufman (see p.603) is cochair of the gaming law practice group. She is routinely called upon to represent clients in acquisitions and land-based casino matters. **Strengths:** “Lynne is terrific; she’s very thorough and organized.” “She’s a very experienced lawyer.”

Covington & Burling LLP

What the team is known for Covington & Burling’s team is highlighted for its strength in handling both litigation and transactional matters. The firm has a broad client list which is comprised of casinos, video game companies and gaming manufacturers, to name a few. The team has additional experience of assisting on esports issues.

Strengths

“The practitioners have excellent skill sets and bench strength.”

“The team has a great depth of knowledge and are able to pull in experts in every area required.”

Work highlights Covington defended Big Fish Games and Aristocrat Technologies against a nationwide class action lawsuit arising from allegations that its suite of games called ‘Big Fish Casino’ constitutes illegal gaming under Washington state law.

Notable practitioners

Cochair of the gaming practice, **Edward Rippey** (see p.680) handles litigation as well as providing counsel on acquisitions related to iGaming organizations. His clients include gambling resorts and land-based casinos. **Strengths:** “Ed is an outstanding lawyer who is strategic in his approach.” “He provides excellent client service and responsiveness.”

Saiber LLC

What the team is known for Saiber’s dedicated team is renowned for its strength in handling issues on behalf of iGaming organizations. Its practitioners are adept at advising clients on sports wagering throughout the US, as well as complex M&A deals. The group has further experience of providing counsel on sophisticated licensing matters.

Strengths

“The Saiber team is very knowledgeable and able to handle complex issues.”

Work highlights Saiber advised Entain on its acquisition of Angstrom Sports.

Notable practitioners

Jeremy Kleiman focuses on the regulatory side of gaming where he represents sports betting groups, financial investors and technology companies. His client list includes national as well as multinational interests looking to acquire key assets within the space. **Strengths:** “Jeremy is our go-to lawyer for gaming matters.” “Jeremy is one of the most commercially sensible and pragmatic lawyers I’ve had the pleasure to work with.” “He is an experienced lawyer.”

Other Ranked Lawyers

Behnam Dayanim of Orrick, Herrington & Sutcliffe is an eminent gaming attorney who focuses on online gaming and licensing matters. His practice sees him advising on M&A and financing transactions, as well as significant litigation

matters, for companies in the gaming sector.

Strengths: “Behnam is a top-tier lawyer.” “He is an industry expert.”

Dan Reaser of Fennemore Craig is highly regarded for his strength in handling complex M&A deals. He also routinely demonstrates his ability to provide counsel on regulatory compliance.

Heidi Staudenmaier is a leading attorney in tribal gaming. She is well placed to advise both businesses and Native American tribes on everything from licensing to government affairs.

Government Contracts Nationwide

Government Contracts		
Senior Statespeople		
Senior Statespeople: distinguished older partners	DeVecchio W Jay Morrison Foerster *	West Joseph D Gibson, Dunn & Crutcher LLP *
Churchill David A Morrison Foerster *	Pachter John Haynes and Boone, LLP	
Leading Individuals		
Band 1	Cliffe Adelia R. Crowell & Moring LLP	Robinson Anne Latham & Watkins LLP *
Carey Jason Covington & Burling LLP *	Connelly Kevin P Vedder Price *	Roth Holly Holland & Knight LLP
Forman Daniel R Crowell & Moring LLP	Dowd David F Potomac Law Group	Roth Howard Smith Currie Oles LLP
Graham Daniel P McDermott Will & Emery LLP *	Frankel Jonathan Frankel PLLC	Scalzo Kayleigh Covington & Burling LLP *
Holman Craig Arnold & Porter *	Hoang Amy C. Seyfarth Shaw LLP	Schaengold Michael Greenberg Traurig, LLP
Khoury Paul F Wiley	Huffman Robert K. Covington & Burling LLP *	Sharron Jessica Alston & Bird LLP *
Madsen Marcia G Mayer Brown LLP	Hurst Paul Steptoe LLP	Wagner Brian Husch Blackwell LLP
Mason Michael F Hogan Lovells US LLP	Hutt II Peter B Covington & Burling LLP *	Ward Tara McDermott Will & Emery LLP *
McCaleb Scott M Wiley	Jensen John E Pillsbury	Band 5
McCullough James J Fried, Frank, Harris, Shriver	Lemmer Thomas Dentons LLP	Arnholz Richard Bass, Berry & Sims PLC *
Mullen Kevin Morrison Foerster *	Levy Frederic M Covington & Burling LLP *	Bakies Erica Seyfarth Shaw LLP
O'Donnell Neil Rogers Joseph O'Donnell *	Liu Andy Nichols Liu LLP *	Buroker Kelly Vedder Price PC *
Perry Anne B Sheppard, Mullin, Richter & Hampton LLP	Locaria Dismas Venable LLP *	Campbell Gary Perkins Coie LLP *
Rector Richard P DLA Piper LLP (US)	Locke Seth Perkins Coie LLP *	Casimir Dominique Blank Rome LLP
Styles Angela B Akin	Masiello Steven Dentons US LLP	Cook Daniel DLA Piper LLP (US)
Band 2	McGill Michael D. Arnold & Porter	Ginsberg Alexander Fried, Frank, Harris, Shriver
Abrahams Jessica Faegre Drinker	Overman Todd R. Bass, Berry & Sims PLC *	Horan John G Faegre Drinker
Aronie Jonathan S Sheppard, Mullin, Richter & Hampton	Reynolds Tina D. Morrison Foerster *	Jochum Elizabeth Blank Rome LLP *
Cassidy Susan B. Covington & Burling LLP *	Robbins David B Jenner & Block LLP	Knight Stephen Haynes and Boone, LLP
Daniels Kara Arnold & Porter	Shipley Andrew E WilmerHale	Knowles Sam DLA Piper LLP (US)
Eyre Peter Crowell & Moring LLP	Szeliga Keith R. Sheppard, Mullin, Richter & Hampton	Lasky Adam Seyfarth Shaw LLP
Ittig Kristen Arnold & Porter	Tabb Jamie Vinson & Elkins LLP	McBrady Stephen Crowell & Moring LLP
Larkin Sharon L. The Larkin Law Group LLP (ORL) ◇	Tomaszcuk Alex Pillsbury	McCarthy John Crowell & Moring LLP
Metzger Robert Rogers Joseph O'Donnell *	Walsh Brian Wiley	Perloff Hal Husch Blackwell LLP
Nichols Robert Nichols Liu LLP *	Band 4	Stern Dawn E DLA Piper LLP (US)
O'Sullivan Amy Laderberg Crowell & Moring LLP	Belkin Jeffrey A Alston & Bird LLP *	Talati Gunjan Kilpatrick Townsend & Stockton LLP
Owren-Wiest Nicole J Crowell & Moring LLP	Bleicher Noah Jenner & Block LLP	Tompkins Robert Holland & Knight LLP
Prairie John R. Wiley	Block Lawrence Winston & Strawn LLP (ORL) ◇ *	Turner Franklin McCarter & English, LLP
Shaffer Jonathan Haynes and Boone, LLP	Bodenheimer David Nichols Liu LLP *	Zucker Jennifer Greenberg Traurig, LLP
Silberman Aaron Rogers Joseph O'Donnell	Canni Todd J BakerHostetler LLP (ORL) ◇ *	Up-and-coming individuals
Specht Damien Morrison Foerster *	Cave Steven King & Spalding LLP *	Bell Locke Morrison Foerster *
Vacura Richard J King & Spalding LLP *	Debolt Paul A Venable LLP *	Bourne Townsend Sheppard, Mullin, Richter *
Ward J. Alex Morrison Foerster *	Doran Kelley P Perkins Coie LLP *	Freling Scott A. Covington & Burling LLP *
Workmaster Jason N. Miller & Chevalier Chartered *	Dungan Peter Miles & Stockbridge PC *	Hadeka Stacy Hogan Lovells US LLP
Band 3	Fletcher David Cooley LLP (ORL) ◇	Sarria Alejandro Miller & Chevalier Chartered *
Anstett Michael J. Fried, Frank, Harris, Shriver & Jacobson	Hommer Scott Venable LLP *	Sherwood Amanda Arnold & Porter *
Beezley Aron Bradley Arant Boult Cummings LLP	Howard Tracey Wiley	Tabriz Sonia Arnold & Porter *
Biagini Ray Covington & Burling LLP *	Jefcoat Kyle Latham & Watkins LLP *	Associates to watch
Black David Holland & Knight LLP	Johnson David R. Vinson & Elkins LLP	Burgart Sarah Crowell & Moring LLP
Burd Jon Wiley	Major Alexander McCarter & English LLP	Conroy Caitlin Steptoe LLP
Chiarodo Justin Blank Rome LLP	Martinez Joe Dentons US LLP	
Chioff Jeffery M Greenberg Traurig, LLP	Nadler David Blank Rome LLP	
* Indicates individual with profile.		
◇ (ORL) = Other Ranked Lawyer.		
Alphabetical order within each band. Band 1 is highest.		

Government Contracts: The Elite
Leading Firms
Band 1
Arnold & Porter
Covington & Burling LLP
Crowell & Moring LLP
Morrison Foerster
Wiley
Band 2
Blank Rome LLP
Rogers Joseph O'Donnell
Sheppard, Mullin, Richter & Hampton LLP
Band 3
DLA Piper LLP (US)
Fried, Frank, Harris, Shriver & Jacobson LLP
Haynes and Boone, LLP
Hogan Lovells US LLP
Nichols Liu LLP
Perkins Coie LLP
Pillsbury
Seyfarth Shaw LLP
Venable LLP
Band 4
Akin
Dentons LLP
Gibson, Dunn & Crutcher LLP
Holland & Knight LLP
Jenner & Block LLP
Mayer Brown LLP
McDermott Will & Emery LLP
Vinson & Elkins LLP
WilmerHale
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1 Government Contracts: The Elite

Arnold & Porter

What the team is known for Arnold & Porter has a top flight government contracts practice providing counseling and transactional services to clients. Frequently serves as litigation counsel in high-stakes protests as well as contracts claims and appeals, and False Claims Act matters. Additional expertise in handling a broad array of costs dispute matters. Represents US and foreign companies from a wide variety of sectors, with particular expertise in national security, cybersecurity and privacy protection. Also adept at advising government contractors on specialized intellectual property matters and corporate transactions.

Strengths

"The firm is very knowledgeable in the subject matter and they are a trusted partner."

"Arnold & Porter's support has been first rate on many issues that are extremely complex and require extensive knowledge of the law and procedures."

"The attorneys are excellent with the ability to take significant volume of information, analyze and distill it."

Work highlights Arnold & Porter successfully defended HomeSafe Alliance in bid protests related to the US Department of Defense's award of a Global Household Goods Contract aimed at transforming the military's system for moving service members' belongings across the world.

Notable practitioners

Government Contracts: Highly Regarded
Leading Firms
Band 1
Alston & Bird LLP
Bass, Berry & Sims PLC
Bradley Arant Boult Cummings LLP
Faegre Drinker
Greenberg Traurig, LLP
Husch Blackwell LLP
King & Spalding LLP
Latham & Watkins LLP
McCarter & English LLP
Miles & Stockbridge PC
Miller & Chevalier Chartered
PilieroMazza PLLC
Steptoe LLP
Vedder Price
Band 2
Cozen O'Connor
Fox Rothschild
Frankel PLLC
Kilpatrick Townsend & Stockton LLP
Peckar & Abramson, P.C.
Polsinelli PC
Potomac Law Group
Smith Currie Oles LLP
Thompson Hine LLP

Craig Holman (see p.587) has broad expertise in investigations, dispute resolution and bid protests. He has extensive experience in front of the US Government Accountability Office. **Strengths:** "Craig is a fierce advocate for his clients and combines the legal and the practical very well." "Craig is a skilled litigator and top notch government contracts lawyer. He produces great work and results."

Kara Daniels has extensive experience representing contractors in bid protests, particularly those in the aerospace and technology sectors, bringing an impressive track record of success before the US Government Accountability Office. She leads the firm's government contracts and national security practice. **Strengths:** "Kara is detail-oriented and gives excellent guidance." "Kara is an excellent lawyer who provides top quality work and results." "She is certainly one of the leading players in this space." **Kristen Ittig** has a broad government contracts practice, and is well versed in handling M&A, bid protests and compliance matters. **Strengths:** "Kristen is a phenomenal lawyer." "She has a really solid reputation." "Kristin is top notch." **Michael McGill** has significant experience handling a wide range of commercial disputes on behalf of government contractors, as well as tackling thorny bid protests before the Government Accountability Office, the US Court of Federal Claims and other forums. **Strengths:** "Michael is very knowledgeable in the bid protest space." "He is a truly effective litigator." **Amanda Sherwood** (see p.700) has a burgeoning practice which sees her regularly advise significant clients on bid protests, cybersecurity and regulatory matters. **Sonia Tabriz** (see p.715) is recognized for her excellent government contracts practice, including capably assisting on bid protest matters. **Strengths:** "She is really smart and brings a good perspective on things."

Government Contracts: Bid Protests
Leading Individuals
Band 1
Beezley Aron Bradley Arant Boult Cummings LLP
Black David Holland & Knight LLP
Carey Jason Covington & Burling LLP*
Daniels Kara Arnold & Porter
Forman Daniel R. Crowell & Moring LLP
Frankel Jonathan Frankel PLLC
Hoang Amy C. Seyfarth Shaw LLP
Holman Craig Arnold & Porter*
Johnson David R. Vinson & Elkins LLP
Khoury Paul F. Wiley
Larkin Sharon L. The Larkin Law Group LLP (ORL) ◇
Madsen Marcia G. Mayer Brown LLP
Mason Michael F. Hogan Lovells US LLP
McCaleb Scott M. Wiley
McCullough James J. Fried, Frank, Harris, Shriver
Mullen Kevin Morrison Foerster*
O'Donnell Neil Rogers Joseph O'Donnell*
O'Sullivan Amy Laderberg. Crowell & Moring LLP
Perry Anne B. Sheppard, Mullin, Richter & Hampton LLP
Rector Richard P. DLA Piper LLP (US)
Shaffer Jonathan Haynes and Boone, LLP
Shiple Andrew E. WilmerHale
Walsh Brian Wiley

Government Contracts: Costs Disputes

Leading Individuals
Band 1
Lemmer Thomas Dentons LLP
Masiello Steven Dentons US LLP
Owren-Wiest Nicole J. Crowell & Moring LLP

Government Contracts: Cybersecurity

Leading Individuals
Band 1
Cassidy Susan B. Covington & Burling LLP*
Major Alexander McCarter & English LLP
Metzger Robert Rogers Joseph O'Donnell*
Stern Dawn E. DLA Piper LLP (US)
Up-and-coming individuals
Bourne Townsend Sheppard, Mullin, Richter*
Hadeka Stacy Hogan Lovells US LLP

Covington & Burling LLP

What the team is known for Covington & Burling LLP continues to excel in the government contracts space. Its key areas of focus include bid protests, False Claims Act investigations and government contracts dispute resolution. The law firm is also adept at specialized intellectual property and national security concerns encountered by government contractors, and possesses an established niche in contracting expertise in life sciences, healthcare and biodefense.

Strengths

"The lawyers are very sophisticated and have good depth of knowledge."

"Covington has phenomenal depth."

"The team has a very sophisticated understanding of the relevant markets."

"It is a very strong team that is extremely well-versed in the specialized field of government contracting and always provides practical advice."

Work highlights Covington & Burling LLP represented Guidehouse in successfully overturning the US Air Force's award of a \$3.3 billion systems contract, related to supporting the nation's ICBM

fleet, to BAE Systems.

Notable practitioners

Jason Carey (see p.520) is widely considered one of the country's foremost bid protests lawyers. He also assists clients with commercial litigation and provides complex regulatory guidance.

Strengths: "Jason's communication is excellent and he works complex legal arguments into understandable pieces." **Susan Cassidy** (see p.521) regularly handles both contentious and noncontentious government contract matters, including investigations and regulatory concerns. She is renowned for her experience in advising on cybersecurity issues. **Strengths:** "Susan has very deep experience at the intersection of cybersecurity regulation and government contracting." "She is very dynamic and sees the whole picture." **Ray Biagini** (see p.505) is a go-to figure for many major government contractors to defend against high-stakes tort claims. **Robert Huffman** (see p.590) is singled out by interviewees for his expertise in False Claims Act litigation. He also handles investigations and contract procurements for major contractors. **Peter Hutt** (see p.592) retains his strong reputation for his expertise in advising on False Claims Act litigation, but he also assists government contractors with an extensive range of other matters, including government investigations and costs issues. **Strengths:** "Peter's judgment and problem solving ability is unique. He is a very good False Claims Act lawyer." "He is very knowledgeable, a very skilled communicator and negotiator." "He is absolutely outstanding. He is thoughtful and client-focused." **Frederic Levy** (see p.621) draws on years of experience handling complex government contract disputes, with notable expertise in suspension and debarment matters. **Strengths:** "Fred is an excellent lawyer and advisor, we are fortunate to be able to work with him." "He is a strong communicator and is also very good at providing actionable advice." **Kayleigh Scalzo** (see p.691) has a burgeoning practice in the government contracts arena, with a strong reputation in handling complex bid protests before the GAO. **Strengths:** "Kayleigh has the expertise to effectively analyze a problem, explain her analysis and get to the right answer." "She is a great advocate and breaks things down practically." **Scott Freling** (see p.559) has emerged as an impressive practitioner in handling transactional matters for government contractors. He frequently advises on the complex regulatory compliance matters in M&A transactions which involve contractors. **Strengths:** "Scott is an outstanding lawyer and counselor." "He is detail-oriented."

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP has a sophisticated federal and state government contracting group, providing expert advice on the full range of regulatory and transactional concerns. The firm fields a strong bench of seasoned practitioners with diverse litigation capabilities, notably in the areas of bid protests and costs disputes. It boasts a broad range of industry expertise with clients spanning defense and aerospace to private equity and healthcare. The team is frequently sought out to conduct internal investigations and defend government contractors

facing exclusion.

Strengths

"The firm has a tremendous amount of experience and expertise."

"Crowell and Moring is an immensely helpful resource and the team is great to work with."

"Crowell and Moring has experts who know the law inside and out combined with a deep understanding of how the government operates."

Work highlights Crowell & Moring LLP defended Lenovo in multiple protests that challenged the award by the US Department of Veterans Affairs of a nearly \$425 million task order for computer equipment.

Notable practitioners

Daniel Forman is recognized for his prowess in bid protests, arguing high-stakes cases before the Court of Federal Claims. He also has significant experience guiding government contractors through internal investigations. **Strengths:** "He is an expert in this space." **Peter Eyre** has a notable transactional practice, advising clients on complex due diligence, bid protests before the Government Accountability Office and contract negotiations. **Strengths:** "He always delivers work in a timely matter and anticipates what we need. He gives you a trove of experience when you go to him with a difficult question." "Peter is smart and encyclopedic on some of the most obscure matters, whilst being supremely practical." "He is an outstanding partner and it is a delight to work with Peter." **Amy Laderberg O'Sullivan's** particular areas of focus include bid protests, which are regularly brought before the GAO and Court of Federal Claims. **Strengths:** "Amy is exceptional and understands the nuances of government contracts. She has deep bid protest experience." "Amy is creative and smart." **Nicole Owren-Wiest** assists clients on a range of government contract matters, including bid protests, cost accounting and compliance. **Strengths:** "Nicole has great practical sense and uses her experience and common sense to navigate gray areas." **Adelicia Cliffe** has a strong reputation for her government contracts practice, with specialist knowledge of Trade Agreements Act compliance and GSA schedule concerns. **Strengths:** "She is a fantastic lawyer with a deep base of knowledge. She has a great business sense and understands our risk tolerance." **Stephen McBrady** is recognized for his significant expertise litigating claims involving the US Government. He routinely handles high-value claims before the CBCA and the ASBCA. **Strengths:** "Stephen is an exceptional lawyer and he is strategic." **John McCarthy** is sought out by clients to defend major contract awards. He has notable experience handling protests before the Government Accountability Office and Court of Federal Claims. **Sarah Burgart's** burgeoning practice in this area sees her regularly advise contractor clients on bid protests claims. **Strengths:** "Sarah is a strong associate."

Morrison Foerster

What the team is known for Morrison Foerster has a highly regarded government contracts practice with impressive bench strength. The firm advises on all aspects of the government contracts process, including regulatory and transactional

compliance. It has notable dispute resolution capabilities, including bid protests, procurement fraud, contract claims and termination disputes.

Strengths

"The partners are very knowledgeable and have strong experience. They provide valuable guidance from a business and commercial perspective."

"Morrison Foerster is excellent at handling complex and sophisticated work and provides fantastic customer service."

"The Morrison Foerster team has a wealth of experience."

Work highlights Morrison Foerster represented Hanford Tank Disposition Alliance at the US Court of Federal Claims in a successful protest of a Department of Energy's \$45 billion contract award.

Notable practitioners

David Churchill (see p.526) has notable expertise in contentious government contracts matters, regularly handling protests and internal investigations, as well as inquiries by the DOJ and DOD. **Strengths:** "David calmly and thoroughly assesses extremely challenging situations." **Jay DeVecchio** (see p.540) is an outstanding choice for large scale litigation, with extensive experience handling False Claims Act actions, commercial disputes and defective pricing matters. **Strengths:** "Jay is a skilled attorney and top notch litigator. He is a seasoned expert." **Kevin Mullen** (see p.648) represents a myriad of major clients who call upon his extensive experience arguing cases before the GAO and Court of Federal Claims. **Strengths:** "Kevin has a high degree of expertise, especially in bid protests." "He knows how to address every kind of issue. He is really thoughtful, clever and a great thinker." "Kevin is an outstanding bid protest attorney. He is sharp and has a great ability to quickly grasp the potential merits of a case." **Damien Specht** (see p.708) is endorsed by interviewees for his strong transactional expertise. He also assists government contractors with regulatory compliance. **Strengths:** "His advice is always practical and business-oriented, supported by outstanding legal analysis and reasoning." **Alex Ward** (see p.730) has significant experience representing clients in bid protests before the GAO, as well as handling ASBCA appeals and investigations. **Strengths:** "Alex is extremely effective in navigating challenging relationships under time pressure." "Alex looks out for creative solutions." **Tina Reynolds** (see p.678) is commended for her ability to advise clients from the biotechnology and technology sectors on a range of issues, from contract negotiations to internal investigations. **Strengths:** "Tina has a strong subject matter skill set and a really wide variety of expertise." **Locke Bell** (see p.501) is noted for his proficiency across the government contracts space, including bid protests and transactional matters. **Strengths:** "He is very good at developing and understanding complex legal theories and coming up with creative solutions for challenging problems." "He is responsive, thoughtful and really clever." "Locke is an excellent resource for government contracts data rights and intellectual property issues."

Wiley

What the team is known for Wiley has a distinguished group focusing predominantly on government contracts litigation. The firm fields a market-leading bid protests practice, noted for its success in a number of high profile disputes and claims. It possesses a deep bench of seasoned litigators and government contracts experts. The firm is able to handle classified matters, sensitive false claims litigation and suspension and debarment proceedings. The team represents a diverse range of clients hailing from industries including defense and information technology.

Strengths

"Wiley provides practical advice and is able to address any government contract issue that arises."
"The breadth of their capabilities is impressive and the team comes highly regarded in the bid protest space."

"The government contracts team at Wiley is exceptionally knowledgeable and business savvy. They work efficiently and provide succinct legal advice."

Work highlights Wiley acted for Noridian Healthcare Solutions in successfully protesting the Railroad Retirement Board's award of a nearly \$200 million contract to a competitor.

Notable practitioners

Paul Khoury is recognized for his bid protest expertise. He has extensive knowledge of compliance matters as they relate to government procurement, and is highly sought by clients in the aerospace sector. **Strengths:** *"Paul has a deep knowledge of the procurement and bid protest system."* *"He is very balanced and very good at communicating with non-lawyers."* **Scott McCaleb** has an impressive track record representing clients in high-stakes bid protests before the GAO. He is also noted for his handling of internal investigations and contract procurement matters. **Strengths:** *"Scott is a trusted advisor who strategically works to meet business goals while providing practical advice."* *"Scott has incredible depth of knowledge and experience in government contracting."* **John Prairie** brings a wealth of experience to his government contracts practice, offering significant expertise in False Claims Act, compliance matters and bid protests. **Strengths:** *"John is a terrific resource."* *"He provides quality advice."* *"He comes up with business solutions, is attentive to our issues and knows how to convey legal advice very clearly."*

Jon Burd has a noteworthy government contracts practice, with particular areas of focus including ASBCA appeals and bid protests and clients in the Aviation sector. **Strengths:** *"Jon is an expert at translating technical issues into language that a layperson can understand."* *"He thinks creatively and strategically. His advice is also practical."*

Brian Walsh represents an impressive portfolio of clients on a wide range of government contract matters. He offers significant expertise when handling high-stakes bid protests. **Strengths:** *"Brian is a very bright and practical lawyer. His experience serves him well, especially when it comes to tactics and strategy."* *"He is always knowledgeable on the subject matter because he has a lot of experience in this type of work."* *"Brian Walsh is an excellent bid protest attorney with fantastic connections throughout the industry."* *"Brian is absolutely terrific. His advice is market-based and reflects great*

judgment." **Tracy Howard** is recognized for her representation of contractors and subcontractors in bid protests before the GAO. She also offers counsel related to small business matters and provides compliance advice. **Strengths:** *"She is a knowledgeable government contracts lawyer who can synthesize a great deal of information into a persuasive package."* *"Tracy makes sure that we understand the possible paths to achieve our goals and the potential risks along the way."*

Band 2 Government Contracts: The Elite**Blank Rome LLP**

What the team is known for Blank Rome LLP has an experienced group offering expertise in government contracts dispute resolution. Capabilities include bid protests, regulatory investigations and costs disputes, as well as False Claims Act cases. Also offers transactional and acquisition advice to clients doing business with government entities. Serves a broad range of government contractors in the professional services, healthcare, technology and defense sectors.

Strengths

"The firm has specialized expertise as well as a broader perspective on the issues at play."

"Blank Rome is a sophisticated firm that knows the commercial implications of the activities for which they are provided legal support."

Work highlights Blank Rome LLP defended the award of a \$45 billion contract for Hanford Tank Waste Operations & Closure. The contract was to manage radioactive waste at the Department of Energy's Hanford site.

Notable practitioners

Justin Chiarodo acts for clients in bid protests and investigations, as well as providing regulatory compliance counsel. He bolsters his practice with significant transactional expertise, advising clients such as government contractors on all matters relating to M&A. **Strengths:** *"Justin is a remarkable person, he is very committed and knowledgeable."* **David Nadler** is recognized for his expertise in a wide range of government contract matters, including bid protests, compliance and False Claims Act investigations. **Strengths:** *"David is incredibly knowledgeable."*

Dominique Casimir is well regarded for her work in the government contracts litigation space. She acts on behalf of contractors in a number of industries including healthcare, defense and professional services. **Strengths:** *"Dominique is an experienced litigator and well-rounded attorney."* *"She is excellent and a practical business-oriented attorney."*

Elizabeth Jochum (see p.596) has particularly impressive experience in major bid protests as a key part of her strong government contracts practice. **Strengths:** *"She is adept at applying law that helps the clients solve their issue with a business point of view."*

Rogers Joseph O'Donnell

What the team is known for Rogers Joseph O'Donnell is a well-respected government contracting boutique capable of handling a diverse array of federal, state and local procurement mandates on behalf of domestic and foreign clients. It has

notable litigation and regulatory capabilities, which include internal investigations, false claims proceedings and bid protests. The firm possesses particular expertise in technology matters, regularly representing clients in this space.

Strengths

"The team is very strong and they thoroughly analyze key issues and likely outcomes."

"The team has high caliber legal talent with subject matter expertise and pragmatic counsel."

"Rogers Joseph O'Donnell has a strong team with deep expertise in federal contracts issues."

Work highlights Rogers Joseph O'Donnell represented Meridian Knowledge Solutions in several GAO bid protests against efforts by the Department of Homeland Security (DHS) to exclude Meridian from competing to provide learning management systems to various DHS components.

Notable practitioners

Neil O'Donnell (see p.656) is a deeply seasoned litigator with a wealth of experience handling contract procurement matters and representing clients in bid protests before the GAO and Court of Federal Claims. **Strengths:** *"He is a fantastic government contracts attorney with a broad range of expertise."*

Robert Metzger (see p.642) is routinely called upon by clients for his expertise in cybersecurity matters, assisting clients with high-stakes contract procurements, qui tam litigation and compliance issues. **Strengths:** *"Robert demonstrates excellent service and expertise in federal contracting issues."* *"He is very experienced and comes up with interesting and creative approaches."* *"Robert is a renowned expert in cybersecurity issues."* **Aaron Silberman** works on behalf of major subcontractors and manufacturers, notably within the transport sector, in terminations, bid protests and contract claims.

Strengths: *"Aaron is very knowledgeable of the subject matter and has a good practical sense of likely outcomes."* *"Aaron is tremendously talented."*

Sheppard, Mullin, Richter & Hampton LLP

What the team is known for Sheppard, Mullin, Richter & Hampton LLP has highly regarded government contracts attorneys providing compliance and litigation counseling. The firm handles matters spanning administrative, civil and criminal proceedings. It has notable expertise in bid protests, with experience before the GAO, the Armed Services Board of Contract Appeals and the Court of Federal Claims. The team has industry expertise across the spectrum of government contractors, acting for both domestic and international clients in the defense, aerospace, electronics and transportation sectors, among others.

Strengths

"The firm's ability to provide targeted advice makes them stand out."

"The team is outstanding, has great networks and gives great advice. Their creativeness and responsiveness are top notch."

"Sheppard Mullin is able to distill complex issues into digestible pieces for our business teams."

Work highlights Sheppard, Mullin, Richter & Hampton LLP represented CACI International in a bid protest by a competitor over a \$2.49 billion

National Security Agency contract for analyst services.

Notable practitioners

Anne Perry is a distinguished figure in this space and is widely revered for her expert representation of clients in high-stakes bid protests.

Strengths: “Anne is terrific and does outstanding government contracts work.” “She is a very strong attorney and provides strong expertise on matters.”

Jonathan Aronie brings a wealth of experience to his government contracts practice, with expertise extending to False Claims Act investigations, bid protests and contract procurements. **Strengths:** “He is a wonderful strategist.” “Jonathan supports his opinions by his years of experience and expertise.” “He is a go-to resource when you need something that requires creative problem solving.”

Keith Szeliga is adept at representing clients in bid protest litigation before the GAO, as well as advising contractors on compliance and disputes. **Strengths:** “Keith is very knowledgeable and provides great insight.” “He is very practical in his advice.” **Townsend Bourne** (see p.510) is recognized for her prowess in cybersecurity and bid protests. **Strengths:** “She is thorough, practical, and helps distill large amounts of complex information into an understandable and workable action plan.” “Townsend is fantastic on cybersecurity issues in government contracting.”

Band 3 Government Contracts: The Elite

DLA Piper LLP (US)

What the team is known for DLA Piper LLP (US) is a well-regarded firm that provides impressive expertise across a wide range of government contract matters. The firm has notable prowess in the transactional space, particularly in issues relating to M&A involving government contractors. DLA Piper possesses a strong track record in high-stakes bid protests, cost disputes and contract claims. The team offers substantive knowledge of procurement law, and in niche areas such as cybersecurity. It regularly acts for foreign and domestic contractors across a range of industries, including the technology and defense sectors.

Strengths

“DLA Piper takes the time to understand our business, our organization, and our unique challenges.” “The firm has a deep team for federal government contract work.”

“DLA Piper shows good knowledge of a wide range of government contracts issues.”

Work highlights DLA Piper LLP (US) acted on behalf of ANHAM FZCO, a global logistics company based in the United Arab Emirates, on contract litigation regarding their supply-chain services to the US military.

Notable practitioners

Richard Rector has over three decades’ experience in government contracts, acting for clients in the full range of disputes, including bid protests and False Claims Act investigations. **Strengths:** “He is one of the top government contracting attorneys. He’s very capable and an extraordinary lawyer.” “Richard is a fantastic attorney and is incredible at aligning legal solutions with business objectives.” “He has a ridiculous amount of expe-

rience and practicality on esoteric things.” **Daniel Cook** assists government contractors on a broad array of matters including bid protests and cost disputes. He boasts notable experience advising medical device manufacturers. **Strengths:** “Daniel provides practical guidance.” “He is exceptional and plays a significant role in strategy.” “He’s thoughtful, deals with areas where there are no margins for error and gets it right.” **Sam Knowles** displays strong capability handling M&A transactions involving government contractors. He is called upon to represent clients in bid protests and to provide counsel on complex compliance issues. **Strengths:** “Sam quickly analyzes complex issues and provides guidance that is relevant and reliable.” “He is very knowledgeable and very practical in measuring and assessing risks.” “Sam takes complex ideas and conveys them in a way that is understandable.” **Dawn Stern** is noted for her proficiency in advising government contractors on complex issues of compliance relating to cybersecurity obligation. Additionally, she is well versed in handling contentious government contracting matters, including bid protests and contract disputes. **Strengths:** “Dawn is business-oriented.” “Dawn is well-versed in government contracting and the complex rules and processes surrounding this practice area.” “She’s a subject matter expert in cybersecurity.”

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP has an exemplary group of practitioners that have substantial experience in the government contracts space. It is particularly adept at handling M&A in the defense and aerospace arena. It is routinely involved in litigation matters, including bid protests before the Court of Federal Claims and the GAO and False Claims Act disputes. The firm boasts significant clients in the aerospace, healthcare, IT and engineering sectors, as well as investment banks.

Strengths

“Fried Frank provides strategic advice on complex government contracts matters.”

“The team’s ability to handle sophisticated matters is very strong.”

“The firm is always capable and incredibly resourceful.”

Work highlights Fried, Frank, Harris, Shriver & Jacobson LLP counseled BAO Systems in a successful bid protest before the GAO. It challenged the failure by the Centers for Medicare & Medicaid Services to award a blanket purchase agreement to BAO.

Notable practitioners

James McCullough has built a sterling reputation for his government contracts practice. He is considered an expert in bid protests, notably acting on behalf of clients within the aerospace and defense sector. **Strengths:** “James is a very capable advocate.” “He is extremely knowledgeable and practical.” “James has vast experience on an array of government contracts matters. He works on the most complex government contracts and bid protest matters.” **Michael Anstett’s** practice covers both transactional matters and litigation, with recent work involving significant M&A as

well as bid protests before the GAO. **Strengths:** “Michael consistently demonstrates enormous depth of expertise and experience.” “Michael is a fantastic attorney and an excellent resource on all matters of government contracting. He provides strategic advice and is detail-oriented.” **Alex Ginsberg** routinely demonstrates his ability to represent government contractors before the GAO. **Strengths:** “He has great instincts and is a great writer.” “Alex demonstrates an exceptional understanding of government contracts law and provides outside-the-box thinking.” “Alex is a trusted partner and advisor. He provides great advice and is able to communicate effectively.”

Haynes and Boone, LLP

What the team is known for Haynes and Boone, LLP’s government contracts practice has a broad range of experience in government contracting matters which includes investigations, counseling, litigation and alternative dispute resolution. The team has additional expertise in bid protests as well as costs disputes. Its client base is drawn from a range of sectors including aerospace and defense, engineering, electronics and IT. Further, the group is well regarded for its expertise in handling construction and energy projects.

Strengths

“The lawyers have a strong understanding of the client’s business and how it is affected by ongoing matters.”

“Haynes and Boone’s guidance is well-researched and thought out.”

“The Haynes & Boone lawyers are outstanding.”

Work highlights Haynes and Boone, LLP successfully defended Energy Systems Group against allegations that they violated the Buy American and Trade Agreements Acts while performing contracts for the US Department of Defense.

Notable practitioners

John Pachter has over five decades of experience in the field and he continues to represent clients in bid protests and subcontractor disputes. **Jonathan Shaffer** handles significant bid protests at the Court of Federal Claims and the GAO. **Stephen Knight** is a renowned government contracts lawyer who is well placed to advise clients on a range of matters, from subcontractor disputes to advising on compliance and M&A. **Strengths:** “He has very strong government contracting expertise.” “Stephen is a very strong attorney, knowledgeable about the issues and is able to provide a unique point of view.”

Hogan Lovells US LLP

What the team is known for Hogan Lovells is a highly regarded multidisciplinary group, adept at navigating all aspects of the government procurement process, including high-stakes internal investigations and bid protests. The firm has additional experience advising on federal grant matters. It counsels government contractors on complex business transactions, including M&A. The group acts for a variety of multinational companies in the defense, technology, life sciences and energy sectors, along with a number of public sector clients.

Strengths

“The team has deep knowledge and skills enabling

practical application.”

“Hogan Lovells do really complex transactional and international work.”

Work highlights Hogan Lovells acted for Proviencia Group to successfully defend a protest action brought by Comprehensive Health Services following the award of sponsorship services supporting DHHs’ Office of Refugee Resettlement.

Notable practitioners

Michael Mason is an acclaimed government contracts attorney who assists clients with litigation and complex regulatory questions. He regularly represents clients in bid protests and investigations. **Strengths:** *“Michael is a strong attorney who understands government contracting very well.”*

Stacy Hadeka is developing a strong practice with a particular focus on clients in the aerospace and defense sector. She is adept at assisting on bid protests and False Claims Act investigations. **Strengths:** *“Stacy does an outstanding job.”*

Nichols Liu LLP

What the team is known for Nichols Liu LLP is a specialist government contracts boutique with noted prowess in the areas of technology and defense. The firm demonstrates wide-ranging capabilities in suspension and debarment matters, in addition to handling internal investigations, False Claims Act and qui tam litigation. It is regularly engaged by clients to handle high-stakes bid protest claims.

Strengths

“Nichols Liu is outstanding in this field.”

“The lawyers have a very creative and tenacious approach and have good connections to the agencies we deal with.”

Work highlights Nichols Liu LLP successfully defended nTSI in a bid protest before the GAO for the Missile Defense Agency’s award of a \$455.2 million contract for engineering and technical support services.

Notable practitioners

Robert Nichols (see p.654) has a notable government contracts practice with extensive experience handling False Claims Act investigations and arguing significant bid protests before the GAO. **Strengths:** *“Robert is very creative and tenacious. He’s very well connected in the industry.” “He approaches things from different perspectives and sizes things up strategically.” “Robert is an excellent attorney and a very strategic thinker.”* **Andy Liu** (see p.624)’s broad practice encompasses a range of issues on behalf of government contractors including investigations, qui tam litigation and bid protests. **Strengths:** *“Andy is outstanding. He thinks strategically about how to best resolve a matter and he is great to work with.” “He has excellent judgement and is a very clear communicator.”*

David Bodenheimer (see p.508) handles a range of cost disputes and bid protests for government contractors, routinely appearing before the GAO. **Strengths:** *“David is a strong advocate.”*

Perkins Coie LLP

What the team is known for Perkins Coie LLP has a strong track record of winning business-critical bid protests before the GAO and Court of Federal Claims on behalf of protestors and intervenors.

The firm has additional capabilities include handling proceedings under the False Claims Act, contractual disputes and transactional counseling. It regularly advises clients in the aerospace and defense industries.

Strengths

“The team has the breadth and depth to provide great legal services.”

“The Perkins Coie team is exceptional in every way.”

“The lawyers have excellent awareness of what is going on in the industry and markets.”

Work highlights Perkins Coie LLP represented CACI in a bid protest at the GAO over the Transportation Security Administration’s decision to not award CACI a task order to provide IT Management, Performance Analysis and Collaborative Technologies II services under the Alliant 2 Indefinite-Delivery, Indefinite Quantity contract.

Notable practitioners

As cochair of the firm’s government contracts practice, **Seth Locke** (see p.625) represents clients in a broad array of disputes, including bid protests, contract terminations and costs claims.

Strengths: *“He is very practical and has experience on a wide variety of sub issues relating to government contracting.”* **Kelley Doran** (see p.543) has a broad government contract practice, offering expertise in bid protests, contractual claims and regulatory compliance. **Strengths:** *“Kelley has a lot of experience and gives good practical advice.”*

Gary Campbell (see p.519) has significant experience advising government contractors on federal, state and local procurement matters. He has deep industry knowledge in the aerospace and defense industry on a range of matters from compliance issues to M&A transactions. **Strengths:** *“Gary is a good writer.”*

Pillsbury

What the team is known for Pillsbury has a thriving government contracts practice, boasting a deep bench and wide geographic reach. It has significant contentious and non-contentious capabilities spanning federal, state and local government. The firm has notable strengths include M&A compliance, suspension and debarment, procurement fraud, bid protests and costs allowability. The team has considerable experience handling matters before the Court of Federal Claims.

Strengths

“Pillsbury lawyers are knowledgeable and very practical in their analysis.”

“The team does a fantastic job and provides excellent legal advice.”

“Pillsbury lawyers are proficient in complex contract matters.”

Work highlights Pillsbury successfully defended a challenge to a \$1.3 billion lease award by the General Services Administration to Cayre Jemal’s Nick L.L.C. to provide office space for the Washington, DC headquarters of the Securities Exchange Commission.

Notable practitioners

John Jensen’s areas of focus include bid protests, investigations and advising on M&A involving government contractors. **Strengths:** *“John is a capable and experienced lawyer.”* As coleader of Pillsbury’s government contracts department, **Alex Tomaszczuk** represents clients in high-stakes

litigation, including bid protests, and assists with internal investigations. **Strengths:** *“He is outstanding in his knowledge and preparedness.”*

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw LLP’s government contracts team shows considerable strength in advising clients on the full range of contract-related matters. The group has an excellent track record in handling complex bid protest matters before the GAO. The firm’s strength in other areas such as labor and employment and CFIUS expertise further bolsters its capabilities in the government contracting area.

Strengths

“Seyfarth has a knowledgeable bench and provides superior work product.”

“Seyfarth Shaw consistently provides practical guidance based on their keen understanding of commercial realities and trends.”

Work highlights Seyfarth Shaw LLP represented Avantus Federal in a successful challenge to a \$175 million contract awarded by the Department of Homeland Security to Peraton.

Notable practitioners

Cochairing the firm’s government contracts practice, **Amy Conant Hoang** is renowned in the market for her exceptional ability to represent contractors in bid protests and internal investigations, as well as provide compliance counsel.

Strengths: *“Amy is a terrific lawyer and is very creative. She does a fantastic job in solving real business problems in a practical way.” “Amy is an amazing attorney.” “Amy is an excellent government contracts attorney with particular strengths in bid protests.”* **Erica Bakies** has a growing government contracts practice, with particular prowess in bid protests. She also offers compliance counsel to major contractors and is adept at handling internal investigations. **Strengths:** *“Erica is always very engaged to develop and implement an appropriate legal strategy.” “Erica has a great way of explaining things in simple language.”* **Adam Lasky** is well regarded for his burgeoning practice advising clients on substantial bid protests and contract disputes. **Strengths:** *“He is a deeply practical practitioner and provides deep analysis.” “Adam is extremely knowledgeable about the nuances in government contracting.” “He goes above and beyond what a client might require.”*

Venable LLP

What the team is known for Venable has a compact but highly adept government contracts group offering a range of services to companies in the aerospace, defense, IT and engineering industries. The firm is capable of counseling clients through all facets of federal, state and local procurement, including regulatory compliance and dispute resolution. It is experienced in sizable bid protests before the GAO.

Strengths

“Our counsel at Venable is able to address all of our requirements across a variety of topics with a wealth of knowledge and sound guidance.”

“The attorneys at the firm go out of their way to provide assistance and keep us informed on status of matters.”

Work highlights Venable represented Karsun

Solutions and Neev-KS Technologies in challenging Phase 1 exclusions in the Department of Health and Human Services, National Institutes of Health's Chief Information Officer-Solutions and Partners procurement.

Notable practitioners

Dismas Locaria (see p.625) has a wide-ranging government contracts practice, representing clients in procurement, False Claims Act litigation and disclosure matters. He is recognized by sources for his suspension and debarment expertise. **Strengths:** "Dismas is outstanding. He understands our business, is proactive when issues arise and an excellent communicator resolving issues." "His wide breadth of knowledge in the government contract regulatory space makes him our go-to attorney." "He is efficient, thoughtful and knows how to cut through things and give outstanding advice." **Paul Debolt** (see p.539) advises clients on a broad range of government contracts matters. His particular areas of focus include conducting due diligence in relation to mergers and acquisitions of contractors, and representing clients in a variety of disputes, including bid protests. **Strengths:** "Paul is a highly experienced government contracts practitioner who adds exceptional client value to matters." "He is very knowledgeable on the law and flexible in understanding what his client is trying to achieve. He is solutions-oriented and great to work with." **Scott Hommer** (see p.588) is an experienced government contracts attorney who represents contractors in a range of disputes, bid protests and transactional matters. **Strengths:** "Scott is a walking encyclopedia on government contracting. He understands what is practical and what clients in this space really need." "His experience handling all kinds of matters is a key strength of his. He is very client friendly and he keeps us up to date with developments on our cases."

Band 4 Government Contracts: The Elite

Akin

What the team is known for Akin has a broad multidisciplinary government contracts practice, handling qui tam False Claims Act actions, investigations, claims and appeals. The firm fields a bench of counseling experts and seasoned litigators, with deep experience in civil, criminal and administrative proceedings. It has extensive experience in intellectual property disputes involving government contracts. The team regularly acts for clients in the aerospace, defense and cybersecurity sectors.

Strengths

"Akin is absolutely informed and responsive at all levels on all issues."

"The firm is amazing to work with. They are collaborative and team-oriented."

Work highlights Akin represented Signal Point Systems in a protest at the GAO of its disqualification from an opportunity to lease space for installation of cellular infrastructure for the US Department of the Air Force.

Notable practitioners

Angela Styles has a diverse government contracts practice, assisting in the full range of dis-

putes, with recent experience advising clients on ethics and compliance issues in connection to their federal contracts. **Strengths:** "Angela can communicate very complex ideas in a very efficient way." "Angela has broad expertise in government contracts." "She is extremely knowledgeable and proactive."

Dentons LLP

What the team is known for Dentons offers a broad range of government contracting services including acquisitions advice and compliance review, as well as representing clients in procurement fraud proceedings and intellectual property claims. The team has significant experience handling complex costs disputes and regularly appears before the Armed Services Board of Contract Appeals as well as federal and state courts. Its clients hail from a diverse range of industries including technology, life sciences, aerospace and defense, among others.

Strengths

"The team is extremely competent in handling even the most complex government contracting matters."

"Dentons has subject matter experts for every question and is a fantastic team."

Work highlights Dentons represented Northrop Grumman Corporation in cost accounting and cost and pricing litigation matters.

Notable practitioners

Thomas Lemmer comes recommended for his expertise in cost disputes and is regularly sought out by defense contractors for representation across a range of cost accounting issues. **Steven Masiello** chairs the firm's government contracts practice and is regularly called upon by clients for guidance in cost accounting matters. He also provides counsel on compliance and due diligence issues. **Strengths:** "He is an excellent attorney with sophisticated experience." "Steven is a strategic litigator who knows the ins and outs of litigating with the US government. He brings great experience." **Joe Martinez** is commended for his ability to advise clients on cost accounting issues and performance disputes.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn & Crutcher LLP has a sophisticated government contracts group. The firm is frequently retained for high value cost accounting matters, with extensive experience before the Armed Services Board of Contract Appeals. It is well known for its expertise in civil and criminal False Claims Act matters, including suspension and debarment proceedings. The team has additional capability advising on transactional matters involving government contractors.

Strengths

"Gibson Dunn provides excellent advice on how to postulate a matter to end up where we want."

"The team is knowledgeable and always extremely well prepared."

Work highlights Gibson, Dunn & Crutcher LLP represented Amazon Web Services in a post-award bid protest to the US Department of Defense over its 2019 award of the JEDI cloud computing contract to another corporation.

Notable practitioners

Joseph West (see p.733) is a highly experienced government contracts attorney who represents clients in high-stakes litigation and investigations, and assists government contractors with pressing regulatory compliance concerns.

Holland & Knight LLP

What the team is known for Holland & Knight LLP is a regular player in the government contracts arena, recognized for its success in bid protests. The firm draws on substantial strength in its corporate and M&A practice, along with industry expertise in the construction and real estate sectors. It frequently advises on enforcement defense matters, including compliance and False Claims Act work. Active at federal, state and local levels. The group has a notable focus on counseling contractors in the defense, aerospace, IT and engineering sectors.

Strengths

"The team is proactive in addressing arising issues relevant to our industry."

"The firm includes a number of different attorneys that can handle a wide variety of issues."

"Holland & Knight is well aware of the commercial marketplace and the role of the government contracting industry."

Work highlights Holland & Knight LLP represented Health Net Community Solutions in successful bid protests to win back Medicaid contracts in California.

Notable practitioners

David Black has a strong track record of successfully representing clients in significant bid protests before the GAO. He also handles prime-subcontractor disputes and advises on contract procurements. **Strengths:** "David is well-versed in the field and has a practical understanding of the industry." **Holly Roth** is routinely called upon to represent clients in high-stakes bid protests, suspension and debarment matters, and other claims. She has further experience providing clients with counsel on internal investigations. **Strengths:** "Holly is incredibly smart."

"Holly has a deep breadth of knowledge and always provides sound advice." "Her strategic thinking is impressive." "Holly listens to very complex, technical topics and pulls out the relevant legal issues."

Robert Tompkins is a seasoned government contracts attorney with in-depth knowledge of procurement law, and is known for representing clients in high-stakes bid protests before the Court of Federal Claims. **Strengths:** "Robert is an invaluable resource." "He provides excellent service."

Jenner & Block LLP

What the team is known for Jenner & Block LLP has a well-respected practice with notable experience of advising clients on a host of issues including bid protests, internal investigations and regulatory compliance. The firm provides counsel to a wide spectrum of clients ranging from renowned defense contractors to start-ups.

Strengths

"The Jenner team is thorough, analytical and also pragmatic."

Work highlights Jenner & Block LLP successfully represented IBM in a bid protest before the GAO

challenging the Air Force's award of a task order to develop and deploy an Industrial Internet of Things platform.

Notable practitioners

David Robbins is widely recognized for his expertise in government contracts ethics, compliance, white-collar defense, False Claims Act defense, in addition to suspension and debarment defense matters. **Strengths:** "David is exceptionally talented and insightful. He provides strong legal analysis." "He is very strategic in his thinking." **Noah Bleicher** focuses his practice on matters relating to procurement, particularly in handling bid protests, stemming from the insight gained from his service at the GAO. He frequently represents clients drawn from a range of industries in high-stakes protest litigation. **Strengths:** "Noah has a background from the GAO, so his ability to assess and predict how the GAO will view particular arguments is very helpful." "Noah consistently delivers thorough and effective legal counsel. His strategic insight and meticulous attention to detail make him an invaluable asset."

Mayer Brown LLP

What the team is known for Mayer Brown LLP has an impressive government contracts litigation and bid protest practice, experienced operating at the federal, state and local levels. The team is sought out by leading government contractors to challenge and defend contractual awards in a variety of forums, including the GAO and the Court of Federal Claims. The firm has additional prowess advising on regulatory false claims and white-collar matters involving government contractors. It fields a broad range of industry expertise, acting for clients in the aerospace, defense, engineering, IT and healthcare sectors.

Strengths

"Mayer Brown provides excellent support in complex legal matters."

"The ability of the team to get up to speed on subject matters is impressive. They're terrific people."

"The firm handles complex and sophisticated matters efficiently and reaches positive outcomes."

Work highlights Mayer Brown LLP represented the Texas Department of Transportation in bidding, procuring and negotiating design-build agreements and concession agreements for multiple construction projects across Texas.

Notable practitioners

Marcia Madsen maintains her outstanding reputation as one of the most experienced government contracts attorneys in the field, and is celebrated for her adroit handling of major bid protests.

Strengths: "Marcia has a high level of subject matter expertise and knowledge of the business." "Marcia Madsen is a leader at the bar."

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP is a fast-growing presence in the government contracting sphere. It offers capability in all aspects of federal and state-level government contracting, including handling bid protests. The team ably assists clients in the technology, healthcare and professional services sectors, among others.

Strengths

"The McDermott team has a tremendous amount of commercial awareness."

"McDermott has the expertise and resources to support a variety of complex government contract issues."

"The lawyers are extremely knowledgeable, creative thinkers and well-connected across multiple government agencies."

Work highlights McDermott Will & Emery LLP successfully represented TRAX International in a bid protest before the GAO challenging the award by the US Army of a contract for test support services at the Army's Aberdeen Test Center to a competitor.

Notable practitioners

Daniel Graham (see p.572) leads the government contracts group at McDermott Will & Emery LLP. He is highly regarded for his strengths in dispute resolution, regularly arguing cases before the Court of Federal Claims and GAO. He also advises clients on compliance, contract negotiations and cost accounting. **Strengths:** "He has in-depth knowledge of government contracting." "Daniel is an expert in his field and he is very practical." "He is a top notch government contracts attorney. He thinks creatively and provides excellent advice and guidance on a wide range of issues." "He is a great resource to rely upon." **Tara Ward** (see p.730) has a growing reputation for her extensive experience in assisting clients with claims under the Contract Disputes Act and disputes before the GAO. **Strengths:** "Tara is very practical and she stays aware of the latest developments." "She is proactive and solutions-oriented. Tara always comes prepared with ideas and solutions."

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP has an active government contracts firm, fielding deep experience in the bid protests arena. The firm shows additional expertise in procurement fraud matters and cross-border investigations. It acts for a variety of foreign and domestic clients, notably those in the healthcare, aerospace, defense, technology and logistics sectors. The team also advises on costs accounting disputes and audits, as well as a range of transactional matters.

Strengths

"The government contracting practice at Vinson and Elkins is very knowledgeable and handles complex issues."

"The firm always takes the commercial stance of the parties in mind when providing advice."

"The team at Vinson & Elkins is very adept in the government contracts practice area."

Work highlights Vinson & Elkins LLP successfully represented BAE Systems in a \$2 billion bid protest at the GAO challenging an award of a Missile Defense Agency contract.

Notable practitioners

Jamie Tabb impresses with his ability to handle a host of issues, from litigating bid protests to advising clients on regulatory compliance. **David Johnson** has noteworthy prowess in bid protests, and regularly represents clients before the GAO and Court of Federal Claims. **Strengths:** "David does a phenomenal job of keeping us apprised and developing novel legal theories." "He has a wealth

of experience in the government contracting arena." "David is adept at providing sophisticated advice that keeps the commercial stances in mind."

WilmerHale

What the team is known for WilmerHale has a distinguished team with a strong government contracts practice that covers a wide spectrum of regulatory and litigation issues. The firm represents clients in complex bid protests before both the GAO and Court of Federal Claims. It provides high quality advice on contractual compliance and during investigations. The group is renowned for its experience with emerging technologies issues regarding intellectual property and data security.

Strengths

"Not only is the team incredibly bright, they are very sophisticated and get to know your business."

"The WilmerHale lawyers are excellent problem solvers."

"The team provides pragmatic and pointed advice."

Work highlights WilmerHale represented KBR Howard in a qui tam action filed against the company by former employees related to wartime services rendered in Iraq under the LOGCAP III contract.

Notable practitioners

Andrew Shipley is an experienced government contracts attorney with deep expertise in bid protests. He has a noteworthy client roster which spans across the aerospace, technology and construction sectors. **Strengths:** "Andrew is a true subject matter expert."

Band 1 Government Contracts: Highly Regarded

Alston & Bird LLP

What the team is known for Alston & Bird LLP has a full-service government contracts practice, providing counsel to clients engaging in high value transactions, including acquisitions advice and due diligence support. The law firm undertakes significant work for clients across a myriad of industries, including aerospace and defense, healthcare and technology. Alston & Bird has notable experience handling government investigations, False Claims Act litigation and contractual disputes.

Strengths

"The team exhibits great commercial awareness."

"Alston & Bird is very proactive in providing updates to the case."

"The firm is excellent. They have tremendous resources and do high quality work."

Work highlights Alston & Bird LLP represented Cox on multiple federal grant agreements between Cox and local government recipients of federal funding under the Infrastructure Investment and Jobs Act, as well as the American Rescue Plan Act.

Notable practitioners

Jeffrey (see p.501) **Belkin** (see p.501) is best known for his representation of clients in the healthcare space in contentious and noncontentious government contracts matters. His practice includes acting in bid protests and advising on M&A. **Strengths:** "Jeffrey is very sophisticated

in government contracting and provides practical guidance tailored to our line of business.” *“Jeffrey is a deep and creative thinker.” “He is extremely knowledgeable, effective and client-oriented.”* **Jessica Sharron** (see p.699) has developed a strong government contracts practice, with notable experience of advising clients in the healthcare sector on bid protests and investigations.

Bass, Berry & Sims PLC

What the team is known for Bass, Berry & Sims PLC has a respected practice, noted for its aptitude in advising clients on a host of issues, including bid protests, contract formation and transactions. The law firm draws clients from a range of sectors including defense and national security.

Strengths

“The Bass Berry & Sims team is extremely knowledgeable in government contracts and in practical application in the business environment.”

“The firm knows the value of providing a competitive solution.”

Work highlights Bass, Berry & Sims PLC successfully defended AMG against a bid protest involving a \$9.7 billion contract for the US Army to build and deliver the “JLTV”, the new generation of light tactical military vehicles.

Notable practitioners

A significant part of **Todd Overman** (see p.659)’s practice lies in handling large transactions, although he also has extensive experience representing clients in bid protests and litigation.

Strengths: *“Todd is an incredible asset to the company and a great leader for the firm.” “Todd is invaluable to our company’s growth. His energy and dedication to our success is unparalleled.” “Todd is a tremendous legal professional, he handles all of our complex issues and is super skilled.”* **Richard Arnholt** (see p.493) is frequently retained by government contractors in bid protests and claims litigation. He demonstrates further capability in handling FCA matters.

Bradley Arant Boult Cummings LLP

What the team is known for Bradley Arant Boult Cummings LLP has a distinguished team that advises clients from a wide spectrum of industries including aerospace, engineering and IT. The law firm boasts impressive experience handling bid protests and sophisticated contract disputes.

Strengths

“The attorneys are knowledgeable and responsive.”

Work highlights Bradley Arant Boult Cummings LLP successfully represented Zolon Technologies in a GAO bid protest. It involved a \$118 million contract award by the Defense Media Activity for support of its Web Enterprise Business operations center.

Notable practitioners

Aron Beezley has built a strong government contracts practice, with increasing prominence in bid protests and complex contractual disputes.

Strengths: *“Aron has very deep and broad knowledge of government contracting. His advice is immediately actionable and he provides practical advice.”*

Faegre Drinker

What the team is known for Faegre Drinker Biddle & Reath, LLP boasts an impressive client list consisting of contractors from a range of sectors, including technology, construction and aerospace. The firm is lauded for its ability to handle complex bid protests, False Claims Act cases and subcontractor disputes.

Strengths

“Faegre’s ability to take complex information and distill it for layman’s understanding and action is outstanding.”

“The team has superior knowledge of the bid protest process.”

“The lawyers are very knowledgeable of the latest case law and commercial business practices.”

Work highlights Faegre Drinker Biddle & Reath, LLP represented Therapure BioPharma in a \$130 million breach of subcontract lawsuit before the US District Court for the District of Maryland.

Notable practitioners

Jessica Abrahams advises government contractors on the full range of disputes, regulatory compliance matters and procurement issues. She also has significant experience handling bid protests before the GAO. **Strengths:** *“She has deep experience in understanding the workings of the government.” “She has deep knowledge of our company, she is always responsive and her advice is always clear.” “Jessica always looks at subjects from a business perspective.”* **John Horan** has a broad government contracts practice. He is experienced in matters involving bid protests, internal investigations and contract claims. **Strengths:** *“Jack is an outstanding lawyer. He is very clear in his guidance.” “He provides the context to issues that allows us to understand the risk and make decisions on the best route to follow.”*

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is recognized for its excellent government contracts practice. The firm advises on significant bid protests and particularly stands out for representing clients in the defense sector. Additionally demonstrates particular proficiency acting on technology-related matters.

Strengths

“The team are rock stars. They help with very challenging issues and produce absolutely first rate work.”

“Greenberg’s ability to quickly absorb all the details of significantly complex situations and provide sound legal guidance is invaluable.”

“It is a multidisciplinary cadre of lawyers who are always available to assist when needed.”

Work highlights Greenberg Traurig represented Life Science Logistics in two successful GAO protests of a procurement related to warehousing and deployment services at the Strategic National Stockpile.

Notable practitioners

Jeffery Chiow represents multinational companies and major contractors in GAO bid protests and federal procurement matters. **Strengths:** *“He provides excellent legal advice on significantly complex issues. His ability to think outside the box and provide sound direction is invaluable.” “Jeffery is a great attorney who provides great service and*

sound advice.” **Michael Schaengold** cochairs the government contracting department at Greenberg Traurig. He has amassed a strong reputation for his bid protest work before the GAO and Court of Federal Claims. **Strengths:** *“Michael is a fantastic lawyer and has a lot of expertise.” “He’s a really strong lawyer.”* **Jennifer Zucker** is recognized for her adept handling of significant bid protests for a wide array of clients. **Strengths:** *“Jennifer is a good strategist.” “She is absolutely exceptional.”*

Husch Blackwell LLP

What the team is known for Husch Blackwell LLP has a well-respected team noted for its expertise in advising on construction contracting matters. The firm is routinely called upon by government contractors to assist with significant issues, including bid protests before the GAO, contract administration matters and False Claims Act investigations. It offers further experience of providing counsel to contractors assisting with state and federal healthcare programs. Its additional clients stem from a range of sectors including manufacturing, aerospace and technology.

Strengths

“The team digests complex issues very quickly and reduces them to manageable matters. They have significant experience which allows them to identify and deal with issues succinctly and effectively.” *“The firm is top notch and has incredible reach.”*

“With a team passionate about what they do and the clients they represent, Husch Blackwell can handle any matter, regardless of the complexity.”

Work highlights Husch Blackwell LLP represented BCFS Health and Human Services in an Administrative Procedure Act claim against the US Department of Health and Human Services and the US Department of Labor in Federal Court.

Notable practitioners

Brian Waagner is held in high regard for his ability to handle complex disputes such as bid protests, as well as provide counsel on compliance and contract administration. **Strengths:** *“Brian is very experienced and he always provides sound legal advice to help navigate difficult legal issues.” “Brian is an encyclopedia of federal contracts knowledge and responds extremely fast.”* **Hal Perloff** is well regarded for the work he carries out on behalf of government contractors. He is skilled in handling bid protests as well as breach of contract and general compliance matters. **Strengths:** *“Hal consistently delivers actionable advice and is very skilled in litigating government contracts cases.” “Hal is exceptionally thoughtful.”*

King & Spalding LLP

What the team is known for King & Spalding LLP is a respected choice for government contractors from a range of industries including aerospace, defense, technology and pharmaceutical. The team handles both investigations and litigation under the False Claims Act, as well as transactional issues. It has notable experience of advising clients on regulatory and compliance issues. The firm draws strength from individual practitioners’ experience within the US Armed Forces and other government agencies.

Strengths

"The firm is excellent. The lawyers have deep knowledge and are very client-oriented."

"King & Spalding has great efficiency in handling complex matters."

Work highlights King & Spalding LLP advised CTIS on responding to a subpoena by the US Department of Commerce's Office of the Inspector General and multiple qui tam cases under the civil False Claims Act in relation to a number of National Institutes of Health contracts.

Notable practitioners

Richard Vacura (see p.725) continues to represent contractors in investigations and defend them against False Claims Act allegations, as well as having notable experience handling compliance in relation to contract procurements. **Strengths:** *"Richard has an encyclopedic knowledge of government contracting." "He advises on very technical processes and is very knowledgeable in this space."*

Steven Cave (see p.522) focuses his practice on providing transactional assistance and compliance advice, with notable experience of advising clients in the IT, consulting and pharmaceutical sectors. **Strengths:** *"Steven is a very knowledgeable lawyer. He is good at developing facts and coming up with practical strategies to resolve matters." "He has excellent client skills and substantial knowledge across a lot of areas in government contracting." "Steven is practical and always mindful of what we need to do."*

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP fields an experienced group of practitioners in the government contracts space who routinely handle bid protests before the GAO and Court of Federal Claims. The group has notable strength in handling investigations into violations of the False Claims Act.

Strengths

"Latham is a fantastic firm with amazing lawyers. They have sound judgment and are practical."

"Latham provides well thought out advice and understands the practicality of commercial operations."

"Whenever an issue comes up, Latham has an expert to address it competently."

Work highlights Latham & Watkins LLP represented American Airlines in bid protests relating to proposed contracts with the Department of Defense and the US Postal Service.

Notable practitioners

Kyle Jefcoat (see p.596) receives high praise for his broad government contracts practice, which includes strengths in bid protests and issues related to the False Claims Act. **Strengths:** *"Kyle is a fantastic lawyer and a tremendous advisor." "Kyle is a very smart and sophisticated attorney."*

Anne Robinson (see p.681) offers clients high quality advice with regard to bid protests before federal agencies and allegations made under the False Claims Act. **Strengths:** *"Anne is a tremendous attorney. She is incisive, strategic and her work-product is always phenomenal."*

McCarter & English LLP

What the team is known for McCarter & English, LLP is lauded for its ability to provide guidance on a broad array of issues including transactions,

regulatory and compliance and litigation matters under the False Claims Act. The firm is called upon by clients from a range of sectors, such as technology and manufacturing.

Strengths

"The team is fantastic and very knowledgeable."

"The McCarter attorneys provide outstanding advice on many different matters."

"The partners understand our needs and keep us informed at every step of the way."

Work highlights McCarter & English, LLP represented Norton LifeLock in False Claims Act litigation against the US, the states of California and Florida as well as a qui tam relator.

Notable practitioners

As cohead of the government contracts team, **Alexander Major** has extensive experience in the space, with strength across a range of areas, including contract disputes and FCA issues. He is well versed in advising clients on cybersecurity compliance issues. **Strengths:** *"He is extremely knowledgeable and a strong advocate." "He's at the forefront of all cybersecurity work." "He is a good communicator and very practical. He comes up with workable solutions."* **Franklin Turner** coleads the firm's government contracts and global trade practice group. His wide-ranging practice sees him routinely dealing with government contracting matters including bid protests, M&A transactions, internal investigations and costs disputes. He has experience handling issues related to the US Small Business Administration. **Strengths:** *"Franklin's knowledge and experience in the government space is expansive." "He provides practical advice and understands our issues."*

Miles & Stockbridge PC

What the team is known for Miles & Stockbridge PC has a distinguished team of respected practitioners with notable experience of handling bid protests before the GAO. The firm demonstrates substantial experience of advising clients on sizable transactions.

Strengths

"Miles & Stockbridge provides invaluable expertise."

"The team consistently produces high quality work on time."

Work highlights Miles & Stockbridge PC successfully challenged the US Department of Commerce's decision to not award a contract vehicle to CAN Softtech.

Notable practitioners

Peter Dungan (see p.545) draws from a wealth of experience to counsel clients on contracting matters, attracting particular praise for his abilities in bid protests and related litigation.

Miller & Chevalier Chartered

What the team is known for Miller & Chevalier Chartered remains a leading choice for government contracts work, with notable strength in handling protests before the Court of Federal Claims and the GAO. The law firm demonstrates ability to advise government contractors on a host of issues, including regulatory regimes and contract disputes.

Strengths

"The firm provides excellent support and advice tai-

lored to our specific business and needs."

"Miller & Chevalier is adept at synthesizing complex data."

Notable practitioners

Jason Workmaster (see p.738) wins acclaim for his broad knowledge of federal contract claims and cost disputes, often representing clients in the IT and technology sectors. **Strengths:** *"He's really got an ear to what's going on in the industry." "Jason is an extremely effective advisor. He is knowledgeable in government contracting matters and understands the industry, our markets and the competitive landscape." "Jason is able to apply his strong background and experiences to complex problems and develop the necessary solutions." "He is terrific, an engaging speaker and knowledgeable." **Alejandro Sarria** (see p.690) has an impressive track record acting on behalf of significant government contracting clients. He is regularly called upon to litigate a variety of contracting claims such as contract disputes, bid protests and civil litigation arising from government operations. **Strengths:** *"He is thoughtful and provides sound advice from different perspectives." "He understands our market and our needs. He is efficient and explains complex ideas clearly." "Alex thinks critically and is solutions-oriented."**

PilieroMazza PLLC

What the team is known for PilieroMazza PLLC has an excellent reputation for its government contracts practice. The firm has deep experience in contract disputes, internal investigations, complex regulatory compliance matters and bid protests. The team is noted for the work it does relating to programs run by the US Small Business Administration.

Strengths

"PilieroMazza is the leader in small business issues."

"The team is incredibly knowledgeable."

Notable practitioners

Managing partner Antonio Franco is a key contact.

Steptoe LLP

What the team is known for Steptoe LLP has a skilled team with considerable strength in advising government contractors on investigations, bid protests and claims under the False Claims Act. The firm draws strength from wider experience of handling international regulation and compliance, national security and intellectual property issues to assist clients.

Strengths

"Steptoe's government contract team is outstanding. They provide astute business perspectives and solutions that balance with our business needs."

"The firm expertly handles complex and challenging work."

Work highlights Steptoe LLP represented Humana in securing and defending the award of a \$70.9 billion T-5 Contract for the East Region, which covers millions of TRICARE beneficiaries.

Notable practitioners

Paul Hurst chairs the firm's government contracts practice and provides his clients with seasoned regulatory and legislative advice. He regularly represents contractors in bid protests and inves-

tigations. **Strengths:** “Paul does thoughtful work in extremely complex areas.” **Caitlin Conroy** is an associate in the firm’s government contracts group. She routinely represents clients in industries such as aerospace and defense, technology and healthcare.

Vedder Price

What the team is known for Vedder Price PC is frequently called upon by government contractors seeking support on both federal and state contracting matters. The team has experience handling a range of matters from bid protests and contract claims to False Claims proceedings and internal investigations.

Strengths

“The team at Vedder has a depth of experience in numerous nuanced areas of government contract law.”

“Vedder provides excellent researched advice.”

“Vedder does excellent work handling complex matters.”

Work highlights Vedder Price PC represented Perspecta Engineering in the defense of a Department of Homeland Security (DHS) contract award, relating to the management, operation and optimization of the DHS Hybrid Computing Environment.

Notable practitioners

Kevin Connelly (see p.531) has broad experience in contractual disputes and bid protests and regularly advises on implications for government contractors arising during M&A. **Strengths:** “Kevin explains things well. He does a very good job taking minimal input and translating that into a polished work product.” “He is very knowledgeable and provides great insights on government contracts issues.” “Kevin is terrific at decluttering the landscape and providing guidance on how to approach a contract.” **Kelly Buroker** (see p.517) is a member of the firm’s government contracts practice group. She is commended for her handling of a range of work in this area, including bid protests before the GAO and the CFC. **Strengths:** “Kelly’s client service and subject matter expertise make her a standout attorney in the government contract space.” “Kelly is very practical.” “She has a sophisticated level of legal expertise and she fully understands the importance of aligning legal strategy with business strategy.” “She shows exemplary knowledge and provides exceptional advice.”

Band 2 Government Contracts: Highly Regarded

Cozen O’Connor

What the team is known for Cozen O’Connor houses a capable government contracts practice. The firm has notable experience across the government contracts space, including guiding clients through bid protests and compliance matters. It has particular strength acting for construction clients.

Strengths

“The Cozen O’Connor team has excellent problem solving abilities.”

“The lawyers do a very good job digging into the details and understanding our business interests.”

Work highlights Cozen O’Connor represented Cashflow Solutions on audit, dispute and compliance matters related to its contract with the US Department of Veteran Affairs to provide medical equipment.

Notable practitioners

Jeff Vogel is a key contact.

Fox Rothschild

What the team is known for Fox Rothschild demonstrates considerable strength in the representation of government contractors in a range of litigation and counseling matters. They have notable experience in advising clients within the construction industry.

Strengths

“The group is at the forefront of the industry and is extremely commercially aware.”

“Fox Rothschild is equipped to address any complex issue and provides excellent support.”

“Fox Rothschild is very adaptive and highly aware of emerging issues.”

“The team provides nuanced advice in technically complex matters.”

Work highlights Fox Rothschild acted for Sancorp Consulting in successfully protesting contract awards issued by the Department of the Army.

Notable practitioners

Reggie Jones is a key contact.

Frankel PLLC

What the team is known for Frankel PLLC has a strong practice commended for handling litigation issues for significant clients, with considerable strength in handling bid protests. The firm has further expertise in handling international investigations and assisting clients to navigate procurement laws.

Strengths

“The firm is very active in the bid protest space.”

“Frankel provides high calibre advice and counsel.”

Work highlights Frankel PLLC litigated two rounds of protests for Constellis Holdings regarding the Department of Defense’s award of an \$80 million contract to provide security support services at various US Air Force bases in the Middle East.

Notable practitioners

Managing partner **Jonathan Frankel** is recognized for his extensive representation of defense and national security contractors in bid protests before the GAO. **Strengths:** “Jonathan is very good at translating information back and forth between administrative tribunals and our business leadership.” “He is very analytical.”

Kilpatrick Townsend & Stockton LLP

What the team is known for Kilpatrick Townsend & Stockton is a respected choice for government contractors seeking regulatory advice, as well as those facing litigation matters. The group is routinely called upon to advise on bid protests, suspension and debarment issues and internal investigations, with significant experience appearing before the GAO.

Work highlights Kilpatrick Townsend & Stockton represented NOVAD Management Consulting in several bid protests against the US Department of Housing and Urban Developments for reverse

mortgage loan servicing.

Notable practitioners

Gunjan Talati showcases an impressive breadth of work, with notable strength guiding clients on compliance and bid protest matters before the GAO. **Strengths:** “Gunjan Talati is an outstanding lawyer.”

Peckar & Abramson, P.C.

What the team is known for Peckar & Abramson, PC has a distinguished team with a broad caseload which involves advising contractors on joint venture agreements, False Claim Acts issues and subcontract negotiations. Its clients stem from multiple industries including aerospace, defense and construction.

Strengths

“The team has a broad range of legal expertise.”

Notable practitioners

Michael Branca is a key contact.

Polsinelli PC

What the team is known for Polsinelli PC demonstrates a broad government contracts offering, representing clients from the defense and technology sectors, among others. The team has particularly notable experience in bid protests, but also capably serves their broad client base on M&A and compliance matters.

Strengths

“The Polsinelli team has a wide breadth of experience and the playbook to handle any situation.”

“The attorneys at Polsinelli are outstanding and skillfully manage complex projects.”

“The team shows excellent command of both legal and related business issues.”

“The lawyers give pragmatic advice.”

Work highlights Polsinelli PC represented Mitchell Vantage Systems in protesting NASA’s award of the \$290 million SEAS II contract to a competitor.

Notable practitioners

Gregory Jacobs is a key contact.

Potomac Law Group

What the team is known for Potomac Law Group counsels clients on government procurement matters and is well regarded for its litigation expertise, particularly in matters involving bid protests and cost disputes. The firm frequently represents manufacturing and medical device companies.

Strengths

“The Potomac team filters their analysis into actionable recommendations.”

“The firm brings an experienced and thorough team to all matters.”

“The firm adeptly manages complex and sophisticated matters, demonstrating a high level of expertise.”

Work highlights Potomac Law Group represented Rotech Healthcare in a GAO bid protest over the award of a contract for Home Respiratory and Durable Medical Equipment services to a competitor.

Notable practitioners

David Dowd advises on governance issues and litigation, with extensive experience arguing major bid protests before the GAO and Court of Federal

Claims. **Strengths:** “David is very business-oriented and practical.”

Smith Currie Oles LLP

What the team is known for Smith Currie is renowned for its ability to advise a wide spectrum of clients ranging from contractors and design professionals handling construction projects, to aerospace contractors working with the government. Significant experience of handling complex bid protests before the GAO as well as other contentious issues.

Strengths

“The team is thorough and has great attention to detail.”

Work highlights Smith Currie defended Trade West Construction at the GAO following a protest filed over the award of a contract to repair a US Army Corps of Engineers jetty in Oregon.

Notable practitioners

Howard Roth's specific areas of focus include handling claims under the Contract Disputes Act. He also has experience dealing with bid protests and issues arising from the Other Transactions Authority. **Strengths:** “Howard is outstanding.” “Howard is extremely knowledgeable and very supportive.”

Thompson Hine LLP

What the team is known for Thompson Hine LLP has a respected group of practitioners who draw

on previous experience within the DOJ and Army to advise contractors on both regulatory and litigation issues. Its clients stretch across a wide array of industries, including technology, manufacturing and life sciences.

Strengths

“Thomson Hine has various attorneys in multiple areas of specialty. They are very responsive and handle a number of complex matters.”

Work highlights Thompson Hine LLP successfully defended Norair Engineering against two subcontractor claims alleging damages and delay on its contract with the Maryland Environmental Service on the Freedom District Wastewater Treatment Plant project.

Notable practitioners

Francis Purcell Jr is a key contact.

Other Ranked Lawyers

Lawrence Block (see p.507) of Winston & Strawn LLP has a diverse practice handling significant bid protests before the GAO and Court of Federal Claims, as well as internal investigations. **Strengths:** “Lawrence is incredibly bright and creative. He has deep subject matter expertise and understands the practicalities of business that clients must weigh into legal strategies.” “He is a great legal partner.”

Todd Canni (see p.519) coleads the Baker-

Hostetler LLP's government contracts practice. He has stand-out experience representing government contractors before the US Department of Defense Suspension Debarment office. He displays prowess in handling complex FCA qui tam cases. **Strengths:** “Todd is a leading expert in suspension and debarment.” “Todd has the passion to help the ‘Davids’ triumph over the ‘Goliaths’ and the vision to look beyond obstacles to create opportunities.”

David Fletcher is a partner in Cooley LLP's government contracts group. He is called upon by contractors from the IT, engineering and technology sectors to advise on a host of issues, including compliance, M&A and bid protests. **Strengths:** “David is a very practical lawyer and clients love him.”

Sharon Larkin, founding partner of The Larkin Law Group LLP, is an acclaimed bid protests attorney, earning widespread praise from sources across the market. She acts for a myriad of clients in protests before the GAO and Court of Federal Claims. **Strengths:** “Sharon delivers expert counsel on complex and sophisticated issues.” “She is a top bid protest attorney in Washington, DC. Sharon is thorough, responsive and has tremendous attention to detail.”

Government Relations Nationwide

State Attorneys General	State Attorneys General	
Leading Firms	Senior Statespeople	
Band 1	Senior Statespeople: distinguished older partners	
Cozen O'Connor	Nash Bernard	Cozen O'Connor
Band 2	Leading Individuals	
Dentons LLP	Band 1	McCollum Bill Dentons LLP
Troutman Pepper	Baker Thurbert Dentons	Racine Karl Hogan Lovells US LLP
Band 3	Bruning Jon Bruning Law Group (ORL) ◇	Suvor Daniel O'Melveny & Myers LLP
Akin	Friedman Clayton S Troutman Pepper *	Tsai Jeffrey E DLA Piper LLP (US)
Brownstein Hyatt Farber Schreck, LLP	Lynch Patrick Patrick Lynch Group (ORL) ◇	Band 3
DLA Piper LLP (US)	McKenna Rob Orrick, Herrington & Sutcliffe LLP (ORL) ◇	Bhirud Ketan D Cozen O'Connor
Hogan Lovells US LLP	Taylor Jr Ashley L Troutman Pepper *	Cicconi Martine Akin *
O'Melveny & Myers LLP	Band 2	Downs Jason Brownstein Hyatt Farber Schreck, LLP
WilmerHale	Burbach Edward Foley & Lardner LLP (ORL) ◇	Dunn Jason Brownstein Hyatt Farber Schreck, LLP
* Indicates individual with profile.	Connell Paul WilmerHale	Gansler Douglas Cadwalader, Wickersham (ORL) ◇
◇ (ORL) = Other Ranked Lawyer.	Dias Antonio Jones Day (ORL) ◇	Gibb Daniel Dentons LLP *
Alphabetical order within each band. Band 1 is highest.	Faulders Siran S. Cozen O'Connor	Mahanna Brian WilmerHale
	Herring Mark Akin *	Moran Brian T Orrick, Herrington & Sutcliffe LLP (ORL) ◇
	Kelly JB Wachtell, Lipton, Rosen & Katz (ORL) ◇ *	Associates to watch
	Kilgore Jerry Cozen O'Connor	Jones Jay Hogan Lovells
	Marquis Milton Cozen O'Connor	

Government Relations Specialist Tax Firms
Leading Firms
Band 1
Miller & Chevalier Chartered
* Indicates individual with profile.
◊ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Akin

What the team is known for Akin's stellar lobbying offering represents domestic and foreign clients before a wide range of policymakers on Capitol Hill, including the Senate Finance and House Ways and Means committees. Its bipartisan team possesses significant capabilities in international trade, emerging technology, energy and environmental concerns. Additional areas of expertise include tax, healthcare and IP reform, with clients able to access an integrated global service boasting enviable regulatory expertise. The group also offers extensive Congressional investigations and state attorneys general expertise for corporations and individuals.

Strengths

"Akin is phenomenal to partner with. They are deeply passionate and I am amazed by the depth of knowledge they bring to provide strategic guidance."

"The level of commercial awareness, knowledge and sophistication of the group is readily apparent, with an excellent reputation for handling highly complex matters with far-reaching and profound consequences."

"They are responsive around the clock with knowledge beyond case law that extends to wider politics and government structures, bringing in the bigger picture."

Work highlights Akin advised the Southeastern Conference regarding federal legislation addressing compensation for student athletes based upon name, image and likeness.

Notable practitioners

Karen Christian co-leads Akin's Congressional investigations practice. She has experience representing clients before various Congressional committees. She draws upon her experience as a former general counsel at the House of Representatives Committee on Energy and Commerce. **Strengths:** "She has strong political instincts from her time on the hill but also counsels on the legal technicalities, impacts and risks. She is an incredibly valuable adviser." **Karen understands the ebb and flow of investigations. She is adept at helping clients see the risks and dealing with them in advance, helping us manage political and legal risk.** "Karen is very strategic in the way she conducts her work. She is very thorough and organized, always finding appropriate resources to make sure she has the full picture." **Brian Pomper** (see p.671) continues to excel in government relations matters concerning international trade and demonstrates strength in advising on tax concerns and intellectual property protections. **Strengths:** "Brian possesses a keen sense of what matters and what doesn't. With lots of experience of navigating

Government Relations Specialist Energy, Natural Resources & Environment Firms
Leading Firms
Band 1
Van Ness Feldman LLP

Washington, he is well placed to understand policy. We always get what we need with Brian." "Brian has exceptional Hill experience." "Brian understands the Hill, the trade environment and the intersection with business." Esteemed practitioner **Raphael Prober** represents individuals and companies in Congressional investigations as well as related government investigations and regulatory matters. **Strengths:** "Rafi partners with us to find workable solutions. He is a fantastic expert in the area, giving you extreme comfort. He shows a great level of tact with congressional entities and his background knowledge constantly impresses me." "Rafi is thoughtful, engaged and user-friendly." "He demonstrates outstanding customer service, achieving excellent results. He is thoughtful and considerate, as well as also sophisticated and wise."

Mark Herring (see p.583) brings experience as former attorney general of Virginia to his role co-leading Akin's state attorneys general practice. Here clients turn to him for counsel regarding investigations and other regulatory matters. **Strengths:** "Mark has a grasp of legislative priorities, being incredibly thoughtful and creative." "He is a seasoned attorney with a deep understanding of government investigations and high-profile litigation." "He has a very unique understanding of how the law, regulations, enforcement and policy impact people's lives on the ground, allowing him to advise clients on legal strategy and its impacts."

Ed Pagano (see p.660) advises clients on a range of government relations matters, including technology, antitrust and communications policy. **Strengths:** "Ed is amazingly experienced, coming up with creative strategies. He highlights things we otherwise wouldn't see, being thorough and very helpful. He always makes us aware of anything that is going on that is relevant to us." "Ed has amazing experience and is an immaculate professional, always getting the job done."

Arshi Siddiqui (see p.701) is regularly called upon by clients, particularly in the healthcare and telecommunications sectors, to advise on tax policy issues and strengthen relations with Democratic legislators. **Strengths:** "Arshi is fantastic and hard-working. She is passionate about and comprehensive in her work. She is a leader, pushing things forward for us." **Hunter Bates** (see p.499) is co-leader of Akin's lobbying and public policy practice. He supports corporate clients and trade associations' lobbying efforts, including in relation to taxation, healthcare, transportation, technology and financial services. **Strengths:** "Hunter uses his extensive government affairs and legal background to have a very practical approach, making very real connections for us." "He is a very innovative thinker who is good at reading the room and understanding what is going on." "Hunter is a very effective lobbyist."

Martine Cicconi (see p.526) is noted for her expertise advising public and private sector clients with regards to a variety of state attorneys general enforcement actions. She draws upon

Government Relations Congressional Investigations
Leading Firms
Band 1
Akin
Covington & Burling LLP
Hogan Lovells US LLP
King & Spalding LLP
Kirkland & Ellis LLP
WilmerHale
Senior Statespeople
Senior Statespeople: distinguished older partners
Hester Theodore M King & Spalding LLP *
Leading Individuals
Band 1
Bopp Michael Gibson, Dunn & Crutcher LLP (ORL) ◊ *
Brown Reginald J Kirkland & Ellis LLP *
Christian Karen Akin
Donovan III Daniel F King & Spalding LLP *
Gorelick Jamie WilmerHale
Grooms Susanne Cooley LLP (ORL) ◊
Kelner Robert K Covington & Burling LLP *
Prober Raphael Adam Akin
Smith Brian Covington & Burling LLP *
Band 2
Armstrong Christopher Holland & Knight LLP
DaCunha Alyssa WilmerHale
O'Brien Alicia C King & Spalding LLP *
Wright Andrew K&L Gates *
Band 3
Borden Michael E Sidley Austin LLP (ORL) ◊ *
Cutler Aaron Hogan Lovells US LLP
Dresner Jeremy D Kirkland & Ellis LLP *
Green Joel S WilmerHale
Loeb Emily Jenner & Block LLP (ORL) ◊ *
Murphy Allison Kirkland & Ellis *
Up-and-coming individuals
Baugh Angelle Covington & Burling LLP *
Desai Ronak Paul Hastings LLP (ORL) ◊ *
Fridman Ari Hogan Lovells US LLP
Treiser Raya B Kirkland & Ellis LLP *
Associates to watch
Dore Miranda Akin

her experience as former Special Assistant to the President and Senior Counsel in the Office of the White House Counsel. **Strengths:** "Martine is a very talented lawyer. She is extremely smart with impressive depth of experience." "Martine is excellent to work with, providing excellent client service. She has an incredible body of substantive knowledge and commercial awareness." "She is an intelligent and complex thinker, able to take thorny legal issues and see a path through. She is extraordinarily analytical and works through complex legal problems." **Jeffrey McMillen** is a widely respected tax lobbyist, advising domestic and multinational companies on tax and regulatory issues. **Strengths:** "His ability to explain things is really notable, even for something as convoluted as tax policy. I rely on him heavily as he allows me to do my job effectively." "His main strength is his consistent achievement of results. He is bespoke in his approach, devising the right strategy for each of our objectives. He does not take the cookie-cutter approach but tailors everything for each individual matter, need and objective." Associate **Miranda Dore** has a broad contentious practice

Government Relations: State & Local
Leading Firms
Band 1
Calfee, Halter & Griswold LLP
Dentons US LLP
Jackson Walker LLP
Rifkin Weiner Livingston LLC
Band 2
ArentFox Schiff LLP
Nelson Mullins Riley & Scarborough LLP
Leading Individuals
Band 1
Fesche Camille Rifkin Weiner Livingston LLC
Johansen Michael Rifkin Weiner Livingston LLC
Jones Jr Stanley S Nelson Mullins Riley & Scarborough
Labovitz Steven J Dentons US LLP
Lindsey Jr Edward H. Dentons US LLP
Olens Samuel Dentons US LLP
Pappas Porner Leah Calfee, Halter & Griswold LLP *
Rifkin Brad Rifkin Weiner Livingston LLC
Rose Denise Jackson Walker LLP *
Sanders Joshua Calfee, Halter & Griswold LLP *
Band 2
Bonner C. Britton Adams and Reese LLP (ORL) ◇ *
Paredes Jr Marco Stearns Weaver Miller (ORL) ◇ *
Up-and-coming individuals
Bowen Michael Calfee, Halter & Griswold LLP *
Ray George Nelson Mullins Riley & Scarborough LLP
Associates to watch
Goodrich Kate Jackson Walker LLP *
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

with particular strength counseling individuals and corporate clients on Congressional inquiries.

Strengths: “She is an amazing researcher with a deep background in investigations. She is able to bring together evidence to help preparations, testimony and overall representation.” “Miranda is very smart as well as compassionate through a daunting experience. Her service goes beyond just legal preparation to personal care.”

ArentFox Schiff LLP

What the team is known for ArentFox Schiff LLP assists clients with government relations matters at the federal, state and local levels. The firm draws particular praise for its wealth of connections with local decision-makers in the District of Columbia.

Strengths

“ArentFox have excellent attention to detail, always being willing to talk through any issue.”

“The team has a good range of senior leaders and subject matter experts who are helpful at navigating us through complex matters.”

“They understand the legislative landscape and how we fit into that very well.”

Work highlights ArentFox advised Capital Arts Consortium on funding matters in Washington DC.

Notable practitioners

Jon Bouker is a co-leader of ArentFox’s government relations practice. He advises an enviable client base on a range of policy and government relations matters. **Strengths:** “Jon is a trusted partner.” “He has the smarts as well as connections to get us in the right rooms and to be part of the

Government Relations: Federal
Leading Firms
Band 1
Akin
Brownstein Hyatt Farber Schreck, LLP
Band 2
Arnold & Porter
Covington & Burling LLP
Hogan Lovells US LLP
Holland & Knight LLP
K&L Gates
WilmerHale
Band 3
Bracewell LLP
Dentons LLP
DLA Piper LLP (US)
King & Spalding LLP
Pillsbury
Squire Patton Boggs
Steptoe LLP
Leading Individuals
Band 1
Gold Richard M Holland & Knight LLP
Lampkin Marc Brownstein Hyatt Farber Schreck, LLP
Pomper Brian Akin *
Yarowsky Jonathan WilmerHale
Band 2
Coleman Norm Hogan Lovells US LLP
Fechner Holly Covington & Burling LLP *
Jones Robert C Greenberg Traurig, LLP (ORL) ◇
Moeller Elizabeth V Pillsbury
O’Neill Kevin Arnold & Porter
Pagano Ed Akin *
Rouvelas Emanuel L K&L Gates *
Segal Scott H Bracewell LLP
Siddiqui Arshi Akin *
Sinder Scott Steptoe LLP
Spulak Thomas King & Spalding LLP *
Band 3
Bates G. Hunter Akin *
Bickwit Leonard K&L Gates *
Blanchard James J DLA Piper LLP (US)
Borden Michael E Sidley Austin LLP (ORL) ◇ *
Bouker Jon ArentFox Schiff LLP
Crowley Daniel F. C. K&L Gates *
Cutler Aaron Hogan Lovells US LLP
Gerson Marc Miller & Chevalier Chartered
Heiman Bruce J K&L Gates *
Martin Dee Bracewell LLP *
McMillen Jeffrey Akin
Wilkins David Nelson Mullins Riley & Scarborough LLP
Zapfen Ivan Hogan Lovells
Band 4
Blackwood Kristine Arnold & Porter
Castro Jorge Miller & Chevalier Chartered *
Cutts Matthew Dentons LLP
Jones Roscoe Gibson, Dunn & Crutcher LLP (ORL) ◇
Mottur Alfred Brownstein Hyatt Farber Schreck, LLP
Page Karishma Shah K&L Gates *
Phillips Steven DLA Piper LLP (US) *
Ponds Loren Miller & Chevalier Chartered *
Roberson Joel Holland & Knight LLP
Rothrock Aubrey Squire Patton Boggs
Saperstein Craig Pillsbury
Up-and-coming individuals
Beshara Philip E. WilmerHale *
Hiller Elinor Alston & Bird LLP (ORL) ◇ *
Lucas Jane Alston & Bird LLP (ORL) ◇ *
Shaw Andrew Bracewell LLP *

right conversations.” “His depth of experience, historical knowledge of our institution and deep legal expertise makes him a real leader for us.”

Arnold & Porter

What the team is known for Arnold & Porter spearheads significant legislative and regulatory provisions on behalf of corporations, trade associations and nonprofit organizations. The bipartisan team is noted for its expertise in the healthcare policy space. The team also fields substantive expertise in national security, international trade and insurance. In addition to federal lobbying, the team offers notable strength in legislative and public policy affairs at the state level, including particularly in California.

Strengths

“They have deep subject expertise and the ability to get us access to the people we need. They can bring a lot of resources to bear for us.”

“They help keep us informed regarding federal government matters. They are very helpful in setting up interactions and connections with committees and funders.”

“They really care about us as a client and what we are trying to do. What they give us, there is no way we could do it ourselves. We wouldn’t be here without them.”

Work highlights Arnold & Porter provided counsel for SoFi on policy matters regarding student loans and college affordability involving the legislative and executive branches.

Notable practitioners

Kevin O’Neill chairs the firm’s legislative and public policy practice. He represents an enviable client base of Fortune 500 corporations, coalitions and foreign sovereigns, among others, in a wide range of public policy and legislative matters. **Strengths:** “Kevin is great. He is an expert, a strong leader and strategic.” “Kevin has a wide range of experience and is a great asset to our company.” “He is professional and extremely detail-oriented. He has incredible connections on both sides of the aisle allowing him to be a very strong advocate for us.” **Kristine Blackwood’s** legislative and public policy practice focuses in particular on healthcare advocacy. **Strengths:** “Kristine helps us navigate the complex and often nebulous legislative and regulatory worlds to better position our organization with government entities.” “She takes the time to understand our needs as a client and always takes great care to explain their strategic thinking.” “Kristine has strong connectivity with key committees and senior leaders.”

Bracewell LLP

What the team is known for Bracewell LLP houses a respected lobbying practice capable of representing major corporate clients and industry associations. The team fields a deep bench of specialist lawyers with experience working in government and in-house. They offer particular strength in energy and environmental policy, and are also skilled in international trade mandates.

Strengths

“Bracewell has a strong command of the relationship between PR and government relations, with a real strength in helping us navigate a sensitive political climate. They have a solid range and strong

professionals on their team.”

“They clearly understand how government works and the impact on wider industry. They are responsive and proactive in their help, making their advice on-point. They provide tremendous comfort to me as I know everything we throw their way they handle with great effectiveness.”

“We can run anything by them and they are very clued up. They are great at understanding the legislative landscape and enabling connections for us.”

Work highlights Bracewell provided government relations advice to Cheniere Energy regarding regulatory oversight of liquified natural gas export facilities.

Notable practitioners

Scott Segal's practice has a particular emphasis on the energy industry, with wide-ranging expertise in climate change policy developments, motor fuels policy and waste regulations. He often acts on behalf of trade associations and corporations. **Strengths:** “Scott is a very substantive and strategic team leader.” “He has an ability to dig into an issue to understand what we are facing and set a top-notch policy agenda.” “He is a brilliant mind and is a fantastic communicator, particularly regarding difficult concepts. He has a great pulse in terms of what we need to address.” **Dee Martin** (see p.633) advises major corporations, industry associations and nonprofit organizations on public policy and legislative advocacy. She offers sector expertise in energy, financial service and national security matters, among others. **Strengths:** “We really appreciate the amount of time she puts in to understanding our company and issues that we face and the relationships she has with the government.” “Dee has the expertise, empathy, availability and reliability. She is a steady hand.” “Dee is wonderful to work with.” **Andrew Shaw** (see p.699) is particularly adept at representing companies in the energy and natural resources sector. He represents clients before the legislative and executive branches, helping them secure funding as well as legislative goals. **Strengths:** “Andrew knows our company and industry at an expert level of understanding. His counsel, level of responsiveness and representation of our company is consistently excellent.” “Andrew is outstanding.”

Brownstein Hyatt Farber Schreck, LLP

What the team is known for Brownstein Hyatt Farber Schreck, LLP has an established bipartisan team which is well connected on both sides of the political aisle. The team acts for a diverse range of clients including both corporates and nonprofit organizations, among others. Its impressive bench includes former government officials offering broad sector expertise spanning financial services to gaming. The firm is also noted for its state attorneys general practice, counselling clients on investigations and regulatory matters.

Strengths

“Brownstein has an extraordinarily knowledgeable team of attorneys with a breadth of expertise that ensures they have the right person for every aspect of a matter.”

“We rely on their credibility to pursue our policy objectives. They keep us up to date with trends as well as having such incredible inroads for us to utilize.”

“We appreciate their federal and state level work, enabling us to engage at every level. They help us talk to the right people and focus our attention where needed. They understand our issues quickly and efficiently.”

Work highlights Brownstein Hyatt represented Mariner Finance in relation to six state attorneys general lawsuits into consumer lending practices.

Notable practitioners

Marc Lampkin comes recommended for his lobbying experience, and continues to navigate complex financial services and trade issues for clients, among a variety of other concerns.

Strengths: “Marc has a strong bi-partisan practice which can handle the full range of congressional issues.” “He is very strategic in his approach, understanding the process and the mechanics as well as thinking through what our objectives are and how to accomplish them. He connects the dots very well, seeing the big picture whilst being strong on execution.” “Marc is great and a fantastic driver.” **Jason Downs** is the cochair of Brownstein Hyatt's state attorneys general practice. As a former chief deputy attorney general he is well placed to advise his clients regarding advocacy, regulatory and enforcement matters. He is also cochair of the environmental social governance group. **Strengths:** “Working with Jason makes me confident that the matter would be favorably resolved.” “We value his perspective and insight, being very practical in his advice. He is very proactive in spotting issues and bringing them to our attention as well as being savvy and knowledgeable in his advice.” “He is very plugged in and knows everything that needs to be known.” **Jason Dunn** brings noted experience as former US attorney and deputy attorney general of Colorado to his role as cochair of the state attorneys general group at Brownstein Hyatt. He is sought out for his expertise relating to consumer lending and antitrust. **Strengths:** “Jason enables us to focus our time and resources in an efficient and effective way. He gets us meaningful meetings concerning things that are important to us.” “He has solid relationships with the regulators and fantastic insight for us.” “He is a phenomenal lawyer who is great to work with. He has the right relationships whilst being proactive and responsive in how he works. He is a go-to person for interfacing with state AG offices.” **Alfred Mottur** is recognized for his well-established public policy practice, working with clients across the financial services and education sectors to advocate before Congress and executive branch agencies. **Strengths:** “He is very experienced in public policy and a complete professional.”

Calfee, Halter & Griswold LLP

What the team is known for Calfee, Halter & Griswold LLP has a highly sought-out government relations offering in Ohio. The firm houses a deep bench of attorneys and lobbyists across its offices in Columbus, Cleveland and Cincinnati. The team has a wealth of experience guiding corporate clients and trade associations through procurement processes as well as steering legislative and policy efforts at the state and local level.

Strengths

“Their approach is thoughtful and solution-oriented with an understanding of our mission and priorities.”

“Calfee is a top-notch firm that treats every client like they are the only one. I have an incredible relationship with the team who respond to me 24/7”

“They quickly understand the intricacies of a problem and a multi-pronged approach to a solution. Their team is always available to discuss urgent issues.”

Work highlights Calfee, Halter & Griswold advised Gilead Sciences in regard to all Ohio government related matters including budgetary and legislative issues.

Notable practitioners

Leah Pappas Porner (see p.662) leads the firm's government relations and legislation practice. She has a wealth of experience advising clients on legislative and policy issues in Ohio and Washington, DC. **Strengths:** “She excels in communicating complex topics as well as listening and understanding. Leah proactively seeks solutions in a fair and professional manner.” “She is a brilliant, humble, trustworthy and dynamite lobbyist. She can respectfully talk to any person and make that person feel heard.” “She is thoughtful and strategic, preparing us for absolutely everything. I am so impressed by her professionalism and deep knowledge of the political landscape.” **Joshua Sanders** (see p.689) is highly regarded for his vast government relations experience and wealth of connections in Ohio. He counsels clients from a range of sectors including life sciences and education. **Strengths:** “Josh is easy to work with, highly responsive and quickly acquires incredible information from state officials. We trust his opinion and follow his recommendations.” “He provides excellent client service, being responsive and strategic about how to engage state officials. He understands the complexity of our business and how our public policy goals intersect with commercial priorities.” “He is always thinking one step ahead for us, being our eyes and ears to help us reach our goals. He formulates great strategies for how to handle things as well.” **Michael Bowen** (see p.511) is noted for his strategic advice to clients regarding corporate governance and regulatory compliance as well as broader government relations in Ohio. **Strengths:** “Our business would not be as successful if it were not for Michael's ability to deliver results every time.” “Michael is very professional, knowledgeable and resourceful.” “He is excellent at making inroads for us. Whenever there is a major issue, Michael will be able to sort it out for us.”

Covington & Burling LLP

What the team is known for Covington & Burling LLP's bipartisan group consists of former politicians, government officials and White House staff complementing experienced attorneys. The practice has a superb track record in steering policy and legal reform through the legislative and executive branches. Possesses global capabilities with established teams in major markets. The team is experienced in managing coalitions spanning a diverse array of issues and policy objectives, with particular strength in IP, biotech and financial policy concerns. It is also renowned for its experience representing clients in Congressional investigations.

Strengths

“Covington do exceptional work across a very broad

array of government-related matters requiring significant expertise and understanding to execute and advise on extremely complex strategies."

"Covington has an immense amount of talent, knowledge and access. When we have specific legal or technical questions, Covington always provides someone that is able to explain the situation and help us understand our best course of action."

"The depth of experience at Covington is staggering. They are able to provide superb preparation under intense time pressure."

Work highlights Covington & Burling LLP advised Advanced Technology International with regards to public policy and strategic planning.

Notable practitioners

Chair of Covington's election and political law practice **Robert Kelner** (see p.604) is a highly regarded practitioner possessing extensive experience representing clients in Congressional investigations. **Strengths:** "Robert has extraordinary credibility. He over-prepares his clients, which is so invaluable!" "His experience and expertise are wide-ranging and will bring these to help prepare his clients really well. He has a phenomenal reputation." "He is really thoughtful, solution-oriented, and pragmatic." **Brian Smith** (see p.705) co-leads Covington's Congressional investigations practice and is well placed to represent both companies and individuals in complex Congressional investigations. **Strengths:** "Brian brings tremendous experience and awareness in how to engage in complex political matters." "Brian is a master of both understanding the congressional process and the interests of committees making him a great strategist. He is a calming influence on clients, helping people feel confident going into a charged situation." "Brian is a seasoned and talented congressional investigations counsel, helping lead the process to a positive result." **Holly Fechner** (see p.552) is well versed in advising clients on public policy and regulatory matters with noted expertise relating to the technology industry and semiconductor issues. **Strengths:** "Holly is very effective, with good instincts." "She is a creative, thorough and a brilliant attorney." **Angelle Baugh** (see p.499) assists clients from a broad range of sectors engaged in Congressional investigations. **Strengths:** "Angelle is excellent both substantively and in her responsiveness." "She is a solid player with great judgment."

Cozen O'Connor

What the team is known for Cozen O'Connor boasts a dedicated state attorneys general practice with a wide geographic reach. Its well-connected attorneys are able to advocate on behalf of clients on a wide range of issues, including sensitive investigations. The team is a strong choice for securing regulatory approvals from state attorneys general, including in the context of significant M&A.

Strengths

"Cozen is always willing to explore unique and creative legal theories to best position the client."

"I can count on the Cozen O'Connor team as a resource to deliver excellent work the first time, every time."

"Cozen maintains a deep bench of attorneys with AG experience who can provide counsel on any

state, regardless of party."

Work highlights Cozen O'Connor represented Pfizer in investigations by Florida's statewide prosecutor and the Texas attorney general regarding the development and marketing of its COVID-19 vaccine.

Notable practitioners

Bernard Nash has a premier state attorneys general practice. He represents major clients, including Fortune 100 companies, in investigations and litigation. **Strengths:** "Bernie is an irreplaceable partner to our business. His insight makes him an invaluable sounding board on not only our legal needs, but also our commercial and strategic priorities." **Siran Faulders** concentrates on the representation of businesses in connection with state attorneys general investigations. She has experience with a wide array of industries, including pharmaceuticals and financial services. **Strengths:** "Siran has been swimming in AG investigations for all her career, bringing her deep expertise to bear for us." "She is incredibly personable and well connected as well as being very conversant on our issues. She always makes sure she understands our organization and its issues." Former Virginia Attorney General **Jerry Kilgore** acts on behalf of corporations and trade associations in relation to government investigations. **Milton Marquis** concentrates his practice on the representation of corporations in state attorneys general investigations. He is especially active in the consumer protection and antitrust areas. **Strengths:** "Milton is very analytical and diligent, being responsive as well as a great writer. He really knows the anti-trust area, particularly as it relates to the state AG world." "He is very responsive and collaborative. He never hesitates to get to grips and take the lead." **Ketan Bhirud** draws upon his experience as general counsel for the Nevada Attorney General in his practice, which sees him advise clients on investigations and litigation brought by state attorneys general. **Strengths:** "Ketan provides excellent insight and thoughtfulness to issues and stands out in terms of his client-focused service and practical legal counsel." "Ketan has a magic touch on AG cases and in litigation more broadly. When he is involved, the issues seem to go away." "He has a real knack of managing expectations and outcomes, using his resources to work efficiently for his clients. He remains plugged in to the legal developments and is not afraid to get stuck in."

Dentons LLP

What the team is known for Dentons possesses a distinguished team of lobbyists advising on federal and state public policy across a wide range of sectors. The team advocates before policymakers on behalf of domestic and foreign corporations, as well as nonprofit organizations and public bodies. Its attorneys also have significant experience in regulatory matters and investigations with particular industry expertise in telecom, energy and healthcare. The firm also stands out for the strength of its state attorneys general practice. It is especially experienced with government relations matters at the state and local level in Georgia.

Strengths

"The team understands complex industry issues

quickly and provides a pathway to success immediately thereafter."

"Dentons has the legal expertise to advise our company by utilizing all of the firm's legal resources and expertise to respond to all of our inquiries and requests."

"There is nothing that the Dentons AG team is not aware of. The attorneys are always immediately responsive to any communications, sharing regularly any updates or relevant correspondence."

Work highlights Dentons provided ongoing legislative and policy counsel to Danaher, including in relation to the implementation of the Inflation Reduction and CHIPS acts and related federal funding opportunities.

Notable practitioners

Thurbert Baker previously served as Attorney General for the State of Georgia, and is recognized for his work handling corporate compliance matters, investigations and multistate litigation. **Strengths:** "Thurbert provides outstanding advice and support as we navigate our relationships with state attorneys generals." "Thurbert is a strategic thinker, detail-oriented, creative, diligent and responsive. He is amazing." Atlanta-based **Steven Labovitz** has a varied government relations practice, which sees him represent clients before federal, state and local legislators and agencies. **Strengths:** "He is politically connected and great at managing relationships. He is a real go-to, bringing in expertise as needed to address any issue." Head of the firm's Georgia state government affairs practice **Edward Lindsey** brings to bear his previous experience as a state representative in his representation of clients. His varied practice covers representing clients in the transportation, healthcare and education industries, among others. **Samuel Olens** is the former state Attorney General of Georgia. He is a strong choice to represent clients before state and local policymakers. **Strengths:** "He provides outstanding advice and support as we navigate our relationships in Georgia." **Bill McCollum** is cochair of Dentons' US state attorney general practice. As a former Florida Attorney General and Congressman, he brings significant expertise to bear for clients in investigations and other regulatory concerns. **Strengths:** "Bill is an all-around pro." **Daniel Gibb** (see p.566) counsels clients regarding their interactions with state attorneys general matters including investigations and public policy issues. He is particularly noted for his expertise relating to consumer protection and data privacy. **Strengths:** "Dan is always prepared and knowledgeable." "Dan always provides valuable counsel, his information and advice being thorough and trusted." **Matthew Cutts** is head of the firm's US policy and government relations practice. He is noted in particular for his expertise in tax and financial services issues. **Strengths:** "Matthew is a top-notch attorney!"

DLA Piper LLP (US)

What the team is known for DLA Piper LLP attracts strong market recognition for its handling of regulatory and government affairs issues for domestic and foreign clients across numerous industries. The practice is widely respected for its experienced attorneys and former elected offi-

cials, including members of the Senate and House of Representatives. The team is highly adept at guiding clients through the ever-changing regulatory and policy framework surrounding international trade, with additional expertise in the financial sector. Clients also benefit from the firm's noteworthy state attorneys general practice.

Strengths

"DLA Piper offer a strong and well-balanced team who have excellent expertise and are very well connected."

"The team is quick to turn around their analysis, being well connected and sharp as well as always professional."

"We go to DLA Piper because they have a global reach, a deep bench with the expertise we need and institutional knowledge of us as a company. They form strong client relationships and will invest in understanding the industry to give great advice that has strong strategic vision as well as technical expertise."

Work highlights DLA Piper LLP provided government relations advice to Samsung SDI in relation electric vehicle tax credits.

Notable practitioners

Jeffrey Tsai is cochair of DLA Piper's state attorneys general practice and managing partner of its San Francisco office. He has a broad regulatory enforcement practice with particular strength in state attorneys general investigations, including those involving consumer protection, antitrust and healthcare issues. **Strengths:** *"He has fantastic government experience that we really appreciate. His instincts and overall strategy is very strong, thinking deeply about the issues to develop a comprehensive strategy."* *"Jeff helps us in a very thorough and thoughtful way. His analysis is very sophisticated and incredibly responsive."* Senior counsel **James Blanchard** is chair emeritus in the firm's government affairs group. He draws on his experience as former Governor of Michigan, offering clients a breadth of expertise in federal law, policy and regulatory matters. He has notable experience representing clients in the financial services and energy sectors. **Strengths:** *"He has great experience and connections."* *"He is a thought leader for his clients."* **Steven Phillips** (see p.668) cochairs the federal law and policy group at DLA Piper where he advises corporations and trade associations with regards to their Congressional and federal policy relating to industries including technology and energy. **Strengths:** *"He is on top of trends and policies with a great amount of knowledge."* *"His expertise and counsel, great communication and team skills means he gets the job done right."* *"We deeply respect Steve's experience and counsel. He is an invaluable partner."*

Hogan Lovells US LLP

What the team is known for Hogan Lovells provides a comprehensive regulatory and legislative advocacy service to corporate clients, trade associations and nonprofit organizations. The practice is able to act on cross-border matters due to its wide geographic reach. The team has particular expertise in issues concerning tax, aviation, federal funding, international trade and automotive. The firm is also noted for its state attorneys gen-

eral and Congressional investigations practices.

Strengths

"Hogan Lovells take a very organized approach to complex issues. They are great subject matter experts who provide a top-level service."

"The team is well-rounded and very strong with top-level specialists in any area of law that we need. They are always available and professional."

"Hogan are able to provide sophisticated advice for complicated, politically nuanced matters that require substantial industry knowledge."

Work highlights Hogan Lovells provided regulatory and legislative advice for Nissan North America including with regards to the Inflation Reduction Act

Notable practitioners

Former senator **Norm Coleman** is a supremely established figure who regularly advises clients on foreign policy issues. He wins praise for his deep experience and relationships with lawmakers. **Strengths:** *"His insight and strategic capacity is exceptional. He listens, cuts through the noise to provide advice that is clear, grounded, thoughtful and level headed."* *"Norm is very knowledgeable about and immersed in Washington DC."* As former attorney general of Washington DC, **Karl Racine** is opportunely placed at Hogan Lovells to counsel clients through investigations, litigation and other enforcement actions.

Strengths: *"He brings his multifaceted experience to private practice. He is a very strong communicator, helping us devise strategy to help reach our goals. He brings deep litigation experience and is trusted by the wider community."* *"Karl is excellent. He is an expert lawyer who is analytical, creative, responsive and great on his feet. His oratory skills are excellent, with a great touch for relationship building."* *"He has the combination of legal, litigation and advisory skills as well as business understanding. He brings business acumen into his legal strategy, understanding how business knowledge intersects with the legal and political landscape."*

Aaron Cutler has developed deep relationships in Congress and the executive branch. He is especially well placed to represent clients before the Energy and Financial Services committees.

Strengths: *"Aaron is fantastic. He is always a pleasure to work with, being not just professional but personal in his communication."* *"He has top political skills, helping to navigate us through congressional investigations."* **Ivan Zapien** is known for his strong connections in the House and Senate. He counsels a varied client base, which includes clients in the retail and manufacturing sectors. **Strengths:** *"Ivan is very knowledgeable and customer-oriented with strong connections."*

"He provides wise and sage counsel. He has instant credibility with a calm and confident demeanor." **Ari Fridman** is lauded for his Capitol Hill experience and expertise regarding Congressional investigations. **Strengths:** *"Ari is very responsive, delivering quality work that understands the political context."*

Jay Jones is a senior associate at Hogan Lovells noted for his consumer protection expertise and experience in the pharmaceutical and healthcare space. **Strengths:** *"He is a fantastic associate. He is super smart, always looking for ways to develop the relationship with us."* *"Jay is not only a passionate but powerful advocate. He is really sharp*

and incredibly connected. He has great instincts and leverages his influence to deliver results."

Holland & Knight LLP

What the team is known for Holland & Knight LLP's thriving bipartisan government relations group offers counsel on the full range of legislative and federal appropriation processes. The practice operates on behalf of a broad client base, including companies, trade associations, industry coalitions and nonprofit organizations. The team is also capable of assisting local governments in securing federal funding. It possesses expertise spanning healthcare, life sciences, environment and tax, among others.

Strengths

"They are public policy wizards with a history of delivering results."

"Holland & Knight see through legislative and executive issues from start to finish. They are helpful in promoting their clients' interests and enacting meaningful change that will result in tangible business outcomes."

Work highlights Holland & Knight assisted the Mississippi Levee Board in developing a plan to solve persistent flooding in the Yazoo Backwater Area.

Notable practitioners

Richard Gold leads the firm's public policy and regulation team. He leverages previous experience as senior policy adviser in the Senate in his government relations practice. He regularly advises on policy matters relating to trade, tax reform and transportation. **Strengths:** *"I have a lot of time for what Rich brings."* *"He is a phenomenal lobbyist."* **Christopher Armstrong** concentrates his practice on the representation of corporations, individuals and nonprofits in Congressional investigations. His areas of expertise include healthcare, tax and international trade policy. **Strengths:** *"Chris is super thoughtful with his Hill experience. We are definitely a fan!"* *"He is really smart and very savvy."* **Joel Roberson** advises industry coalitions and corporations on a range of policy matters. He is active in a wide array of sectors, including life science and technology. **Strengths:** *"Joel is a sought-after professional in our industry. He is knowledgeable with great insights and, most importantly, reliably executes our plans."* *"He is a tireless champion for his clients, providing stellar client service. He gets results."*

Jackson Walker LLP

What the team is known for Jackson Walker LLP offers premier government relations and public policy counsel in Texas. The team is noted for their regulatory expertise and legislative experience, counseling corporate and nonprofit clients alike. The group is well versed in advising on tax, funding and licensing matters.

Strengths

"Jackson Walker is a highly competent firm with technical expertise along with a great strategic approach."

"They are really strong in recognising our needs, how we work and guiding us. Their value is in their connections and relationships. They are a wonderful partner."

"They are knowledgeable and connected experts

with regards to the Texas legislature. They help strategize policy and share their expertise generously, helping us explore all opportunities. It is a very fruitful partnership."

Work highlights Jackson Walker advised Astra-Zeneca Pharmaceuticals regarding the passage of state Medicaid bills during the Texas legislative assembly.

Notable practitioners

Denise Rose (see p.682) is a notable legal adviser and lobbyist at Jackson Walker. She is recognised for her funding and advocacy work undertaken for clients in the corporate and nonprofit space.

Strengths: "Denise helps us navigate a tricky political landscape to bring us big wins. Her relationships with the right people and vast institutional knowledge really helps. Her strategy and focus is a powerful asset for us to achieve our goals." "Her insight and expertise is so valuable to us. She is highly responsive and very timely as well as being accommodating. She always comes prepared to whatever meeting we might be having." "She makes you feel and know you are well taken care of. Denise is extremely knowledgeable and very well connected as well as being personable, efficient and smart." **Kate Goodrich** (see p.570) is recognized for her growing practice advising clients on government affairs matters. She draws upon experience as both a federal and Texas-based lobbyist. **Strengths:** "Kate is always extremely effective and responsive on a number of complex issues affecting our business and industry." "She provides invaluable information about the political landscape and expert analysis on the impact." "Kate is incredibly responsive to our needs, making us feel like we are her only client. She is a problem-solver who is quick to find ways to influence the outcome for us."

K&L Gates

What the team is known for K&L Gates regularly handles policy relations and regulatory matters both domestically and globally. The group is sought out by prominent clients, including corporations and industry associations, from a range of sectors including transportation, financial services and nonprofits. It is a bipartisan team with cross-border expertise and capabilities in state and local lobbying in addition to federal.

Strengths

"The team is bi-partisan and very well connected on both sides of the aisle. They give us great access and advice from both perspectives. We know they have great resources we can use and they do a fantastic job at being responsive to our needs."

"The K&L Gates team consistently demonstrates the ability to navigate the many challenges that we face. They set a very high standard of customer service."

"Every person at K&L Gates that we deal with is phenomenal. They always deliver above expectations being very responsive."

Work highlights K&L Gates provided government affairs counsel to Avis Budget Group before US Congress and state and local governments.

Notable practitioners

Emanuel Rouvelas (see p.684) is regarded as an expert in maritime law, and has over four decades' experience working with Congress, the executive branch and foreign embassies on transport and

international trade matters. **Strengths:** "Manny is a wise counselor and able to bring the right resources to us at the right times. He has a strong understanding of industry, academia and government to help bring about the best answers." "He always makes time for us in the midst of his very busy schedule. We're a better and more responsible organization because of him." "He ensures we have the right team to help us resolve our issues."

Andrew Wright (see p.738) has a respected practice which sees him guiding clients through Congressional investigations. **Strengths:** "Andrew combines sophisticated strategy and strong Congressional contacts." "He is an incredibly helpful resource to keep a pulse on what is happening. His deep expertise and strong understanding of the political dimension puts him in very good standing."

"He is fabulous. Andrew understands the political landscape and how to navigate it."

Leonard Bickwit (see p.505) specializes in federal tax policy matters. He regularly represents Fortune 100 companies and trade associations. **Strengths:** "He is very good at developing strategies and has great contacts."

Daniel Crowley (see p.534) has particular emphasis on public policy matters, which often relate to financial services and capital markets concerns. He also advises clients on corporate governance and regulatory reform issues. **Strengths:** "He has such fantastic knowledge of the financial and capital markets. He picks up on anything very quickly and keeps us up to date, meaning we can be ahead of the curve and ready for anything."

"He is extremely knowledgeable regarding the issues we bring to him, having a good set of relationships with officials and agencies. He provides very solid advice and is extremely helpful, meeting our needs."

Bruce Heiman (see p.582) is well known for his prowess in cybersecurity and privacy policy issues. **Strengths:** "Bruce is very politically savvy and we rely heavily on him for all legislative matters."

"He is a super strategist who brings keen insight." **Karishma Shah Page** (see p.660) offers expertise on federal legislative policy. Her client base includes large corporations and trade associations. **Strengths:** "Karishma is professional, gracious, brilliant and wise. She brings her best to each engagement and does an excellent job of bringing together a strong team."

"Karishma is a highly capable professional, her mastery of the subject matter being incredible and professional acumen really setting her apart." "She is strong on the strategy and politics of what is going on, which is fantastic for positioning us to achieve our objectives. She is always responsive and timely, allowing us to pursue our goals."

King & Spalding LLP

What the team is known for King & Spalding LLP offers a full-service government relations practice recognized for its strategic handling of a broad spectrum of regulatory, trade and policy matters. The practice boasts extensive experience representing clients in high-profile Congressional investigations. The team comprises attorneys with gubernatorial, Congressional and ambassadorial experience. The firm frequently represents clients in the healthcare and pharmaceutical sector on important legislative and policy provisions. Additional areas of expertise include trade, trans-

portation, aerospace and infrastructure. It is also noted for its expertise in privacy and data security laws and regulation.

Strengths

"They think ahead and provide guidance before an issue even arises, critical to fast-moving environments. They're also extremely thorough, bringing great trust."

"King & Spalding pull together strong teams of top-notch attorneys to provide excellent advice and counsel on complex matters."

"They are able to handle really high-profile, complex matters. Their bench is deep, meaning they can always staff matters with great talent. Their advice, litigation work and council is fantastic."

Work highlights King & Spalding LLP advised Adventist Healthcare with regards to Congressional funding for the construction of a new hospital.

Notable practitioners

Theodore Hester (see p.583) is senior partner at King & Spalding, skilled at handling Congressional investigations and providing crisis communications counseling. **Daniel Donovan** (see p.543)

concentrates his practice on the representation of corporate clients in Congressional investigations in both the House and Senate. He acts on behalf of clients in the financial services, healthcare and manufacturing sectors, among others. **Strengths:**

"Daniel is an expert in Congressional investigations and is always able to keep a calm head." "He is very capable and engenders confidence." "Dan is truly a great partner for us and we have complete confidence in his ability to manage complex issues and communicate with our senior leaders."

Alicia O'Brien (see p.655) brings extensive experience from her time in senior leadership in the White House to serve her clients in both the public and private sector. She is sought out for her expertise pertaining to Congressional investigations and other oversight matters. **Strengths:**

"Alicia is very experienced in Congressional investigations. She is a tremendous lawyer with impressive judgment, calm under pressure and great at putting people at ease. Her judgment is second to none as she can see around corners."

"She is an incredibly talented lawyer who is extremely well connected as well as having real tact with clients and co-council. She is highly sought after and well regarded."

"Alicia knows Congress inside and out, expertly navigating both the legal and political aspects of those investigations. She's highly responsive, a hard worker, a skilled leader, an innovative thinker and the consummate problem solver."

Thomas Spulak (see p.709) is a highly sought-out adviser for complex legislative and policy affairs issues, and also advises clients on compliance with lobbying rules.

Strengths: "He has fantastic experience, being very strategic and very credible."

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis's government, regulatory and internal investigations practice is renowned for its prowess in Congressional inquiries. The team regularly advises corporate clients and executives asked to testify before Congressional committees. It is especially recognized for its strength advising clients in the financial services sector.

Strengths

"Guidance from Kirkland is instrumental to better understand and prepare for the complex political environment driving Congressional and regulatory activity. They provide excellent context, background and strategy for dealing with these matters."

"The highly competent team at Kirkland navigates clients through high-profile Congressional investigations. Each of the attorneys bring incredible strengths to deliver seamless, indispensable advice and guidance through every step of the process."

"They provide great counsel with regards to both strategy and practical support. They show a real willingness to listen and are always available when needed."

Work highlights Kirkland & Ellis represented Meta before the House Judiciary Committee, House Oversight Committee and Senate Commerce Committee investigations into alleged censorship of free speech online.

Notable practitioners

Reginald Brown (see p.515) has a wealth of experience guiding clients through complex Congressional investigations. He is especially active in the representation of clients in the financial services sector. **Strengths:** "Reg's reputation is impeccable. His advice, guidance and work product show the depth and breadth of his experience and knowledge." "He is extremely knowledgeable about legal issues and their political implications. He is highly renowned, serving a critical role for our company." "Reg is an insider who knows the drill in government investigations. He has a calming influence on senior leadership in what can be stressful situations." **Jeremy Dresner** (see p.544) advises financial institutions, companies and individuals facing Congressional investigations. **Strengths:** "Jeremy has the right skill set, demeanor and touch." "He is an exceptional attorney who provides invaluable assistance with Congressional investigations. He is highly skilled, always providing thorough and thoughtful advice." "Jeremy takes the time to understand our issues and provide sound advice that fits our unique needs. He is incredibly responsive and attentive to our team." **Allison Murphy** (see p.649) offers strategic counsel to her clients facing Congressional investigations across the pharmaceutical, technology and energy sectors. **Strengths:** "We use Allison for her expertise in dealing with investigations. She has a lot of knowledge of how things run, helping us prioritise from the beginning. We wanted quality representation and that is what we get." "She provides very clear legal advice and guidance." **Raya Treiser** (see p.721) is building a notable practice advising clients in the energy and climate space through investigations and oversight matters. **Strengths:** "Raya is amazing to work with. Her responsiveness, knowledge and quality work product means we see incredible value from our engagement with her." "She is very smart and attentive, as well as knowledgeable about the broader political context."

Miller & Chevalier Chartered

What the team is known for Miller & Chevalier is a specialist tax boutique regarded as the preeminent firm for tax policy matters. The practice boasts enviable experience in dealing with Congress, Treasury, and the IRS, and continues

to be involved in the US tax reform process. The firm acts for a diverse international client base including Fortune 100 companies, and is adept at handling federal trade policy matters.

Strengths

"Miller & Chevalier are instrumental in enabling us to do what we need to do. They are great at advising on the regulations that affect our industry, providing insight that goes above and beyond. They are thoughtful in their expertise and are always there for us."

"Their ability to handle complex matters is unsurpassed in our industry."

"The Miller & Chevalier tax team cover a broad spectrum of complex tax issues with multiple experts at any client's fingertips. The team is always very responsive regardless of the complexity of the question with a deep understanding of how to focus their time and services."

Work highlights Miller & Chevalier provided tax counsel to the Semiconductor Industry Association, including representation before Congress, Treasury and the IRS.

Notable practitioners

Marc Gerson is a recognized expert in federal tax policy. **Strengths:** "Marc is very responsive to client needs and has strong commercial awareness and vision." "He is extremely talented on the policy side. He knows all the people and processes, guiding us through what we are not familiar with."

"Marc is highly technical whilst understanding the practical aspects of getting legislation done."

Jorge Castro (see p.521) combines his tax legislation and regulatory experience to advise his clients. **Strengths:** "His expertise and willingness to go above and beyond for us is highly appreciated. He is responsive and creative with his advice and how things will affect us." "Jorge is a top-notch professional. I trust his knowledge, expertise and judgment." "His client service is excellent. He is attentive and thoughtful and always makes me feel like we are his most important client." **Loren Ponds** (see p.671) is sought out by clients for her tax expertise as it pertains to government affairs and public policy. **Strengths:** "Loren is a brilliant tax lawyer. She has in-depth policy experience and is an incredibly well-rounded expert in the issues that matter most to us." "She is very responsive and demonstrates technical skills and a deep awareness of how the tax legislative process works on Capitol Hill." "Loren has substantial expertise."

Nelson Mullins Riley & Scarborough LLP

What the team is known for Nelson Mullins Riley & Scarborough LLP has a distinguished government relations practice. In addition to federal lobbying, the firm is particularly well equipped to represent clients in Georgia state and local politics. Its attorneys are engaged by a diverse client base, which includes healthcare organizations, educational institutions and nonprofits.

Strengths

"They have a great ability to connect relevant information to workable and actionable policy that is pertinent to the work we are engaged in."

"Nelson Mullins is a very strong team, functioning very well together. They are always at my disposal and happy to help."

"They help us monitor the political landscape as they have their finger on the pulse in both Washington DC and at the state level. They are great collaborators."

Work highlights Nelson Mullins advised the Georgia Center for Oncology Research and Education secure passage of legislation that allows third parties to help cover patient costs of participating in clinical trials.

Notable practitioners

Stanley Jones is noted for his expertise in the healthcare and life sciences sectors, advising clients on government relations and public policy matters in Georgia. **Strengths:** "Stan is a top-notch lawyer. He is smart, professional and gets the job done!" "Stan's experience, wisdom and leadership guides us well." "He is very experienced and aware of the political complications and circumstances."

Ambassador **David Wilkins** is leader of the firm's public policy and international law group. He handles a range of government relations matters and is especially well placed to advise on US-Canadian relations. **Strengths:** "David is exceptional to work with providing truly stellar representation. His responsiveness, thoroughness and knowledge contribute to an outstanding service." "He has an incredible background for us to utilize. He understands the players, the landscape and motivations. He is a great resource for us, going above and beyond to make sure our needs are addressed." "His speed and responsiveness means we can move fast. He gives us the lay of the land and helps apply his advice so we can make a decision." **George Ray** is developing an impressive practice covering government relations in Georgia. He assists clients in the education and healthcare sectors, among others, on legislative and policy issues. **Strengths:** "George is an absolutely invaluable point person." "George is very savvy, smart and knowledgeable." "He helps us strategize, being very knowledgeable regarding the state budgetary system. His advice is always very practical, coming up with ideas and solutions to achieve our objectives."

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP has a formidable state attorneys general practice catering to corporate clients. The firm has a strong track record handling investigations and litigation brought by state attorneys general, including multistate mandates. It is a go-to firm for clients in the life sciences and technology industries, among others.

Strengths

"O'Melveny are a firm of smart people whose legal work is excellent. They have deep connections across the state AG landscape and are able to handle complex matters."

"They exhibit an extraordinary commitment to us as a client. They are excellent at managing large, complex and multi-stage litigation with a strong point being the legal intellect and analysis in their deep bench."

Work highlights O'Melveny represented Kia and Hyundai regarding Attorney General investigations into potential violations of consumer protection and public nuisance laws.

Notable practitioners

Daniel Suvor is cochair of the firm's state attor-

neys general investigations and litigation practice. As former chief of policy to Kamala Harris when she was California Attorney General, he is well placed to advise clients facing investigations or litigation. **Strengths:** “He has a deep knowledge of Attorney Generals with complex problem-solving skills. He is excellent at counseling, is a team player and professional to work with.” “Daniel has substantive expertise at the heart of big multistate matters.”

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman LLP’s seasoned lobbying team consisting of former members of the House of Representatives and a number of former government advisers from both sides of the political aisle. The practice ensures that the interests of clients, including corporations, trade associations and nonprofit organizations, are promoted in the US legislative and policymaking process. It is noted for its strength in matters pertaining to cybersecurity policy. The team has expertise in advising clients in the technology, automotive, financial services and energy industries, among others.

Strengths

“I fully trust and appreciate Pillsbury’s abilities regarding all matters, especially the most complex and sophisticated. The talent, knowledge, experience and abilities are deep, varied and reliable.”

“They have good breadth and depth across sectors and government agencies, working hard to earn their clients’ trust as seasoned counselors.”

“Pillsbury are integral to our success. They are very connected meaning they are up to date on developments. Their ability to navigate the legislative landscape is impressive.”

Work highlights Pillsbury Winthrop provided Blackhawk Network with public policy counsel, including federal and state level relationship strategies.

Notable practitioners

Elizabeth Moeller heads the firm’s public policy practice, and possesses significant experience providing government relations guidance involving financial services and energy issues among other areas. She is adept at defending clients in Congressional and federal agency investigations. **Strengths:** “Elizabeth has great vision, she can see around the corner before you get there.” “Elizabeth is a trusted adviser to her clients and a rock star.” “She is very strong with a good practice. She has a phenomenal reputation and I respect her a lot.” **Craig Saperstein** handles government relations strategy for clients across a variety of sectors, including energy and financial services. **Strengths:** “I learn a lot from Craig and respect him greatly. He is approachable and provides excellent service 100% of the time.” “I appreciate Craig’s can-do attitude.”

Rifkin Weiner Livingston LLC

What the team is known for Rifkin Weiner Livingston LLC is seen as a go-to firm for government affairs in Maryland. The firm is sought after for its wealth of connections with state and local lawmakers and administrative agencies. It is a go-to for prominent clients, including those in the healthcare, sports, gaming, technology and real estate sectors. The attorneys assist clients

with procurement as well as representing clients before lawmakers and administrative agencies.

Strengths

“They have deep bench strength with various levels of personal relationships to handle differing objectives.”

“Rifkin excel in strategic engagements at various levels of government to achieve favorable outcomes for their clients. I can always rely on them and their deep bench.”

“They are an outstanding team, demonstrating expansive levels of expertise. They are exceptionally responsive as well as thorough and great with their follow-through.”

Work highlights Rifkin Weiner advised Maryland Realtors to successfully pass legislation changing the way escrow money is handled in residential real estate transactions.

Notable practitioners

Camille Fesche is cochair of the government relations and lobbying practice at Rifkin Weiner. She is noted for her advocacy for clients across the real estate, hospitality and healthcare sectors. **Strengths:** “Her in-depth relationships and understanding of everything and everyone really puts us on the map, meaning we are part of the conversations that matter.” “Camille is an invaluable asset to us. She brings an expertise to navigating the policy process in Maryland, both in her depth of knowledge of the issues and the broader political environment. She takes the time to understand our key priorities to develop an informed strategy.” “She is incredibly conversant on our issues and a great strategist for navigating the legislative process. She is always there for us, meaning we value and rely on the work she does for us.” Annapolis-based

Michael Johansen leads the firm’s administrative law and compliance practice. He has a wealth of experience navigating the legislative process and frequently counsels clients in the healthcare sector as part of his diverse client base.

Strengths: “Mike provides strategic guidance informed by his strong knowledge of the political process in Maryland.” “Mike’s level of experience in Maryland makes him an invaluable representative of our interests.” “He has such a wealth of knowledge of the players and what motivates them to really allow us to be as well positioned as possible to advocate for our interests.” **Brad Rifkin** serves as cochair of the firm’s government relations and lobbying division. He undertakes government affairs mandates on behalf of clients in the sports and gaming sectors, among others. **Strengths:** “Brad is an exceptional professional with a tireless dedication to his clients.” “Brad is knowledgeable and professional, doing an outstanding job of representing clients.”

Squire Patton Boggs

What the team is known for Squire Patton Boggs retains a compact public policy team representing clients at all levels of government, including the legislative and executive branches. The team consists of former US government officials as well as experienced attorneys. The practice is renowned for its expertise across appropriations, transportation, banking and housing.

Strengths

“The team at Squire Patton Boggs has the experi-

ence to overcome every challenge we take to them.” “They have amazing contacts that get us into the rooms we need to have our story heard.”

Work highlights Squire Patton Boggs provided lobbying services to the Alliance of National Heritage Areas securing legislative and funding authorization.

Notable practitioners

Aubrey Rothrock is a Washington DC based partner adept at conducting government relations work for his clients, including legislative analysis and advocacy. **Strengths:** “He is an incredible lawyer and lobbyist.”

Step toe LLP

What the team is known for Steptoe LLP’s bipartisan bench demonstrates prowess across the full range of legislative, public policy and regulatory matters. The practice is particularly adept at assisting clients with navigating the evolving regulatory and legislative framework governing the financial services sector. The attorneys counsel trade associations and industry coalitions as well as corporations. Its industry-specific expertise spans the energy, telecom, pharmaceutical and healthcare sectors, among others.

Strengths

“They have a strong team with diverse areas of expertise to evaluate complex matters. The team is balanced politically to handle sensitive matters.”

“The firm is very professional and responsive. They have expertise on public policy issues and have a strong understanding of the political environment.”

“They are able to cover all the bases as legal experts. They understand what makes a business successful.”

Work highlights Steptoe LLP advised Airbnb in relation to federal and state legislation and regulations pertaining to housing and anti-discrimination laws.

Notable practitioners

Scott Sinder leads the firm’s government affairs and public policy group, and has a wealth of experience representing trade associations and corporations in a range of legislative and regulatory matters. He is also adept advising on tax policy issues, often before Congress. **Strengths:** “He is incredibly knowledgeable and knows how to make a case. He monitors timing and advice, knowing when to execute.” “He has a deep knowledge of our industry, who the policymakers are and how best to influence and advocate.” “He is outstanding in what he provides. He provides such a consistent service for us as he knows us and the wider landscape. He goes deep into the issues, building really strong relationships with amazing client service.”

Troutman Pepper

What the team is known for Troutman Pepper’s well-regarded state attorneys general practice is experienced with acting for clients in multistate and individual investigations. The practice regularly acts for a diverse array of clients from the private and public sectors, with industry experience spanning financial services, education and retail.

Strengths

“They are experts on various consumer-related issues that AG’s are focused on as well as being

very connected, knowing all the different personalities."

"They are wonderfully suited to do state AG work, continuing to grow their speciality by bringing in strong talent."

"I am very impressed with the depth of the team, from their partners to associates, and their ability to add meaningful value. They are incredibly knowledgeable of the current issues and considerations that affect their clients."

Work highlights Troutman Pepper represented Walmart in opioid litigation brought by the Nevada attorney general's office.

Notable practitioners

Clayton Friedman (see p.559) is a well-regarded practitioner who routinely advises clients on attorneys general investigations and related regulatory matters. He is able to draw on years of experience working at the Missouri Office of the Attorney General. **Strengths:** "He is able to bring his unique experience." "He has good instincts, particularly for investigations." **Ashley Taylor** (see p.716) brings to bear previous experience as Deputy Attorney General to his practice, often handling multistate and individual state attorneys general investigations. **Strengths:** "Ashley is friendly, knowledgeable and approachable." "He has great experience in the AG space. He is personable and deeply knowledgeable with incredible relationships." "I like his quick advice, being direct and succinct in his briefings. He has the relationships with the regulators and understands substantively the legal issues as well as how the regulators are responding."

Van Ness Feldman LLP

What the team is known for Van Ness Feldman LLP is a highly regarded boutique composed of expert counsel and former elected officials dedicated to advising clients in the energy, environmental and natural resources industries. The firm regularly advises coalitions, energy companies, financial institutions, and state and local governments, among others. It possesses expansive lobbying capabilities at the legislative and executive levels, including representing clients before the DOE and DOI as well as a wide array of other federal agencies. The firm is well positioned to promote client interests in debates surrounding clean energy.

Strengths

"As a firm they understand how to navigate challenging problems and find ways to orchestrate elaborate solutions. The partners are incredible, being very responsive and customer-focused."

"They are very experienced across the aisle and have a deep bench to help us navigate complex problems and federal regulations. They are responsive as well as good at anticipating issues."

Work highlights Van Ness Feldman advised Shell with regards to carbon oxide sequestration tax credit and hydrogen incentives.

Notable practitioners

Seattle-based partner Richard Agnew is a key contact.

WilmerHale

What the team is known for WilmerHale's respected team consists of experienced attorneys and former government officials from both sides

of the political aisle. The practice offers a comprehensive public policy service to clients across an expansive range of industries, including the information technology and financial services sectors. The group also draws plaudits for the strength of its Congressional investigations and state attorneys general practice.

Strengths

"WilmerHale is well-connected and their knowledge of the inner workings of Congress is incredibly valuable. The team is very responsive with quick turnarounds, their efforts to truly understand the nuances of our business enabling them to provide excellent strategic advice."

"The state AG practice at WilmerHale is very professional and well connected in this space. Their responsiveness is second to none and their ability to grasp the nuanced nature of our industry very impressive."

"They have the most outstanding client service. Their responsiveness, care and collaboration means they are just a joy to work with. They facilitate great relationships no matter what pressure we are under."

Work highlights WilmerHale represented Nestlé before the House Committee on Energy and Commerce Subcommittee on Oversight and Investigations regarding the infant formula shortage.

Notable practitioners

Former Deputy Attorney General of the United States **Jamie Gorelick** is a highly thought-of practitioner who frequently handles complex Congressional investigations. **Strengths:** "Jamie is a guru and seasoned Washington hand who sees the bigger picture and dynamics at play to help move us forward." "Jamie provides high-level advice and counsel, leading strategy and overall response. She is responsive, skilled and sensitive to our needs." "She is a unique talent understanding what the pressures are and how to take things forward. She has an intuitive sense of how things play out in real life and is proactively thinking about what is coming down the path." **Jonathan Yarowsky** focuses his lobbying efforts in the areas of IP, telecommunications and antitrust, and draws on previous experience working for Congress and in the White House. **Strengths:** "Not only is Mr Yarowsky extremely knowledgeable of the subject matter, but his communication skills with others are superb. He is held in high regard by members of Congress and the Administration." "He has a wealth of experience and relationships, getting past the legalese to how things really run. He provides really helpful context and insight." "His insights into markets, government process and commercial complexity is unparalleled. He can always be counted on to point us due north, helping us reach our goals." **Paul Connell** is a former Deputy Attorney General and senior counsel to the Wisconsin State Attorney General. His wide-ranging regulatory enforcement and litigation experience includes noted strength in state attorneys general investigations. He is especially active in the pharmaceutical, healthcare and technology sectors. **Strengths:** "Paul is a highly competent and persuasive counsel on a variety of issues and matters." "Paul is experienced in handling complex matters with state AG's. His bi-partisan relationships and ability to see around corners means he gives the utmost attention to his

clients." "Paul is a clear subject matter expert who is always accessible and will come up with a practical and well-reasoned solution." **Alyssa DaCunha** cochairs the firm's Congressional investigations practice. She is well placed to assist with hearings and advise on strategy. **Strengths:** "Alyssa is exceptional. She is extremely thorough in her preparations as well as able to collaborate well to produce high-quality work." "Alyssa is a stand out for her command of the Congressional hearing process. She is thorough in her client preparation with careful calculation of all risks and opportunities." "She is a Congressional investigations wizard with deep expertise that provides commercially practical advice; she's a one-stop shop. She is especially adept at recognizing the broader political realities."

Joel Green is cochair of the Congressional investigations practice at WilmerHale. He offers a skilled hand in counseling clients through investigations and oversight matters conducted by Congress.

Strengths: "Joel successfully guides us through multiple challenging governmental interactions. He is a trusted partner." "Joel helps us navigate everything to bring us to an amicable ending. I know I am in very capable hands. He is very good at representing our interests with his knowledge of the system and its players." "His judgment and legal expertise is outstanding as well as a deep understanding of our business. He tailors his advice accordingly, bringing us options allowing us to pursue our objectives." **Brian Mahanna** is cochair of WilmerHale's state attorneys general practice where he brings to bear his extensive experience handling investigations and other complex regulatory issues. **Strengths:** "Brian consistently provides a top-level work product, with deep strategic understanding and luminous knowledge of the subject matter." "Brian is incredibly skilled in handling investigations having the experience to forecast where investigations are going and how to most effectively engage with different offices. He is also an excellent attorney substantively, able to quickly provide advice on complex issues."

"Brian is a true professional who brings his expertise, relationship-building and experience to bear on behalf of his clients. He is a standout lawyer."

Philip Beshara (see p.504) is counsel at WilmerHale's Washington DC office. He is noted for his representation of clients in the defense and technology spaces, providing government affairs and public policy counsel. **Strengths:** "Philip is a fantastic part of the team, tailoring his advice for us as a client."

Other Ranked Lawyers

Britton Bonner (see p.509) of Adams and Reese LLP chairs the legislative and public policy practice. He is noted for his expertise advising clients on economic development and related public policy in state capitals across the Southeastern US. **Strengths:** "He helps us navigate the political landscape. He is a reliable resource, providing sound advice when we need it, being very available and responsive." "Britton is a great partner offering sound advice and innovative solutions. He has a strong network that helps us get to solutions."

Michael Bopp (see p.509) of Gibson Dunn &

Crutcher LLP is recognized for his extensive experience representing clients in Congressional, executive branch and internal investigations.

Strengths: "Michael provides exactly the guidance you want, walking you through all the eventualities to help navigate the best course of action. His work is always excellent, never having to ask for further analysis." "He brings years of expertise and guides us well." "Michael is calm, articulate and resourceful with his excellent demeanor and knowledge of Congressional activities."

Michael Borden (see p.509) heads up the government strategies group at Sidley Austin LLP. He assists clients with business-critical legislative affairs matters. He is sought out to advise clients in a range of industries including tax, technology and healthcare as well as Congressional investigations. **Strengths:** "Michael is a total well-rounded professional." "He is very knowledgeable about the government relations process, which is often complex, nuanced and opaque. He is familiar with the decision-making protocols, which is really helpful to us." "His strategic prowess stands out. He is thoughtful and tactful in his approach, able to read the situation and bring an interesting perspective."

Former Attorney General of Nebraska, **Jon Bruning** has vast experience in the field, and is often sought out by clients to handle individual attorneys general and multistate investigations.

Edward Burbach of Foley & Lardner LLP is a former Texas Deputy Attorney General. He is highly sought out to advise clients involved in state attorneys general investigations. His experience includes acting for clients in the healthcare, retail and financial services sectors. **Strengths:** "He is an excellent attorney with a sophisticated practice." "He's extremely responsive and an absolute pleasure to work with." "He is very knowledgeable with strong personal relationships."

Ronak Desai (see p.540) co-leads the Congressional investigations practice at Paul Hastings LLP. He has a strong track record as a former staffer on various House and Senate committees. He guides clients through highly sensitive Congressional inquiries. **Strengths:** "Ronak is very knowledgeable and responsive with a good grasp of navigating the space with a practical approach." "He knows the politics and the players as well as the specific processes of an investigation to best represent clients' interests." "He is exceedingly bright and thoughtful as well as being well connected. We really respect him and think he is a great lawyer."

Antonio Dias of Jones Day has significant experience representing companies facing state attorneys general investigations. **Strengths:** "He is an excellent communicator who provides pragmatic and practical advice." "Tony understands the key issues to advance a legal strategy. He puts his clients first and provides fantastic client service. He assembles strong legal teams tailored to specific legal issues." "Tony can straddle the legal specific-

ties, policy discussions and relationship cultivation. He sees the whole field, understanding how litigation sits within wider perspectives, including policy. This makes him incredibly effective for his clients."

Douglas Gansler of Cadwalader, Wickersham & Taft LLP draws upon his experience as former Attorney General of Maryland to counsel his clients on public advocacy and enforcement actions. **Strengths:** "He is an excellent practitioner who is top-notch." "He is a very smart guy with a lot of connections."

Susanne Grooms of Cooley LLP brings her previous experience as a federal prosecutor to bear in her representation of corporate clients before Congressional investigations. **Strengths:** "She is a true expert in Congressional oversight. Her matchless experience in the subject matter and personal touch makes her an invaluable member of any team." "Susanne is a consummate professional and my first call for any matter pending before Congress." "We turn to Susanne for strategic advice and counseling. She is very knowledgeable about the committees, procedures and all related considerations. She is wonderful and really top-notch."

Elinor Hiller (see p.584) of Alston & Bird LLP primarily represents clients in the healthcare and life sciences sectors before lawmakers and administrative agencies. Her experience at the Centers for Medicare and Medicaid Services is a particular draw for clients. **Strengths:** "Elinor is great to work with, we really appreciate her expertise." "Her background is such an asset to our company." "She is helpful, knowledgeable and adds value with regards to her expertise relating to Medicare regulations."

Robert Jones is cochair of the federal government law and policy practice at Greenberg Traurig, PA. He acts for a varied client base, including associations, corporations and nonprofit organizations, on a range of legislative, regulatory and policy issues. **Strengths:** "Robert is a fantastic lawyer."

Roscoe Jones cochairs the public policy practice group at Gibson Dunn & Crutcher LLP. He counsels individuals and corporate clients, providing strategic counsel and advocacy before legislators and the executive branch. **Strengths:** "He is extremely skilled at what he does, bringing experience with and relationships in government. He always brings a level of quality to his work that is highly impressive, exercising a high level of quality control." "Roscoe is a consummate professional who is a joy to work with. He is collaborative and enthusiastic, eager to roll up his sleeves and get the job done." "He is really great on public policy and congressional challenges. He is a tremendous strategist with incredible knowledge of how Washington DC works."

JB Kelly (see p.604) of Wachtell, Lipton, Rosen & Katz is noted for his impressive state attorneys general practice. **Strengths:** "He is a fantastic partner for us."

Emily Loeb (see p.625) is chair of Jenner & Block's Congressional investigations practice. She brings

noted experience from the Department of Justice to advise clients facing investigations and other enforcement matters. **Strengths:** "Emily is great to work with and leads the Jenner team very effectively." "She is an excellent strategist who looks around corners to provide counsel on complex problems." "Emily is very good at understanding our commercial objectives to find workable solutions."

Jane Lucas (see p.626) is noted for her legislative and regulatory work in the healthcare sector. She is based in Alston & Bird LLP's Washington DC office. **Strengths:** "Jane is awesome! She is down to earth, smart and always looking out for our interests." "She has innate political instincts and is just so well respected on Capitol Hill. She makes people feel cared for." "She is very politically savvy on issues."

Patrick Lynch brings to bear previous experience as former Attorney General for Rhode Island, and continues to advise and represent clients in investigations and state attorneys general affairs.

Strengths: "Patrick is great in this field and very effective."

Rob McKenna of Orrick, Herrington & Sutcliffe LLP previously served as Washington State Attorney General. He is extremely well versed in advising in the areas of public policy, appellate law and state attorneys general investigations. **Strengths:** "Rob is a talented, diplomatic attorney with a sophisticated understanding of the dynamics of state AG work. He is always personable and thoughtful, as well as being a strategic planner." "He provides high-level advice which seems effortless. He's really versatile and brilliant."

Brian T Moran of Orrick, Herrington & Sutcliffe LLP is the former US Attorney for the Western District of Washington. He brings notable experience counseling clients before federal and state agencies and regulatory bodies. **Strengths:** "Brian is an incredible attorney. His breadth of experience gives him very sophisticated insight and understanding which allows him to approach the most complex issues with a deliberation and strategic vision to enable success." "He is very easy to work with and not afraid to make his position known. He is extremely talented in identifying and reaching a workable resolution that takes diverse perspectives and considerations into account."

Marco Paredes (see p.662) is director of government affairs at Stearns Weaver Miller Weissler Alhadeff & Sitterson, P.A. He is noted for his experience advising clients with regards to their public policy and state legislation objectives in Florida.

Strengths: "Marco engages thoroughly, handling matters with great skill and care. He works in a timely manner and is a genuine problem-solver." "He brings a great ability to strategize and put together a very strong plan which can be executed. He is organised, reliable and responsive." "He is a hardworking, knowledgeable and professional lobbyist."

Healthcare Nationwide

Healthcare: The Elite	Healthcare: Highly Regarded
Leading Firms	Leading Firms
Band 1	Band 1
McDermott Will & Emery LLP	Akin
Ropes & Gray LLP	ArentFox Schiff LLP
Band 2	Arnold & Porter
Epstein Becker & Green PC	BakerHostetler LLP
Hogan Lovells US LLP	Bradley Arant Boult Cummings LLP
King & Spalding LLP	Fox Rothschild
Band 3	Katten
Baker, Donelson, Bearman, Caldwell & Berkowitz	Nelson Mullins Riley & Scarborough LLP
Bass, Berry & Sims PLC	Proskauer Rose LLP
Crowell & Moring LLP	Sheppard, Mullin, Richter & Hampton LLP
Foley & Lardner LLP	Band 2
Holland & Knight LLP	Arnall Golden Gregory LLP
Hooper Lundy & Bookman PC	Benesch
Jones Day	Davis Wright Tremaine LLP
Latham & Watkins LLP	DLA Piper LLP (US)
Manatt Phelps & Phillips LLP	Duane Morris LLP
Reed Smith LLP	Goodwin
Sidley Austin LLP	Greenberg Traurig, LLP
Band 4	Hall, Render, Killian, Heath & Lyman, PSC
Alston & Bird LLP	Husch Blackwell LLP
Dentons LLP	K&L Gates
Faegre Drinker	Skadden, Arps, Slate, Meagher & Flom LLP
McGuireWoods LLP	
Mintz	
Morgan, Lewis & Bockius LLP	
Nixon Peabody LLP	
Norton Rose Fulbright	
Polsinelli PC	

Alphabetical order within each band. Band 1 is highest.

Band 1 Healthcare: The Elite

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP is a well-established and highly respected healthcare powerhouse which handles complex, multijurisdictional transactions for high-profile clients. Large and impressively versatile team offers well-honed expertise in all areas of healthcare law, including data privacy matters, government investigations and a wide range of issues affecting health insurers and providers. Experience includes large-scale telehealth mandates and restructuring concerns.

Strengths

"McDermott Will & Emery's team has a deep understanding of healthcare subsectors as well as real-life experience."

"I'm always impressed at the depth of each attorney's knowledge and ability to clearly communicate nuances and the best path forward."

"They are among the best in the business; the attorneys are quick, thoughtful and very well connected."

Work highlights McDermott Will & Emery represented CVS Health in a variety of transactions, including the \$10.6 billion acquisition of Oak Street Health.

Notable practitioners

Florida-based Jerry Sokol serves as global head of the firm's healthcare practice. He leads a marquee team that spans eight key US offices and

fields over 170 attorneys.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP is a leading healthcare firm with a talented team noted for its deep regulatory and transactional expertise, advising on areas such as managed care issues, reimbursement claims and large-scale investigations. Possesses niche expertise in data privacy and clinical research. Also noted for its representation of providers, payors and manufacturers in transactional matters. Impressive capabilities in key areas such as telemedicine and private equity investment.

Strengths

"Ropes & Gray's team is very strong and knowledgeable. It's not a one-man band, even in specialty areas."

"They are extremely competent and bring significant expertise. The talent and number of attorneys is top-notch and they produce top-quality work."

"Ropes & Gray attorneys are super responsive and very practical. Their advice is some of the best in the industry."

Work highlights Ropes & Gray served as lead counsel for Signify Health in its sale to CVS Health in an all-cash transaction valued at \$8 billion.

Notable practitioners

Chicago-based Deborah Gersh and Boston-based Tim McCrystal cochair the healthcare group.

Band 2 Healthcare: The Elite

Epstein Becker & Green PC

What the team is known for Epstein Becker & Green PC has a multidisciplinary and long-established group offering deep expertise across

areas such as antitrust, data privacy and medical technology. Strong track record in advising academic medical centers and physician practices on regulatory issues and associated investigation and compliance matters. Also offers clients substantial expertise in health matters pertaining to venture capital and private equity funds.

Strengths

"Epstein Becker & Green possesses a wealth of talent in its healthcare team. Their attorneys are bright, analytical and personable."

"The firm has a bench of experts across the US that allows us to lean on some nuanced areas. The value we get is excellent."

"Epstein Becker consistently delivers high-quality, value-add work in a timely manner in the face of complex and sophisticated matters."

Notable practitioners

Epstein's national healthcare and life sciences practice is chaired by DC-based George Breen, and draws on expert resources across Massachusetts, New York and New Jersey among other key locations.

Hogan Lovells US LLP

What the team is known for Hogan Lovells is much admired for its impressive depth of regulatory expertise, fielding significant experience in advising academic medical centers and pharmaceutical companies as well as providers. Highly capable of handling antitrust, digital health, and fraud and abuse matters. Also acts on complex transactions, reimbursement claims and investigations as part of its broad practice.

Strengths

"Hogan Lovells' group is able to handle complex and sophisticated matters. They are prompt, timely and always responsive."

"The firm has an excellent team."

"The Hogan Lovells group is specialized, paying particular attention to detail and client needs."

Work highlights Hogan Lovells advised Kaiser on the creation of Risant Health, a subsidiary to acquire health systems across the US.

Notable practitioners

The firm's health practice is led by DC-based Ronald Wisor and is peopled by an impressive group of attorneys across major healthcare hubs such as Florida, California and New York.

King & Spalding LLP

What the team is known for King & Spalding LLP draws on extensive nationwide resources to advise across the full breadth of healthcare issues, and has significant expertise in regulatory issues and litigation arising from the False Claims Act and Medicare reimbursement issues. Represents its wide-ranging client base on complex transactions and Stark Law compliance, while fostering exceptional experience in health IT matters such as the federal HITECH Act and Meaningful Use Rules.

Strengths

"They are true healthcare experts. Each key team member has years of experience in healthcare deal work, regulatory matters, compliance advisement, and government enforcement and investigations."

"King & Spalding can provide guidance on complex matters very quickly."

"The firm has very impressive attorneys across the board on numerous topics."

Work highlights King & Spalding provided counsel to The University of Texas Southwestern Medical Center on a proposed joint arrangement with Children's Health System of Texas to develop and operate a 532-bed children's hospital campus in Dallas.

Notable practitioners

James Boswell co-heads the firm's national healthcare team from Atlanta with Mark Polston in Washington, DC. The team continues to grow on a nationwide scale, including strength in Texas, DC, New York, and California.

Band 3 Healthcare: The Elite

Baker, Donelson, Bearman, Caldwell & Berkowitz, PC

What the team is known for Baker, Donelson, Bearman, Caldwell & Berkowitz has a large, well-regarded healthcare group, fielding a strong bench of former government attorneys who regularly handle investigations and enforcement proceedings. Increasingly active in representing academic medical centers, managed care organizations and other health systems. Also well versed in providing support on due diligence and self-disclosure matters.

Strengths

"The attorneys at Baker Donelson are all very knowledgeable and quick to respond."

"Baker Donelson's team has a plethora of attorneys with special expertise."

"The group is extremely responsive and always willing to assist in any way possible."

Notable practitioners

Nashville-based Richard Cowart chairs the firm's health law practice, which also comprises attorneys seated in major industry hubs Maryland and DC.

Bass, Berry & Sims PLC

What the team is known for Bass, Berry & Sims has a versatile group that acts on behalf of clients such as physician practice management companies, hospitals, pharmacies and disease management companies. Deep expertise across the healthcare arena, fielding experience in areas such as enforcement actions, operational issues and corporate transactions. Also serves clients within the hospice, private equity and telemedicine sectors.

Strengths

"Bass Berry has a deep bench and a good, broad coverage. The attorneys are also responsive."

"The healthcare team at Bass Berry is full of experienced lawyers who understand business needs."

"Bass Berry's attorneys are strategic in their thinking, extremely collaborative and they get results."

Work highlights Bass, Berry & Sims advised Towerbrook Capital Partners on the regulatory and commercial diligence elements of its acquisition of a majority interest in Maxor Pharmacy Services.

Notable practitioners

Angela Humphreys chairs the firm's healthcare practice group from its Nashville office, a central location in the nationwide healthcare landscape.

Crowell & Moring LLP

What the team is known for Crowell & Moring provides sophisticated healthcare law services to nationwide payors, providers and medical device companies across a broad range of matters. Particular areas of expertise include fraud and abuse claims, managed care and transactions. Regularly engaged by health insurers in affirmative recovery actions and by digital health clients in various payment reform efforts.

Strengths

"Crowell & Moring's group handles complex matters very well. Their team has good depth and breadth."

"The firm's attorneys have significant knowledge and experience."

"I really appreciate Crowell's ability to be strategic thinkers and bring strong guidance."

Work highlights Crowell & Moring led Health Net Federal Services' bid protests of the Defense Health Agency's award of the Fifth-Generation TRICARE Managed Care Support Services West Region contract to TriWest Healthcare Alliance.

Notable practitioners

DC-based Christopher Flynn and Troy Barsky are key contacts for the firm.

Foley & Lardner LLP

What the team is known for Foley & Lardner LLP provides extensive experience within the healthcare field across transactional matters as well as associated regulatory, enforcement and government affairs work. Expertise includes M&A, private investment, Medicare/Medicaid reimbursement and Stark Law issues. Represents a large number of healthcare networks as well as other entities such as emergency services organizations and pharmaceutical companies.

Strengths

"The group is excellent – they are communicative and very thorough."

"Foley's team are very deep and knowledgeable about very complex and nuanced matters."

"The Foley team is very responsive and easy to work with."

Work highlights Foley & Lardner served as regulatory counsel for Transcarent in its acquisition of 98point6.

Notable practitioners

San Francisco-based Judith Waltz, Boston-based Kyle Faget and Susan Pravda cochair the firm's healthcare industry team, which includes attorneys in key East and West Coast locations.

Holland & Knight LLP

What the team is known for Holland & Knight LLP has a highly regarded healthcare practice that frequently advises on large-scale transactions and regulatory issues. Adept at complex litigation, including fraud and abuse cases. Fields additional expertise in advising on HIPAA and data privacy issues. Attracts a broad client base, including both payors and providers. Further experience of handling matters on behalf of publicly traded and privately owned healthcare companies, as well as tax-exempt hospitals.

Strengths

"Holland & Knight's ability to handle complex and sophisticated matters is excellent. They are knowledgeable and clear."

"Holland & Knight's team can handle a wide variety of complex matters and issues."

"The team is very responsive and provides excellent client service."

Work highlights Holland & Knight provided counsel to HCA Healthcare in its acquisition of Wise Health.

Notable practitioners

Maria Currier, Brent Hill, Jeffrey Mittleman, Jennifer Weaver and Michael Werner are key contacts in the firm's healthcare and life sciences group, which spans across Florida, Tennessee and Massachusetts, among other areas.

Hooper Lundy & Bookman PC

What the team is known for Hooper Lundy & Bookman PC is a dedicated healthcare firm offering litigation, transactional and regulatory expertise to its extensive provider and supplier client base across the country. Noted for its particular strength in Medicare and Medicaid reimbursement, large-scale hospital acquisitions and False Claims Act actions. Able to engage an experienced federal government relations and policy group to provide holistic support.

Strengths

"The team is extremely knowledgeable and experienced in handling complex and sophisticated matters."

"Hooper Lundy has the expertise necessary to handle a myriad of complex legal matters while at the same time providing practical guidance."

"Hooper Lundy has an incredibly deep bench of experts that enables them to advise on virtually any issue that arises."

Work highlights Hooper Lundy & Bookman represented 300 California hospitals in challenging two Medicare policies.

Notable practitioners

Mark Reagan leads the healthcare boutique's long-term care and post-acute practice from San Francisco, while founding partners Robert Lundy, Lloyd Bookman and Patric Hooper remain key points of contact in Los Angeles. Boston and DC offices and complement the firm's West Coast presence.

Jones Day

What the team is known for Jones Day is highlighted for its transactional and litigation healthcare practice, which benefits from strong antitrust, tax and data security capabilities. Able to draw on an impressive national network to offer comprehensive expertise to providers, payors and life sciences companies within the healthcare space. Also well versed in advising on compliance issues and broader regulatory matters.

Strengths

"Jones Day provides excellent advice on complicated matters."

"The team demonstrated excellent skills in terms of legal knowledge, responsiveness and understanding of our business needs and objectives."

"Jones Day brings a wealth of experience to the table and they are always quick to respond to

issues.”

Work highlights Jones Day represented Adventist Health on the acquisition of assets from Beverly Community Hospital Association and Montebello Community Health Services in their Chapter 11 cases.

Notable practitioners

Washington-based Alexis Gilroy is one of the firm’s healthcare and life sciences practice leaders. Its nationwide presence includes attorneys in DC, Georgia, Illinois and Ohio.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP offers expert representation across the full scope of matters affecting life sciences and healthcare clients, including providers. Strong bench of former government attorneys who field expertise across numerous US departments and offices. Dominant presence in qui tam suits and criminal proceedings, as well as frequent involvement in complex transactions, including high-value M&A.

Strengths

“The lawyers are incredibly knowledgeable and professional in their approach.”

“Latham & Watkins has a very experienced and knowledgeable team. It’s also an incredibly responsive group.”

“It’s a fantastic firm.”

Work highlights Latham & Watkins advised Revival Health on the development of a nationwide value-based enterprise that includes in-home testing, smart monitoring devices, telehealth and pharmacy services.

Notable practitioners

Silicon Valley-based Judith Hasko is vice chair of the firm’s healthcare and life sciences practice, while DC-based John Manthei serves as global chair. They lead over 100 attorneys based in the USA who focus on the industry from offices across the country.

Manatt Phelps & Phillips LLP

What the team is known for Manatt Phelps & Phillips LLP is highly regarded for its sophisticated practice and strong national presence. Acts for major clients such as provider systems, payors and trade associations on a range of regulatory, litigation and transactional matters. Delivers substantial expertise in Medicaid redesign, health reform implementation, and privacy and security matters.

Strengths

“Manatt’s legal services are diligent, efficient and practical.”

“The quality of the work is high-level and the team is immediately responsive.”

“Manatt’s team has an excellent ability to handle complex and sophisticated matters.”

Work highlights Manatt Phelps & Phillips defended Blue Shield against plaintiffs who filed a breach of contract and bad faith lawsuit for its alleged failure to reimburse members for pharmaceutical drugs.

Notable practitioners

William Bernstein leads the firm’s health practice from the New York office, which forms one of the ten locations across the USA providing expert

healthcare capabilities.

Reed Smith LLP

What the team is known for Reed Smith LLP has a well-regarded healthcare practice with strength across the board, including notable experience in handling high-stakes fraud and abuse investigations, regulatory due diligence and reimbursement matters. Standout expertise in post-acute care for hospitals, nursing homes and hospices. Offers additional expertise in transactions, such as M&A and joint ventures, as well as dealing with various issues affecting payors.

Strengths

“The service level and responsiveness is excellent.”

“Reed Smith’s team does an outstanding job of providing clear and timely advice on various healthcare topics.”

“The group is client-focused and gives practical advice.”

Notable practitioners

Scot Hasselman cochairs the firm’s life sciences health industry group from DC, which is a central hub in the firm’s broad nationwide capabilities. Locations such as California, Illinois and Pennsylvania also house the firm’s healthcare attorneys.

Sidley Austin LLP

What the team is known for Sidley Austin LLP maintains a strong reputation for its representation of an extensive range of domestic and multinational payors, providers and life sciences companies. Fields an experienced group whose expertise includes enforcement proceedings, transactional and antitrust issues, as well as Affordable Care Act compliance. Also offers services in sectors intersecting with healthcare, such as insurance, pharmaceuticals and technology.

Strengths

“Sidley Austin has guided us on some very complex matters. The firm’s advice has been sophisticated, consistent and timely.”

“The team is very responsive and very strong.”

“Sidley has an impressive team with an impressive breadth of knowledge.”

Work highlights Sidley Austin successfully represented the Texas Medical Association in a series of lawsuits related to the No Surprises Act.

Notable practitioners

Chicago-based Meenakshi Datta and Jaime Jones co-lead the firm’s healthcare practice.

Band 4 Healthcare: The Elite

Alston & Bird LLP

What the team is known for Alston & Bird LLP spans the full range of healthcare matters for its national client base, including significant expertise in legislative and policy representation. Acts on transactions such as securities offerings and restructurings, as well as advising on regulatory compliance under state and federal laws. Represents a diverse range of healthcare entities including pharmaceutical organizations, managed care companies, medical device manufacturers and trade associations.

Strengths

“Alston & Bird’s group is excellent, they are cli-

ent-focused, kind, thoughtful and timely.”

“The firm’s bench is very deep and the attorneys are able to quickly understand very complex regulatory matters. They always do an outstanding job.”

“Alston & Bird has a deep and talented team.”

Work highlights Alston & Bird represented Getinge in its acquisition of High Purity New England for \$270 million.

Notable practitioners

Atlanta-based Robert Stone leads the firm’s healthcare practice.

Dentons LLP

What the team is known for Dentons has an extensive nationwide practice that draws on significant experience acting for clients such as academic medical centers, payors and hospital systems across the USA. Handles high-value transactions as well as advising across the breadth of complex regulatory issues. Also engaged by clients for matters concerning government affairs, nonprofit tax issues, bankruptcy and reorganization.

Strengths

“The client service has always been great. The firm is well resourced.”

“The team at Dentons is an absolute pleasure to work with. They are incredibly accommodating.”

“It is an excellent firm with a strong team.”

Work highlights Dentons represented HCA Holdings on a variety of issues, including Medicare/Medicaid regulatory compliance, governmental audits and hospital transactions.

Notable practitioners

California-based Samuel Maizel and DC-based Holley Thames Lutz and Gadi Weinreich form part of the firm’s expert nationwide healthcare services.

Faegre Drinker

What the team is known for Faegre Drinker possesses an accomplished healthcare group that regularly acts for nationwide networks, healthcare systems and hospitals. Acts on high-value transactions and regulatory compliance matters across a range of areas, such as antitrust, corporate ventures and long-term care. Also fields niche expertise in areas such as health IT.

Strengths

“Faegre Drinker is always able to bring legal expertise from the resources of the firm to address specific issues and meet critical deadlines.”

“The team provides consistently strong client service and advice across the board.”

“Faegre Drinker’s group has excellent knowledge of the pharmaceutical and healthcare industry. They are quick to respond and always timely.”

Work highlights Faegre Drinker advised Elevance Health on the sale of its life and disability insurance business to StanCorp Financial Group.

Notable practitioners

DC-based Steve Lokensgard chairs the firm’s healthcare practice group, which brings together attorneys from key hubs such as New York, Pennsylvania, Georgia, Illinois and New Jersey.

McGuireWoods LLP

What the team is known for McGuireWoods is a well-respected presence in the healthcare market offering a breadth of expertise to clients such as

hospitals, healthcare systems and other entities. Experience spans transactional, regulatory, litigation and privacy issues, among other areas. Also offers substantial skill in advising healthcare private equity firms and other companies on various investments and sales.

Strengths

"McGuireWoods' group is very adept at handling complicated and sophisticated matters."

"The lawyers are very thorough and very professional."

"The team works well together with complementary skill sets and expertise to effectively and efficiently manage matters."

Work highlights McGuireWoods represented Duke University Health Center and Columbia University Medical Center in a putative class action based on harm allegedly sustained as a result of a shortage of Fabrazyme.

Notable practitioners

The firm's healthcare practice is chaired by Holly Buckley from its Chicago office, which sits alongside Charlotte, North Carolina as one of its main bases for industry expertise.

Mintz

What the team is known for Mintz offers high-level regulatory expertise and advises on strategic healthcare transactions, external investigations and enforcement proceedings. Acts for a broad roster of clients, including providers, clinical laboratories, pharmacies and pharmacy benefit managers. Also navigates a range of FDA issues and reimbursement matters.

Strengths

"The team at Mintz provides excellent counsel and work product."

"Mintz is very capable of handling highly complex matters efficiently."

"Mintz has a highly skilled and experienced team."

Work highlights Mintz advised TPG Capital on the acquisition of OneOncology from General Atlantic.

Notable practitioners

DC-based Karen Lovitch chairs the firm's health law practice, which draws on strength from across New York, Massachusetts and the nation's capital.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is a highly regarded healthcare firm with extensive expertise in compliance and fraud and abuse matters, as well as wider litigation, transactions and public policy issues. Attracts a wide-ranging client base reflective of its broad industry coverage, including medical device manufacturers, insurers and providers.

Strengths

"Morgan Lewis is incredibly strong, with a deep bench of excellent lawyers."

"The group is competent, efficient and knowledgeable in its specialty."

"The team is always available and always keeps clients informed."

Notable practitioners

Howard Young and Michele Buenafe co-head the firm's healthcare practice from the DC office alongside Mark Stein in Boston.

Nixon Peabody LLP

What the team is known for Nixon Peabody LLP has a cross-disciplinary team fielding strong regulatory strength, advising on areas such as licensing, certificates of need, and fraud and abuse concerns. Also offers expertise in transactions such as M&A and strategic alliances, as well as advising on areas such as HIPAA and telemedicine. Acts for a range of clients, including increased activity in the private equity space.

Strengths

"Nixon Peabody lawyers are thoughtful and pragmatic and seemingly handle complex matters with ease."

"Nixon Peabody's attorneys have exceptional knowledge and the ability to resolve all issues promptly."

"It's a strong healthcare team."

Work highlights Nixon Peabody provided counsel to Genesis Health System on its affiliation with Trinity Health.

Notable practitioners

Long Island-based Lindsay Maleson heads the firm's healthcare practice. Chicago and Boston form other links in the firm's national healthcare chain.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright has a longstanding healthcare practice that draws on additional capabilities in life sciences matters. Notable transactional strength complemented by significant regulatory and litigation expertise. Recognized for its work with academic medical centers across the USA, and routinely represents payors, hospitals and medical device manufacturers.

Strengths

"Norton Rose Fulbright's team gives practical advice in an efficient, user-friendly manner. They also provide excellent service."

"The firm has a deep bench of healthcare attorneys."

"Norton Rose Fulbright brings a team of highly experienced lawyers to the most complex matters."

Work highlights Norton Rose Fulbright represented Wellstar in connection with its acquisition of Augusta University Health System, among other issues.

Notable practitioners

Stacey Murphy, D'Lesli Davis and Susan Feigin Harris lead the firm's expert healthcare group from their offices in Dallas, St. Louis and Houston.

Polsinelli PC

What the team is known for Polsinelli PC is well regarded for its versatile healthcare practice, attracting a nationwide client base that includes major hospitals and health systems. Handles regulatory compliance issues, litigation and high-value transactions, such as industry combinations. Routinely represents post-acute providers, dialysis suppliers and healthcare technology companies.

Strengths

"Polsinelli's lawyers are very responsive and provide practical solutions."

"The firm has very well-informed and experienced attorneys."

"Polsinelli is an excellent customer-oriented firm."

Work highlights Polsinelli defended Intermountain Health Care against claims of False Claims Act violations and obtained dismissal at the District Court level.

Notable practitioners

Matthew Murer chairs the national healthcare practice from Chicago, which is just one location within the firm's impressive nationwide network of healthcare attorneys.

Band 1 Healthcare: Highly Regarded

Akin

What the team is known for Akin is renowned for its strong regulatory compliance practice, including standout work in False Claims Act cases. Regularly acts on behalf of industry-leading healthcare providers on precedent-setting litigation involving matters such as Medicare coverage. Also has extensive expertise in enforcement and policy decisions concerning FDA-regulated companies.

Strengths

"Akin's group is extremely knowledgeable and resourced."

"The team is strong, smart, professional and dedicated to stellar client service."

"Akin's regulatory experts are fantastic. The depth and breadth of expertise, network and support is phenomenal."

Work highlights Akin acted on behalf of HCA as lead regulatory counsel, in connection with the acquisition of Hill Country Memorial Hospital system by Methodist Healthcare.

Notable practitioners

Robert Salcido and John Jacob are two of the firm's DC-based healthcare attorneys, forming part of a strong nationwide group.

ArentFox Schiff LLP

What the team is known for ArentFox Schiff LLP is identified as a key player in the long-term care space, advising on regulatory matters and transactions impacting healthcare providers and pharmaceutical manufacturers. Broad practice includes expertise across a range of fraud and abuse matters, as well as drug pricing and peer review issues. Regularly acts on mandates across state boundaries.

Strengths

"ArentFox Schiff has a very strong team with a deep bench. The team has members with a variety of perspectives and are able to view a topic from all angles and figure out the best approach."

"ArentFox does an outstanding and excellent job. The lawyers are super practical and give excellent advice."

"The group has significant expertise and is very well known and extremely highly regarded in the space."

Work highlights ArentFox Schiff advised Maxim Healthcare Services in the design of, and evaluation of all regulatory and compliance issues pertaining to, a in-home care program.

Notable practitioners

California-based Lowell Brown and Douglas Grimm in DC are key contacts for the firm's

healthcare practice.

Arnold & Porter

What the team is known for Arnold & Porter has a highly respected healthcare practice with significant expertise advising clients on a broad range of matters, including investigations, civil litigation, regulatory issues and transactions. Acts on behalf of clients such as healthcare professionals, health systems and suppliers. Notable strength in privacy-related mandates.

Strengths

"The lawyers at Arnold & Porter are professional, responsive and incredibly knowledgeable."

"Arnold & Porter is uniquely positioned to give thoughtful regulatory advice as well as litigation advice. They constantly produce excellent work."

"The team really does provide full-service support and everyone is very responsive."

Work highlights Arnold & Porter represented a Medicare recovery audit contractor in a declined qui tam suit filed in the Southern District of Texas.

Notable practitioners DC-based Dan Kracov and Allison Shuren cochair the firm's healthcare group.

BakerHostetler LLP

What the team is known for BakerHostetler LLP has a broad-based practice with strength across contentious matters, regulatory compliance and transactions. Particularly adept at advising providers on large-scale alignments and delivery model development. Also noted for its privacy expertise.

Strengths

"BakerHostetler's group is committed to meeting the needs of a client and contains highly talented lawyers."

"The attorneys at BakerHostetler are very capable of handling complex and sophisticated matters and they provide consistent and practical advice."

"The team is first-rate and highly experienced."

Notable practitioners

Georgia-based Charlene McGinty and Lynn Sessions in Texas are key contacts for the firm's healthcare practice.

Bradley Arant Boult Cummings LLP

What the team is known for Bradley Arant Boult Cummings LLP has an experienced team noted for its expertise in structuring wide-ranging transactions, including affiliations and restructuring. Also adept at advising on regulatory compliance matters as well as FCA litigation, and offers particular strength in antitrust issues. Broad roster of clients includes hospitals and health systems, ambulatory surgery centers and behavioral health entities.

Strengths

"The lawyers at Bradley Arant have extensive experience and are quick to respond thoroughly to client needs."

"Bradley Arant contains numerous knowledgeable and experienced lawyers."

"The group has a wealth of knowledge and experience across the various legal topics."

Work highlights Bradley Arant provided antitrust representation and counseling in connection with the creation of Advocate Health from the com-

bination of Atrium Health and Advocate Aurora Health.

Notable practitioners

The firm's healthcare practice is chaired by Jay Hardcastle in Tennessee, and draws on resources from a number of states, including Alabama and North Carolina.

Fox Rothschild

What the team is known for Fox Rothschild LLP has a respected healthcare practice with a considerable nationwide footprint. Offers significant corporate and regulatory expertise, advising on matters such as M&A, joint ventures and licensing. Also noted for its experience in HIPAA and broader privacy matters, as well as its handling of civil and criminal disputes.

Strengths

"Fox Rothschild provides exceptional representation, particularly on complex matters."

"The group is very knowledgeable and skillfully guides you through the process."

"The Fox Rothschild team has a deep bench of knowledgeable, highly skilled experts in their respective fields."

Work highlights Fox Rothschild served as lead transaction counsel to Washing Health System in relation to its affiliation with University of Pittsburgh Medical Center.

Notable practitioners

North Carolina-based Maureen Demarest Murray cochairs the firm's national healthcare group alongside David Sokolow and Victoria Heller Johnson in Pennsylvania.

Katten

What the team is known for Katten is highly respected for its multifaceted practice and nationwide capabilities. Offers expertise in handling a broad range of matters, including complex transactions, litigation and regulatory compliance work. Experience extends to privacy concerns, reimbursement disputes and licensing matters.

Strengths

"The Katten team delivers exceptional service. We are confident in the depth of their knowledge and the guidance provided."

"We have encountered many complex matters and the team always provides innovative solutions."

"The group is very knowledgeable and very responsive."

Work highlights Katten advised Medvantx on a range of corporate issues and regulatory compliance matters, including state and federal regulatory requirements.

Notable practitioners

Katten's healthcare practice is chaired Joseph Willey in New York.

Nelson Mullins Riley & Scarborough LLP

What the team is known for Nelson Mullins Riley & Scarborough LLP has a well-regarded healthcare team increasingly recognized for its nationwide capabilities. Significant experience in handling transactions, complemented by longstanding regulatory expertise. Also noted for its strength in disputes such as qui tam actions, drawing on wider trial skills as well as the ability

to tackle large-scale investigations.

Strengths

"Nelson Mullins's entire healthcare team is capable and effective."

"Nelson Mullins has a deep bench, a lot of resources and many attorneys with a wide knowledge of healthcare issues."

"The healthcare attorneys at Nelson Mullins are very knowledgeable and responsive to the clients' needs."

Work highlights Nelson Mullins defended Dallas Nephrology Associates in a whistleblower False Claims Act action.

Notable practitioners

Thomas Moran leads the firm's healthcare practice from South Carolina, bringing together strength from across states such as Georgia, Florida and Tennessee.

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP is recognized for its impressively broad practice, which includes a strong focus on regulatory matters arising from national healthcare reform. Also acts on transactions including lending finance and M&A work. Sought out by private equity investors, technology companies and religiously affiliated hospitals for a variety of matters, including ERISA litigation.

Strengths

"It's a phenomenal team to work with—they are very deep and detailed."

"Proskauer Rose's group brings a depth of knowledge to the table."

"The group is dedicated to the clients and has a very deep bench of people with different expertise."

Work highlights Proskauer Rose advised Ascend Capital Partners, a healthcare-focused private equity firm, in an acquisition involving Seoul Medical Group.

Notable practitioners

New York-based David Manko and Edward Kornreich form part of the firm's expert healthcare services.

Sheppard, Mullin, Richter & Hampton LLP

What the team is known for Sheppard, Mullin, Richter & Hampton LLP has a well-regarded healthcare group, particularly adept at handling transactional matters such as joint ventures and physician group acquisitions. Called upon by a wide range of clients including national health plans, physician organizations and private equity investors.

Strengths

"The lawyers are efficient, professional and exceptional across the board."

"It's an excellent firm with a really good healthcare practice."

Notable practitioners

California-based Eric Klein heads the firm's national healthcare practice, which draws on resources across California, Dallas, Chicago, New York and DC.

Band 2 Healthcare: Highly Regarded**Arnall Golden Gregory LLP**

What the team is known for Arnall Golden Gregory LLP provides notable experience within the healthcare field across transactional matters, complemented by regulatory expertise. Also houses significant strength in handling fraud and abuse cases. Particularly adept at representing nursing homes and assisted living communities on a nationwide basis.

Strengths

"Arnall Golden Gregory possesses the expertise to handle complex matters."

"The group's work is detailed and accurate."

Work highlights Arnall Golden Gregory advised Kindred at Home on the transaction that combined Curo and Kindred Hospice. This transaction resulted in the creation of Gentiva.

Notable practitioners

Hedy Rubinger is chair of the firm's healthcare practice and is based in Georgia alongside Michael Barry, who cochairs the hospital and health systems team.

Benesch

What the team is known for Benesch has a strong nationwide team offering significant healthcare expertise. The team is highly capable across a range of regulatory matters with significant strength in CON approvals. The firm possesses additional strength in transactions, regularly handling complex acquisitions.

Strengths

"Benesch has a wide array of subject matter experts. At both the partner and associate level Benesch has excellent depth."

"The team handles complex situations well."

"Its lawyers are responsive and always knowledgeable."

Notable practitioners

Illinois-based Mark Silberman and Ohio-based Frank Carsonie form part of the firm's nationwide group.

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine LLP offers strong representation of healthcare clients in an array of matters spanning the industry, including both transactional and contentious. The firm is well equipped to handle complex mergers and acquisitions as well as advise on regulatory compliance such as HIPAA and data privacy. The team's litigation strengths include FCA investigations.

Strengths

"We respect the team's breadth of knowledge and it's a great group to work with."

"Davis Wright's lawyers are able to quickly understand very complex matters."

"DWT's bench is deep and its attorneys are exceedingly responsive."

Work highlights Davis Wright Tremaine provided counsel to the University of Washington Medical Center and its affiliated entities on a variety of billing, reimbursement and regulatory matters.

Notable practitioners

California-based Hope Levy-Biehl cochairs the firm's healthcare practice with Washington-based

Adam Romney.

DLA Piper LLP (US)

What the team is known for DLA Piper LLP offers a deep and knowledgeable roster of attorneys with experience across transactional, regulatory and contentious matters. Represents a broad range of clients, including physicians, hospitals and insurance companies. Notable strength in complex digital health matters.

Strengths

"The firm has a wide range of experienced lawyers that are adept at handling complex matters."

"DLA Piper's team has in-depth technical subject matter expertise coupled with practical experience and approaches."

Work highlights DLA Piper acted on behalf of ResMed in its acquisition of Somnoware.

Notable practitioners

Florida-based Joshua Kaye heads the firm's healthcare group, which also draws on expert resources housed in DC and states such as Pennsylvania and Texas.

Duane Morris LLP

What the team is known for Duane Morris offers proficient representation of healthcare clients in a range of matters spanning the industry. The firm is well equipped to handle corporate matters, including mergers and acquisitions. The team is also adept at providing counsel on fraud and abuse issues. It also boasts a strong litigation practice.

Strengths

"Everyone on the team is knowledgeable and professional."

"The group is fast and efficient."

"Duane Morris's team does outstanding work and communicates with excellence."

Work highlights Duane Morris provided counsel to the Hunterdon Healthcare System on all litigation, crisis management, regulatory, transactional and governance matters.

Notable practitioners

Massachusetts-based Gregory Brodek and Philadelphia-based Erin Duffy cochair the firm's practice.

Goodwin

What the team is known for Goodwin has a strong group representing a range of clients in the healthcare and life sciences sectors. The team adeptly handles transactional matters including complex acquisitions, and offers complementary expertise in litigation. The firm is also well placed to advise on regulatory issues facing the pharmaceutical industry.

Strengths

"The Goodwin team clearly demonstrates a great breadth of knowledge and experience in the field."

"Goodwin provides excellent, business-focused advice on complex and sophisticated matters."

"It's a strong team with plenty of depth."

Work highlights Goodwin provided counsel to affiliated investment funds of InTandem Capital Partners in completing its acquisition of Nebraska Orthopaedic Hospital.

Notable practitioners

DC-based Kirk Ogrosky and Roger Cohen in New

York form part of the firm's nationwide healthcare practice.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig has a versatile team offering regulatory and transactional support. Expertise includes handling acquisitions for private equity groups and other investors, advising on digital health concerns and acting on multistate licensing matters.

Strengths

"The team is always responsive and knowledgeable and provides value in all areas."

"Greenberg Traurig's ability to handle sophisticated and complex matters is excellent. Their breadth is broad and knowledge very deep."

"The group is very responsive at every level."

Work highlights Greenberg Traurig represented The Waldorf Center for Plastic Surgery and The Spa at the Waldorf Center in its sale to a physician-led dermatology group practice with locations throughout the United States.

Notable practitioners

DC-based Nancy Taylor and Florida-based David Peck cochair the firm's healthcare and FDA practice.

Hall, Render, Killian, Heath & Lyman, PSC

What the team is known for Hall, Render, Killian, Heath & Lyman, PSC is a dedicated healthcare firm offering significant expertise in transactional, regulatory and contentious matters. Acts for providers on a nationwide scale, handling matters such as financings, qui tam actions and strategic affiliations.

Strengths

"This firm has incredible depth and breadth of expertise, knowledge and experience."

"The team members have excellent business sense and industry knowledge."

"There is a lot of depth within the firm and the attorneys are very knowledgeable."

Notable practitioners

North Carolina-based Joseph Kahn and Charles Sukurs in Indiana form part of the firm's expert nationwide healthcare practice.

Husch Blackwell LLP

What the team is known for Husch Blackwell LLP fields significant experience in disputes such as litigation arising from Medicare fraud. Also noted for its expertise in transactions such as M&A, as well as advising on regulatory concerns arising from HIPAA and telemedicine issues.

Strengths

"Husch Blackwell has an array of attorneys with deep knowledge, they bring a unique perspective to their work."

"The team provides excellent dedication to service and responsiveness."

"The firm possesses a diverse range of expertise and skills, ensuring that we're adequately supported in all facets of healthcare and health law matters."

Work highlights Husch Blackwell successfully represented Cigna in a noncompete lawsuit against CVS Health.

Notable practitioners

Missouri-based Curt Chase heads the firm's healthcare, life sciences and education industry team.

K&L Gates

What the team is known for K&L Gates provides extensive experience advising across healthcare regulatory and operational issues, as well as transactions and disputes. Represents a broad range of clients across the country, including academic medical centers, hospitals and health systems.

Strengths

"K&L Gates has a great frame to identify issues from both the legal and the business perspective."

"The firm's lawyers are extremely responsive and always willing to assist in any way possible."

"K&L Gates has an extremely strong team."

Work highlights K&L Gates successfully represented Cottage Health in a six-year Department of Justice False Claims Act investigation. The matter involved alleged fraudulent receipt and use of government funds.

Notable practitioners

Ken Marlow co-leads the firm's global healthcare and FDA practice group from Tennessee.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden has a respected practice with significant experience advising clients on large-scale transactions and litigation. Represents a broad range of clients, including providers, health plans, and pharmaceutical and medical device companies.

Strengths

"It's a client service-oriented, experienced and knowledgeable team."

"Overall the Skadden team is strong, well respected, thoughtful and reliable."

"The Skadden group works hard, and is responsive. In addition, it constantly thinks about what is best for its client."

Work highlights Skadden successfully secured the dismissal of nine consolidated Medicare Secondary Payer Act actions brought against Liberty Mutual Insurance Company and its affiliates.

Notable practitioners

The firm's nationwide healthcare practice includes DC-based Gregory Luce, John Bentivoglio, and Jennifer Bragg, alongside Paul Schnell in New York.

Hedge Funds Nationwide

Hedge Funds
Leading Firms
Band 1
Fried, Frank, Harris, Shriver & Jacobson LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Schulte Roth & Zabel LLP
Sidley Austin LLP
Band 2
Ropes & Gray LLP
Seward & Kissel LLP
Band 3
Akin
Davis Polk & Wardwell LLP
Lowenstein Sandler LLP
Morgan, Lewis & Bockius LLP
Proskauer Rose LLP
Band 4
Dechert LLP
K&L Gates
Katten
Kleinberg, Kaplan, Wolff & Cohen, PC
Paul Hastings LLP
Shartsis Friese LLP
Willkie Farr & Gallagher LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for The team at Fried, Frank, Harris, Shriver & Jacobson focuses its practice on advising asset managers in connection with the full range of matters including fund formation, fund seeding and M&A. Commands a strong awareness of the hedge fund regulatory landscape and current market trends, giving clients an edge in a highly competitive market. Advises on the formation and operation of funds investing in a range of assets, including secondary interests, corporate bonds and distressed companies.

Strengths

"The team as a whole is deep and uniformly extremely strong. The group has a strong breadth of knowledge across the fund space."

"Fried Frank has a strong practice and is very client-focused."

"Fried Frank has a very knowledgeable and sophisticated team. I work with a variety of partners that have expertise in a variety of topics."

Work highlights Fried Frank acted as counsel to D.E. Shaw in connection with the formation and offering of D.E. Shaw Voltaic Fund and D.E. Shaw Diopther Fund, raising a combined \$1.1 billion in total commitments.

Notable practitioners

Jonathan Adler regularly represents asset management companies on a variety of matters, including major fund raises. **Strengths:** "Jonathan is absolutely top-notch." "Jonathan is one of the most knowledgeable and sophisticated attorneys." **Lawrence Barshay** is valued for his market-leading representation of household-name asset managers. **Strengths:** "Larry is one of the most talented and connected lawyers in the space." "He is a terrific lawyer—he has great judgment." **Lisa Schneider** frequently advises asset management firms and financial institutions on fund launches and seed investments. **Strengths:** "Lisa is an excellent attorney." "She is very knowledgeable and thinks deeply about issues." **Dorothy Mehta** is recommended for the formation of hybrid and debt funds along with other regulatory and transactional fund issues. **Strengths:** "Dorothy is a spectacular lawyer with excellent business sense."

Hedge Funds	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Eminent Practitioners
Roth Paul N. Schulte Roth & Zabel LLP	Schmidtberger Michael J. Sidley Austin LLP *
Leading Individuals	
Star individuals	Finley John (Sean) A&O Shearman (ORL) ◇
Grofman Udi Paul, Weiss, Rifkind, Wharton & Garrison *	Grunfeld Jason P. Kleinberg, Kaplan, Wolff & Cohen, PC
Band 1	Mavrides Michael Dechert LLP
Adler Jonathan S. Fried, Frank, Harris, Shriver & Jacobson	Mehta Dorothy Fried, Frank, Harris, Shriver & Jacobson
Barshay Lawrence N. Fried, Frank, Harris, Shriver	Nguyen Tram N. Mayer Brown LLP (ORL) ◇ *
Breslow Stephanie R. Schulte Roth & Zabel LLP	Overbaugh Eileen Schulte Roth & Zabel LLP
Efron David J. Schulte Roth & Zabel LLP	Poglinco Patricia Seward & Kissel LLP
FitzPatrick Laurel Ropes & Gray LLP	Vandelaar Mark Willkie Farr & Gallagher LLP *
Landa Leor Davis Polk & Wardwell LLP *	Zwickel Arthur L. Paul Hastings LLP
Nissenbaum David Schulte Roth & Zabel LLP	Band 5
Band 2	Beal Scott Barnes & Thornburg LLP (ORL) ◇ *
Davidoff Sarah Ropes & Gray LLP *	Blumberg Jeffrey Faegre Drinker (ORL) ◇ *
Gutman Olga Simpson Thacher & Bartlett LLP (ORL) ◇ *	Cohen Wendy Katten
Kaplan Jason Schulte Roth & Zabel LLP	Dhamee Yousuf I. Paul Hastings LLP
Moll Kelli Proskauer Rose LLP *	Dunn Jennifer Proskauer Rose LLP *
Spies Daniel Sidley Austin LLP *	Hodge Nicholas K&L Gates *
Wells Christopher M. Proskauer Rose LLP *	Howard Brad Sidley Austin LLP *
Band 3	Hughes Elaine A&O Shearman (ORL) ◇ *
Bregstein Henry Katten	Ibeling Janelle Sidley Austin LLP *
Cruz Heather Skadden, Arps, Slate, Meagher (ORL) ◇ *	J Greenspan Caryn Proskauer Rose LLP *
Fraser Leigh Ropes & Gray LLP *	Johnson Zeke Morgan, Lewis & Bockius LLP
Fries Elizabeth Shea Sidley Austin LLP *	Koren Neil Shartsis Friese LLP
Goldman Richard A. Morgan, Lewis & Bockius LLP	Kozinn Benjamin Schulte Roth & Zabel LLP
Greene Peter Schulte Roth & Zabel LLP	Kustin Ira Akin *
Hunter Daniel Schulte Roth & Zabel LLP	Marian Cynthia Greenberg Traurig, LLP (ORL) ◇
Leonard Robert G. Dechert LLP	Miller Nicholas R. Seward & Kissel LLP *
Minion Robert G. Lowenstein Sandler LLP	Muth Allison Paul, Weiss, Rifkind, Wharton & Garrison *
Nadel Steven B. Seward & Kissel LLP	Niederkofler Barbara Akin *
Nash Jamie L. Kleinberg, Kaplan, Wolff & Cohen, PC	Solander David DLA Piper LLP (US) (ORL) ◇
Schneider Lisa Fried, Frank, Harris, Shriver & Jacobson	Tannenbaum Michael G. Tannenbaum (ORL) ◇ *
Selby Timothy P. Alston & Bird LLP (ORL) ◇ *	Tuchman Deborah Willkie Farr & Gallagher LLP *
Wider Jedd H. Morgan, Lewis & Bockius LLP	Van Grover Robert Seward & Kissel LLP
Yacker Allison Katten	Wagner Eric Kleinberg, Kaplan, Wolff & Cohen, PC
Band 4	Zinman Lance Katten *
Bender Melissa Ropes & Gray LLP *	Up-and-coming individuals
Cunningham Joseph P. Willkie Farr & Gallagher LLP *	Man Pablo K&L Gates *

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison demonstrates high-quality counsel for sophisticated sponsors and fund managers in the structuring and formation of novel hedge products, with significant expertise in seed capital arrangements. Well versed in a comprehensive array of hedge and hybrid fund types and structures, as well as risk management, crisis and compliance issues. Possesses strength in the handling of capital market and credit transactions.

Strengths

"Paul, Weiss is a phenomenal firm with lots of talented individuals."

"It's a go-to firm, the team has the knowledge base to deal with bespoke solutions."

"The firm has a deep team with extensive resources. The practitioners are super sophisticated and thoughtful."

Notable practitioners

Udi Grofman (see p.574) has vast experience in

hedge fund matters, with a deal-sheet boasting a number of significant fund formations. **Strengths:** *"He has tremendous technical expertise, as well as very good commercial awareness. His level of sophistication is extremely high."* *"Udi is one of the preeminent practitioners in his field. He has deep passion, knowledge and expertise in the funds space."* **Allison Muth** (see p.650) assists clients on a range of hedge fund matters, including acquisitions, restructuring and formations. She has further experience of providing counsel on regulatory issues.

Schulte Roth & Zabel LLP

What the team is known for Schulte Roth & Zabel is at the forefront of both the domestic and international hedge fund markets, counseling the most prolific funds in connection with all regulatory compliance concerns. Benefits from a long history at the forefront of the hedge fund industry, and is able to provide comprehensive counsel throughout every stage of fund formation and maintenance. Experienced in dealing with the

full range of funds, including credit, distressed, lending and commodities funds.

Strengths

"Schulte's practitioners are highly experienced and very thoughtful in their approach."

"The firm has the expertise and deep bench of attorneys to address every topic."

"Schulte has a great depth of expertise and a deep bench."

Work highlights Schulte Roth & Zabel advised Sellaronda Global Management LP on its formation as an investment management firm, as well as the formation and launch of its flagship fund structure.

Notable practitioners

Paul Roth is valued for his unparalleled experience in hedge fund matters. His practice covers a range of issues, including M&A and formations, among others. **Stephanie Breslow** is recommended for her ability to handle formations for a variety of hedge vehicles, including credit funds. She also has experience of advising fintech and blockchain investment managers. **Strengths:** *"She is a very strong attorney."* **David Efron** is esteemed for his deep knowledge and experience in the hedge fund space, particularly in fund formation. **Strengths:** *"David is an outstanding lawyer and a great person."* *"He's a terrific lawyer."* **David Nissenbaum** is sought after for his knowledge of launching a wide spectrum of hedge funds, including co-investment vehicles and credit funds. **Strengths:** *"He is great, one of most knowledgeable people in space."* *"David is well respected in the space."* **Jason Kaplan** is commended for his extensive experience raising major credit funds. **Strengths:** *"Jason has a very practical approach to matters."* *"He is able to handle complicated issues."*

Peter Greene frequently handles the formation and operation of a range of hedge funds, including pooled investment vehicles. **Strengths:** *"Peter is very commercial, practical and super responsive."* **Daniel Hunter** is acknowledged for his commercial and market insight in establishing hedge funds. He is particularly adept at advising on the formation of credit funds. **Strengths:** *"Dan has strong legal and commercial knowledge. He also communicates well and is a strong negotiator."* *"He provides a high level of service."* **Eileen Overbaugh** is a highly regarded practitioner with a broad-based hedge funds practice. **Strengths:** *"Eileen is extremely knowledgeable and well versed in various topics in the industry. She is diligent, hard-working and responsive."* **Benjamin Kozinn** has a robust practice advising asset managers on a range of fund-related matters, including M&A and formation issues.

Sidley Austin LLP

What the team is known for Sidley Austin boasts a masterful hedge funds practice serving the most prominent funds and managers worldwide, and providing critical advisory capabilities across the fields of securities, derivatives, fund formation and regulations. Offers an increasingly global spread of resources and familiarity with regulatory procedures in a number of jurisdictions. Boasts a broad practice consisting of tax and litigation partners with particular expertise in hedge funds.

Strengths

"Sidley Austin's service level is very strong."

"The group is extraordinarily responsive and the lawyers have a broad range of knowledge."

"The team is very responsive, knowledgeable of the market and commercial."

Work highlights Sidley provided counsel to Capstone Investment Advisers on the launch of the Capstone Alternative Risk Strategy suite of funds.

Notable practitioners

Michael Schmidtberger (see p.693) is chair of the firm's executive committee and he is known for his work on credit fund formations. **Daniel Spies** (see p.709) is identified for his experience advising asset management companies on seed capital funds and managed accounts. **Strengths:** *"He is pragmatic in his approach to matters. He's an amazing lawyer."* **Elizabeth Shea Fries** (see p.2016) is admired for her deep understanding of the establishment and operation of hedge funds.

Strengths: *"Elizabeth's an international expert with deep knowledge and experience."* *"She has outstanding knowledge and is responsive."* **Brad Howard** (see p.589) is adept at advising on the launch and managements of co-investment vehicles and special opportunities funds. **Strengths:** *"He is highly technical and very commercial."*

Janelle Ibeling (see p.592) advises on both formation and operation as part of her hedge funds practice. **Strengths:** *"She's very responsive and comes with a lot of experience."*

Band 2

Ropes & Gray LLP

What the team is known for The Ropes & Gray team draws upon experience working with both promising startups and the largest domestic and global hedge fund entities, as well as offering familiarity with the domains of commodities and derivatives. Well versed in a plethora of transactional concerns, such as acquisitions and dispositions, joint ventures and cross-border investments. Noted for its offering in the credit funds space and related experience in direct lending.

Strengths

"Ropes has a deep bench of experts across a variety of fields."

"The team is always very strong and immediately responsive."

"The Ropes team is highly experienced."

Work highlights Ropes & Gray assisted Fidelity Diversifying Solutions with the launch of its flagship direct lending hedge fund.

Notable practitioners

Laurel FitzPatrick is highly respected for her profound expertise in the raising and operation of hedge funds. **Strengths:** *"She has deep experience and is a consummate professional providing consistent high quality counsel."* **Sarah Davidoff** (see p.537) is well placed to advise both domestic and international asset managers on hedge fund launches and operation. **Strengths:** *"Sarah is super responsive, thoughtful and very much on top of everything."* *"She is absolutely wonderful; she's attentive and client-oriented."* **Leigh Fraser** (see p.558) brings her securities regulatory expertise

to bear in the hedge funds space. She balances the ability to provide ongoing compliance advice with expertise in launching funds that employ various structures and strategies. **Strengths:** *"She is absolutely terrific across the board."* *"Leigh is an all-around excellent lawyer. She's incredibly bright, responsive, thoughtful and has good judgment."*

Melissa Bender (see p.502)'s practice involves advising hedge fund managers on multiple issues including cryptocurrency matters, hybrid structures and formations. **Strengths:** *"Melissa is an excellent attorney."*

Seward & Kissel LLP

What the team is known for Seward & Kissel is noted for its representation of both large players and startup operations, handling a variety of work from fund formation to federal compliance, restructuring and other corporate matters. Adept at handling all regulatory issues affecting asset managers and valued for its ability to handle tax, ERISA and related litigation.

Strengths

"Seward & Kissel's team is very commercial and responsive."

"The group is incredibly knowledgeable, responsive and able to advise on complex matters."

"It's a very deep and experienced team."

Notable practitioners

Steven Nadel is known for his strong hedge fund formation practice, also handling funds of funds. **Strengths:** *"He is an excellent attorney."* **Patricia Poglinco's** CFTC expertise is regarded as a key draw of her private funds practice. She is called upon by investment managers to advise on a range of issues, including new investments made by limited partners. **Nicholas Miller** (see p.643) provides counsel on a broad range of issues, including fund launches and restructurings. He has considerable experience of advising clients on the launch of master-feeder hedge fund structures. **Strengths:** *"Nicholas is very thoughtful and really smart."* *"He is an excellent lawyer who is very knowledgeable."* **Robert Van Grover** regularly counsels asset management firms on private fund formation, with notable strength in offshore vehicles and funds of funds. **Strengths:** *"He's a well-respected lawyer in the space."*

Band 3

Akin

What the team is known for The Akin Gump team is adept in acting for fledgling startups and multi-billion-dollar hedge and private equity investment vehicles alike, guiding funds through Alternative Investment Fund Managers Directive (AIFMD) issues, and fund managers through SEC and Commodity Futures Trading Commission (CFTC) regulations. Brings to bear additional assets in key markets around the world, including Hong Kong, London and Singapore.

Strengths

"Akin is a great firm with great lawyers."

"The team has strong technical expertise and strong practitioners."

"Akin has deep talent. All of its practitioners are experienced and knowledgeable."

Work highlights Akin represented Angelo Gordon in the fundraising of AG Asset Based Credit Fund.

Notable practitioners

Ira Kustin (see p.615) advises both investors and sponsors on large portfolio investments as well as fund launches. **Strengths:** *"Ira is very responsive and very commercial."* *"Ira is an excellent lawyer who is responsive and practical."* **Barbara Niederkofler** (see p.654) is highlighted for her ability to advise clients on matters containing cross-border elements. She is routinely called upon to provide counsel on fund operations and launches. **Strengths:** *"Barbara is an excellent lawyer."*

Davis Polk & Wardwell LLP

What the team is known for David Polk & Wardwell provides strong capabilities across the hedge funds space, with a critical affinity for compliance and internal investigations, as well as seamlessly integrated broker-dealer, ERISA and tax practices. Adept in overseeing fund registration and structuring, as well as regulatory compliance matters, for both offshore and domestic funds. Regularly works with credit and distressed securities funds.

Strengths

"The team offers sophisticated advice in complex matters."

"Davis Polk has an experienced team."

"It's a very strong group that offers excellent, timely advice."

Notable practitioners

Leor Landa (see p.616) is uniquely suited to advise the sponsors of both private equity and hedge funds on vehicle formation. **Strengths:** *"Leor is a leader in the funds industry. He is an invaluable resource."* *"He has excellent judgment, is well connected and has broad experience across the industry."*

Lowenstein Sandler LLP

What the team is known for Lowenstein Sandler is a notable investment funds player with an established practice assisting significant clients in the hedge fund space. Offers expertise in the formation of debt funds, funds of funds and other pooled investment vehicles. Considerable experience of handling matters involving multiple jurisdictions.

Strengths

"The team is extremely responsive and has a very strong understanding of the industry."

"The group at Lowenstein is very client-focused."

Notable practitioners

Robert Minion's distinguished formation practice involves working with both offshore and debt funds as well as fund managers on a wide array of issues. **Strengths:** *"Robert has extremely strong knowledge and understanding of the industry."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius brings to bear global resources to counsel fund managers, broker-dealers and institutional investors on fund formation, securities and corporate matters, with additional strength in the securities regulatory enforcement space. Provides counsel on a global scale throughout the process of fund development. Experienced in crossover, master-feeder, customized and captive

funds.

Strengths

"The team is able to advise on complex matters."

"Morgan, Lewis & Bockius contains extremely sophisticated lawyers with a practical, client-focused approach."

"The group has a depth of knowledge and it is incredibly well equipped to handle any hedge fund-related issue."

Work highlights Morgan, Lewis & Bockius assisted Callodine Credit Management with the launch of the Callodine Perpetual ABL Fund.

Notable practitioners

Richard Goldman is proficient in a broad range of hedge fund transactions and is noted for his experience in complex fund structuring. **Strengths:** *"Richard is a great resource and asset."* **Jedd Wider** is well versed in the establishment of a variety of hedge funds, including feeder funds. **Strengths:** *"He is a fantastic lawyer."* **Zeke Johnson** has a broad practice which encompasses advising investment managers on issues surrounding master-feeder and secondary funds. **Strengths:** *"Zeke is a smart and practical lawyer."*

Proskauer Rose LLP

What the team is known for Proskauer Rose handles a comprehensive spectrum of fund formation, litigation, restructuring, compliance and trading concerns for both institutional investors and hedge fund managers. Displays a critical affinity for the tax-efficient structuring of funds both domestically and beyond the USA. Offers expertise across the regulatory sphere, including SEC and CFTC registration.

Strengths

"Proskauer has excellent lawyers and provides excellent service."

"Regardless of the complexity of the matter, the team provides well thought-out and solid advice."

"Proskauer's team is extremely responsive and very deep."

Notable practitioners

Kelli Moll (see p.645) is highly experienced in the establishment of a range of hedge funds, including funds of one and credit funds. **Strengths:** *"She has a broad depth of knowledge."* *"Kelli is incredibly experienced, thoughtful and commercially savvy."*

Christopher Wells (see p.733) is esteemed for his notable experience launching futures funds, offshore funds and funds investing abroad. **Strengths:** *"He is remarkably knowledgeable."*

"His wealth of knowledge is a tremendous asset."

Jennifer Dunn (see p.545) works with a number of asset managers on fund formation and operation. **Strengths:** *"She's an excellent lawyer."* **Caryn Greenspan** (see p.594) is held in high regard for her ability to provide counsel to distinguished clients on a plethora of issues, including fund launches and structures. **Strengths:** *"Caryn is great; she is a very diligent lawyer."* *"She is hard-working and super efficient."*

Band 4

Dechert LLP

What the team is known for Dechert has a broad ranging practice in the hedge funds space, with

notable strength in advising on fund formation and launches. The team has experience of advising clients on funds focused on various sectors, including energy and healthcare. The group boasts strength across a range of jurisdictions and draws strength from its global platforms.

Strengths

"The team has great depth of expertise and is very responsive."

"The group is very knowledgeable and practical."

Notable practitioners

Robert Leonard's practice takes in a broad swath of hedge fund formation and operation on behalf of both domestic and international investment firms. **Strengths:** *"Robert is great; he's very responsive and provides very commercial advice."* *"He's a great lawyer."* **Michael Mavrides** is known for his understanding of fund formation, including offshore funds and fund restructuring. **Strengths:** *"He's knowledgeable and responsive."* *"Michael is a superb lawyer."*

K&L Gates

What the team is known for K&L Gates team is highlighted for its ability to provide counsel to both sponsors and managers on a range of issues. The team has experience of providing counsel on fund formations and restructurings, as well as regulatory and compliance matters. The group routinely demonstrates its strength in handling matters containing cross-border elements.

Strengths

"K&L Gates' team provides excellent insights and advice and is also very responsive."

"The team has deep practical knowledge."

Work highlights K&L Gates provided counsel to Nikko Asset Management Americas on its hedge fund offerings.

Notable practitioners

Nicholas Hodge (see p.585) has extensive experience of advising asset managers on formation and operation of both domestic and offshore funds. **Strengths:** *"Nicholas provides excellent legal advice."* **Pablo Man** (see p.2027) is noted for his ability to assist private funds and investment advisers on a wide spectrum of matters, including registration issues and fund formations. **Strengths:** *"Pablo is extremely knowledgeable, thoughtful and commercial."* *"He is a highly experienced private funds attorney who brings superb practical and technical expertise to the table."*

Strengths: *"Pablo is extremely knowledgeable, thoughtful and commercial."* *"He is a highly experienced private funds attorney who brings superb practical and technical expertise to the table."*

Katten

What the team is known for Katten boasts a polycentric team with experienced hedge funds lawyers in the firm's New York and Chicago offices. Retained for ongoing operational advice by numerous asset managers, also boasting an excellent track record in fund launches and investment platform establishment.

Strengths

"The practitioners at Katten have really good knowledge and are responsive to our needs."

"Katten's practitioners bring excellent technical capabilities."

"Katten has a deep and solid bench."

Work highlights Katten assisted Sumo and its affiliates with the formation, structuring and launch of a multi-strategy hedge fund, Sumo

Opportunities Fund.

Notable practitioners

Henry Bregstein is admired for his wide-ranging hedge funds practice, with experience in insurance-dedicated funds. **Strengths:** *"He is a wonderful lawyer."* *"Henry is an excellent attorney."*

Allison Yacker's expertise encompasses managed account platforms and offshore funds. **Strengths:** *"Allison is very knowledgeable."* *"She is really responsive and resourceful."*

Cochair of the investment management and funds practice,

Wendy Cohen is held in high regard throughout the space. She has considerable experience of advising clients on significant acquisitions and fund management matters, as well as regulatory issues. **Strengths:** *"Wendy is extremely responsive and a pleasure to work with. She offers very thoughtful and practical advice on issues."* *"She is knowledgeable about a wide variety of topics."*

Global chair of the financial markets and fund practice, **Lance Zinman** (see p.742) has experience of providing counsel on fund structuring and formation issues. He is routinely called upon to assist on matters concerning funds focused on the technology sector. **Strengths:** *"Lance is extremely knowledgeable and experienced."*

Kleinberg, Kaplan, Wolff & Cohen, PC

What the team is known for Kleinberg, Kaplan, Wolff & Cohen brings to bear extensive experience in the field of private investment funds, having counseled innumerable high-profile domestic and international fund managers on an extensive spectrum of concerns. Works with funds of all sizes, tackling issues from formation and compliance to employment and tax. Covers a variety of hedge funds including those dedicated to insurance and those investing in the technology and media sectors.

Strengths

"Kleinberg, Kaplan, Wolff's team handle sophisticated and complex matters."

"It's an extremely commercial team with the ability to advise on a wide variety of complex matters."

"The team exhibits a high level of expertise and proficiency."

Work highlights Kleinberg Kaplan advised Clear Haven on the launch of its first open-ended private fund.

Notable practitioners

Jamie Nash is esteemed for his expertise in formation of hedge funds for first-time sponsors.

Strengths: *"Jamie has an amazing knowledge base and is extremely hard-working."* *"He is very sharp and pragmatic."*

Jason Grunfeld is adept at advising investment managers on the launch of new funds and investment platforms. **Strengths:**

"Jason is an outstanding professional whose brilliance and team-building skills are evident in every aspect of his work."

New York-based **Eric Wagner** is the chair of the private funds and investment management practice. He is noted for his strength in advising clients on fund formations and fund management. **Strengths:** *"Eric is very knowledgeable in the space."* *"He is a smart and constructive lawyer."*

Paul Hastings LLP

What the team is known for Paul Hastings has a well-respected practice with a strong team of practitioners in the hedge fund space. Draws on its global presence to advise on restructuring, high-value launches and formations. Frequently sought to advise on the structuring of funds pursuing innovative and esoteric strategies.

Strengths

"Paul Hastings' team offers extensive knowledge combined with practical solutions."

"Paul Hastings group is really fantastic – the team is amazing and its practitioners really know their stuff."

Work highlights Paul Hastings advised JP Morgan Private Wealth Advisors on investments into multiple hedge funds.

Notable practitioners

Arthur Zwickel frequently counsels clients on the establishment and operation of hedge funds, including hybrid funds and funds of funds.

Strengths: *"He is extremely knowledgeable and offers practical solutions." "He is a fantastic lawyer."*

Yousuf Dhamee has notable experience of providing counsel to investment managers on fund structuring, including tax considerations.

Strengths: *"Yousuf is well respected in the area."*

Shartsis Friese LLP

What the team is known for Shartsis Friese has a notable presence on the West Coast, offering decades of experience in the formation and organization of hedge funds, as well as regulatory compliance matters relating to investment advisers.

Notable practitioners

Neil Koren has substantial experience of advising fund managers on the structuring of both domestic and offshore hedge funds.

Willkie Farr & Gallagher LLP

What the team is known for Possesses substantial experience of advising on a broad spectrum

of transactional issues within the hedge funds market. Boasts experience in launching funds of all structure types, including hybrid funds and funds linked with vehicles in other jurisdictions.

Strengths

"Willkie Farr has a seasoned team of practitioners who are experts in their field."

"The team is responsive and practical."

Notable practitioners

A particularly notable feature of **Joseph Cunningham** (see p.535)'s practice is his work with insurance-linked securities funds. **Strengths:** *"Joe has an incredible depth of knowledge of our firm, as well as of the industry as a whole. He has an incredible skillset and provides solutions and expert guidance across the sectors we're active in." "He is very smart, efficient, detail-oriented, personable and demonstrates deep knowledge of hedge funds."*

Mark Vandehaar (see p.726)'s growing practice centers around advising investment management firms and institutional investors on a range of issues related to hedge funds. **Strengths:** *"Mark is highly responsive and practical." "He has a commercial and thoughtful approach."*

Deborah Tuchman (see p.722) advises asset management firms on a range of issues related to both domestic and offshore funds.

Other Ranked Lawyers

Scott Beal (see p.500) of Barnes & Thornburg LLP is highlighted for his strength in assisting clients with fund formation, launch and regulatory issues. **Strengths:** *"Scott is an excellent lawyer who is client-oriented."*

Jeffrey Blumberg (see p.508) of Faegre Drinker Biddle & Reath, LLP is notably adept at advising clients on the organization and launch of various funds. **Strengths:** *"He's a very good technical lawyer."*

Heather Cruz (see p.534) has wide expertise in the formation of private funds, including credit

funds. **Strengths:** *"Heather is a strong lawyer."*

John Finley of A&O Shearman is capable across both fund raising and regulatory compliance issues.

Olga Gutman (see p.576) is commended for her ability to handle significant fund formations.

Strengths: *"Olga is an excellent attorney."*

Elaine Hughes (see p.591) of A&O Shearman has a distinguished practice in the space. She is routinely called upon to provide counsel on the formation and operation of funds.

Cynthia Marian of Greenberg Traurig, PA represents clients during strategic acquisitions and complex fund formations. **Strengths:** *"Cynthia is responsive to client needs and requests, has a thorough and sophisticated understanding of the law." "She is excellent at handling challenging and complex issues. She is also extremely knowledgeable."*

Tram Nguyen (see p.654) is adept at forming hedge funds and is well known for her regulatory expertise. **Strengths:** *"She is relied upon for complex matters." "She provides keen knowledge and insight and excels in her field." "She is analytical, conscientious and has the ability to focus on the big picture and consider other regulations that may impact us – all while taking care of the details necessary to execute our deals. Her SEC experience is incredibly valuable."*

Timothy Selby (see p.696) of Alston & Bird is best known for his expertise in commodity pools, an area in which big-name financial institutions seek his expertise.

David Solander of DLA Piper has notable experience of advising clients in the cryptocurrency aspects of hedge fund structuring. **Strengths:** *"David is a very approachable and commercial counsel and his knowledge is really broad."*

Michael Tannenbaum (see p.716) has an impressive reputation for his strong track record in the asset management space. He is widely reputed for his hedge funds expertise, including in fund formation.

Higher Education Nationwide

Higher Education
Leading Firms
Band 1
Hogan Lovells US LLP
Husch Blackwell LLP
Jenner & Block LLP
Saul Ewing LLP
Band 2
Bond, Schoeneck & King, PLLC
Cozen O'Connor
Duane Morris LLP
Holland & Knight LLP
Thompson Coburn LLP
Leading Individuals
Band 1
Barrett Monica Bond, Schoeneck & King, PLLC *
Gold Stephanie J Hogan Lovells US LLP
Hanson Hayley Husch Blackwell LLP
Maisto Smith Gina Cozen O'Connor *
Richards Joshua Saul Ewing LLP *
Band 2
Bhabha Ishan Jenner & Block LLP
Ferreira William F Hogan Lovells US LLP *
Guida Jr Anthony J Duane Morris LLP *
Hamill Patricia Clark Hill PLC (ORL) ◇
Kaplan Roberta A Kaplan Hecker & Fink LLP (ORL) ◇ *
Keller James Saul Ewing LLP
Lacey Aaron Thompson Coburn LLP
Lannon Jr Paul G Holland & Knight LLP
Tassi Sean Husch Blackwell LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Hogan Lovells US LLP

What the team is known for Hogan Lovells has a lauded Higher Education practice with significant expertise in regulatory and transactional matters relating to universities. The firm has strong capability in matters with an international aspect.

Notable practitioners

Stephanie Gold, head of Hogan Lovells' Education practice, is a leading education attorney who advises prominent universities and colleges on a range of regulatory and transactional matters. **Strengths:** "Stephanie is the best in higher education regulatory matters." "She is a recognized leader in higher education issues and has an exceptional practice." "An absolutely top-notch higher education lawyer." **William Ferreira** (see p.553), head of the firm's Government Contracts and Education practice, is a highly regarded education lawyer who has particular expertise in matters with an international aspect. **Strengths:** "Bill is one of the best and smartest lawyers I've worked with." "Bill is universally viewed as one of our most responsive legal counsel." "An excellent and responsive partner who offers deep expertise, a strong problem-solving ability and actionable advice." "He provides excellent written work and commercial advice. He's smart and practical."

Husch Blackwell LLP

What the team is known for Husch Blackwell has a highly regarded higher education team that regularly assists private and public universities with regulatory, transactional and litigation matters. It is noted for its Title IX defence work.

Notable practitioners

Hayley Hanson is an experienced higher education lawyer who assists clients with litigation, including Title IX and related investigations and compliance matters. **Sean Tassi** is the leader of the firm's education practice. He assists universities and colleges with regulatory matters.

Jenner & Block LLP

What the team is known for Jenner & Block's Education team is known for its strong litigation work on behalf of universities, colleges and schools. The firm is particularly regarded for its appellate capabilities, including before the Supreme Court.

Work highlights Jenner & Block represented Dartmouth College in an antitrust case alleging that 17 schools colluded on methods to set financial aid offers to force students to pay more for college.

Notable practitioners

Ishan Bhabha is co-chair of Jenner's higher education practice and regularly represents universities and colleges in complex litigation at both trial and appellate levels.

Saul Ewing LLP

What the team is known for Saul Ewing has a highly regarded education team that is particularly known for its capability in litigation for universities and colleges.

Strengths

"The team is excellent. They are well versed in higher education law and really good at getting up to speed."

"The Saul Ewing team is always exceptional. Their responsiveness is excellent, as is their quality of work."

"The team is hard-working, focused and highly experienced. They provide excellent service in the area of higher education law."

"A premier higher education practice."

"They are exceptional for everything high-stakes or sensitive."

Work highlights Saul Ewing represented Duke University in a federal antitrust class action suit that alleges leading private universities collaborated to set tuition fees and financial aid.

Notable practitioners

Joshua Richards (see p.679) is lauded by his university and college clients as a leading higher education litigator who handles civil litigation as well as regulatory disputes and investigations. He is particularly strong in Title IX work. **Strengths:** "Josh is best in class for higher education litigation." "A fantastic attorney, he's knowledgeable, responsive and a good litigator." "A go-to guy for Title IX and other higher education issues." "The pre-eminent Title IX lawyer in the country." "The best Title IX lawyer around." **James Keller** is co-chair of Saul Ewing's higher education practice and a well-regarded trial lawyer who regularly repre-

sents clients in complex litigation, including Title IX and class action work. **Strengths:** "He is calm, thoughtful and responsive. He's a great negotiator too." "He is a go-to person for sticky situations and high-profile cases."

Band 2

Bond, Schoeneck & King, PLLC

What the team is known for Bond, Schoeneck & King is known for its strong higher education practice with particular expertise in matters involving the NCAA and collegiate sports.

Notable practitioners

Monica Barrett (see p.497) is co-chair of the firm's education practice. Drawing on her prior experience as GC of a public university, she regularly advises colleges and universities on regulatory compliance.

Cozen O'Connor

What the team is known for Cozen O'Connor has a notable higher education practice with expertise in university related litigation.

Notable practitioners

Gina Maisto Smith (see p.630) is known for her expertise in managing institutional response to discrimination, harassment and misconduct allegations. She brings her abilities to bear for university clients in investigations and Title IX compliance.

Duane Morris LLP

What the team is known for Duane Morris has a strong education practice known for representing universities, colleges and trade schools in regulatory and transactional matters.

Notable practitioners

Anthony Guida (see p.575) is a team lead for Duane Morris' education group and regularly assists universities and colleges with regulatory and transactional matters.

Holland & Knight LLP

What the team is known for Holland & Knight boasts one of the oldest education practices in the country, and regularly represents colleges and universities in transactions, litigation and investigations.

Notable practitioners

Paul Lannon is co-chair of the firm's education group. He regularly represents universities and colleges in litigation, regulatory compliance and investigations. **Strengths:** "Paul is skilled and practical." "He is exceptional in every way."

Thompson Coburn LLP

What the team is known for Thompson Coburn represents a series of higher education providers in regulatory, compliance and transactional matters. The firm is particularly noted for its expertise in higher education M&A.

Work highlights Thompson Coburn represented Mercy Health in its acquisition of SoutheastHEALTH, a health system with 50 locations,

including the higher education regulatory approvals required for the system's nursing school.

Notable practitioners

Aaron Lacey is chair of the firm's higher education practice. He is adept at guiding clients through regulatory processes and is further noted for his significant transactional experience in the space.

Other Ranked Lawyers

Patricia Hamill of Clark Hill PLC is highly regarded for her plaintiff-side Title IX expertise. She regularly represents faculty staff and students in disciplinary proceedings and also advises institutions for compliance and regulatory advice.

Strengths: “She’s amazing.” “She is extraordinarily available and super efficient.”

Work highlights:

Roberta Kaplan (see p.2597) of Kaplan Hecker & Fink LLP is frequently called upon to advise the nation's leading educational institutions in contentious matters, where her impressive courtroom skills come to the fore. She enjoys a particularly stellar reputation in Title IX, discrimination and misconduct matters.

Immigration Nationwide

Immigration	Immigration
Leading Firms	Senior Statespeople and Eminent Practitioners
Band 1	Senior Statespeople: distinguished older partners
BAL LLP	Foster Charles C <i>Foster LLP</i>
Fragomen, Del Rey, Bernsen & Loewy, LLP	Fragomen Jr Austin T <i>Fragomen, Del Rey, Bernsen</i>
Band 2	Gonzalez Josie <i>SGG Immigration LLP (ORL) ◇</i>
Klasko Immigration Law Partners, LLP	Hammond Denise <i>Grossman Young & Hammond</i>
Morgan, Lewis & Bockius LLP	Klasko H Ronald <i>Klasko Immigration Law Partners, LLP</i>
Seyfarth Shaw LLP	
Band 3	Leading Individuals
Greenberg Traurig, LLP	Star individuals
Kramer Levin Naftalis & Frankel LLP	Kurzban Ira J <i>Kurzban, Kurzban, Tetzeli & Pratt</i>
Kurzban, Kurzban, Tetzeli & Pratt	Band 1
Mayer Brown LLP	Grunblatt David <i>Fragomen, Del Rey, Bernsen & Loewy</i>
Wolfsdorf Rosenthal LLP	Kuck Charles H <i>Kuck Baxter LLC (ORL) ◇</i>
Band 4	Leopold David <i>UB Greensfelder LLP*</i>
Clark Hill PLC	Lindt Marketa <i>Sidley Austin LLP*</i>
Duane Morris LLP	Mehta Cyrus D <i>Cyrus D. Mehta & Partners PLLC (ORL) ◇</i>
Foster LLP	Paparelli Angelo <i>Vialto Law (US) PLLC (ORL) ◇</i>
Grossman Young & Hammond	Pelta Eleanor <i>Morgan, Lewis & Bockius LLP</i>
Jackson Lewis P.C.	Sabagh Denyse <i>Duane Morris LLP</i>
Mintz	Siskind Gregory <i>Siskind Susser, PC</i>
Ogletree, Deakins, Nash, Smoak & Stewart, PC	Stock William <i>Klasko Immigration Law Partners, LLP</i>
Sidley Austin LLP	Walker Kathleen Campbell <i>Dickinson Wright (ORL) ◇*</i>
Siskind Susser, PC	Band 2
UB Greensfelder LLP	Axelrad Alexis S <i>Barst Mukamal & Kleiner LLP (ORL) ◇</i>
<i>* Indicates individual with profile.</i>	Benach Ava <i>Benach Collopy LLP (ORL) ◇</i>
<i>◇ (ORL) = Other Ranked Lawyer.</i>	Butte Dagmar <i>Parker, Butte & Lane PC (ORL) ◇</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>	Cohen Susan <i>Mintz</i>
	Cooper Bo <i>Fragomen, Del Rey, Bernsen & Loewy, LLP</i>
	David Cheryl <i>The Law Office of Cheryl R. David (ORL) ◇</i>
	Fox-Isicoff Tammy <i>Rifkin and Fox-Isicoff PA (ORL) ◇</i>
	Joseph Jeff <i>BAL LLP</i>
	Lau Vince <i>Clark Lau LLC (ORL) ◇</i>
	Mehlman Sharon R <i>Mehlman Jacobs LLP (ORL) ◇</i>
	Melmed Lynden <i>BAL LLP</i>
	Nowlan Michael <i>Clark Hill PLC</i>
	Notkin Deborah <i>Barst Mukamal & Kleiner LLP (ORL) ◇</i>
	Quan Gordon J <i>Quan Law Group, PLLC (ORL) ◇</i>
	Shusterman Carl <i>Carl Shusterman, Immigration (ORL) ◇</i>
	Yale-Loehr Stephen W <i>Miller Mayer LLP (ORL) ◇</i>
	Eminent Practitioners
	Wolfsdorf Bernard <i>Wolfsdorf Rosenthal LLP*</i>
	Pratt John Patrick <i>Kurzban, Kurzban, Tetzeli & Pratt</i>
	Rodriguez Leon <i>Seyfarth Shaw LLP</i>
	Schoonover Martha J <i>Greenberg Traurig, LLP</i>
	Stern Elizabeth Espin <i>Mayer Brown LLP*</i>
	Tonello Anastasia <i>UB Greensfelder LLP*</i>
	Zulkie Paul L <i>Zulkie Partners LLC (ORL) ◇</i>
	Band 3
	Bord Eric S <i>Morgan, Lewis & Bockius LLP</i>
	Grossman Sandra <i>Grossman Young & Hammond</i>
	Koestler Mark D <i>Kramer Levin Naftalis & Frankel LLP*</i>
	Peck Amy <i>Jackson Lewis PC.</i>
	Pivec Mary <i>Pivec & Associates PLLC (ORL) ◇</i>
	Regland Thomas K <i>Clark Hill PLC</i>
	Reiff Laura Foote <i>Greenberg Traurig, LLP</i>
	Seltzer Suzanne <i>The Seltzer Firm, PLLC (ORL) ◇</i>
	Tobocman Sarah Lea <i>Gunster (ORL) ◇</i>
	Van Der Hout Marc <i>Van Der Hout Brigagiano (ORL) ◇</i>
	Young Becki <i>Grossman Young & Hammond</i>
	Band 4
	Caden Colleen <i>Pryor Cashman LLP (ORL) ◇*</i>
	Donnelly Shannon <i>Morgan, Lewis & Bockius LLP</i>
	Dunn Matthew S <i>Kramer Levin Naftalis & Frankel LLP*</i>
	Loughran Robert <i>Foster LLP</i>
	Morell Avram E <i>Pryor Cashman LLP (ORL) ◇*</i>
	Moseley Thomas <i>The Law Offices of Thomas (ORL) ◇</i>
	Nightingale Zachary M <i>Van Der Hout (ORL) ◇</i>

vide top notch client service."

"BAL are thorough and well versed, enabling us to reach agreeable solutions in complex matters. The team are excellent at prioritizing matters and their responsiveness is great."

Notable practitioners

Jeff Joseph has substantial experience in immigration-related litigation on a national basis.

Strengths: "Jeff is a very strong, experienced lawyer." **Lynden Melmed** regularly handles fed-

eral government immigration investigations and internal audits on behalf of clients. **Strengths:** “Lynden provides excellent, high level strategy.” “He knows where to turn and how to approach governmental agencies at the highest level.”

**Fragomen, Del Rey, Bernsen & Loewy,
LLP**

What the team is known for Fragomen, Del Rey, Bernsen & Loewy has a commanding and geo-

graphically extensive presence in the market, regularly called upon by some of the largest multinational corporations across the globe. The team handles an array of business immigration services and is well placed to advise on compliance strategy and enforcement defense, as well as policy development and global immigration program management. The firm possesses a broad client base, including companies in the financial services, technology and hospitality industries.

Strengths

"Fragomen has a broad range of expertise that a client may tap into for support and they are committed to continuous improvement."

"They are tireless advocates and supporters, generously extending their time and knowledge."

Notable practitioners

Austin Fragomen is an esteemed figure in the corporate immigration realm who currently sits as the chairman of the firm's executive committee.

Strengths: *"Austin is a visionary."* **David Grunblatt** frequently represents impressive clients in the banking, media and healthcare industries with various issues, including H-1B visa petitions and immigration implications of corporate acquisitions. **Strengths:** *"David is super smart, a great lawyer and a great speaker also."* *"He is excellent and very knowledgeable."* **Bo Cooper** is an experienced lawyer who frequently advises clients on immigration policy matters, in addition to providing representation in asylum adjudications and other disputes. His clients include significant technology companies, as well as government entities. **Strengths:** *"He is a very influential and strong lawyer."*

Band 2

Klasko Immigration Law Partners, LLP

What the team is known for Klasko Immigration Law Partners fields several standout individual attorneys to advise a diverse roster of clients, from international companies and healthcare organizations to private individuals. The team is especially active counseling clients from the education sector, while still providing the full spectrum of business immigration services, with impressive compliance and consular-related experience. The firm is esteemed for its EB-5 capability and considerable O-1 visa expertise.

Strengths

"The team's knowledge and availability is absolutely top notch."

"Klasko are known to handle very creative and technically demanding work."

Work highlights Klasko Immigration Law Partners successfully represented five EB-5 regional centers in a lawsuit that reopened the EB-5 regional center program.

Notable practitioners

Ronald Klasko is a highly regarded lawyer who is noted for his prowess in an array of immigration matters, including EB-5 applications and citizenship cases. He is noted for his wealth of litigation experience. **Strengths:** *"Ron's knowledge is a key strength that benefits us. His knowledge is as immense as his great critical thinking."*

William Stock is a prominent figure in the field,

who regularly advises engineering, transportation and retail companies on an array of employment-based visa applications, including H-1B, L-1 and EB-1 petitions. **Strengths:** *"Bill is a strong leader and contributor."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius is a full-service global firm with a well-known immigration practice, acting for a range of household names in sectors including technology, retail and financial services. The team delivers high end global business immigration services, together with employment and general corporate development advice. Its lawyers are noted for their US and non-US visa, PERM and compliance expertise.

Strengths

"Morgan Lewis engage in a collaborative, white glove partnership with provides our business with pathways to focus on our priorities and objectives."

"Thanks to their huge team with diverse skills and knowledge, Morgan Lewis have a superior ability to handle complex corporate immigration matters."

Work highlights Morgan, Lewis & Bockius LLP provided immigrations services to T. Rowe Price, managing their entire US-inbound portfolio as well as several C-suite and senior management relocations.

Notable practitioners

Eleanor Pelta is well regarded for handling a variety of business immigration matters for international corporations, including both temporary and permanent-resident visa applications. Her capabilities include advising on the immigration aspects of corporate transactions as well as immigration litigation. **Strengths:** *"Eleanor is one of the top business immigration lawyers in the country. She has great advocacy tactics and a unique intellectual lens, seeing problems at both the macro and micro level."* *"She is an excellent lawyer, very creative and thinks outside the box."* **Eric Bord** regularly represents high profile clients in the pharmaceutical, media and retail industries. His broad practice involves a focus on corporate immigration including I-9 compliance. **Strengths:** *"I greatly admire Eric's professionalism and stewardship. He is quite simply stellar, bringing forth his years of knowledge and experience."* **Shannon Donnelly** regularly advises clients on immigration policy and compliance as well as visa program management for large businesses. **Strengths:** *"Shannon understands the business objectives behind each problem and approaches legal solutions with those objectives squarely in mind."*

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw has a sizable group undertaking all aspects of business immigration for an impressive corporate client portfolio, calling upon a well-resourced team of immigration experts in major hubs across the USA. The team is recognized for its eminent compliance practice, comprising I-9 audits, work site raids and E-Verify expertise and offers additional experience advising clients on global immigration policies and EB-5 issues and the immigration aspects of M&A transactions.

Strengths

"The team is very knowledgeable and responsive. They provide an excellent service."

Notable practitioners

Leon Rodriguez offers strength in a wide array of immigration issues, including audits, litigation, government relation and compliance. **Strengths:** *"Leon is very good and impactful on a national level."*

Band 3

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig LLP is a full-service group providing high quality advice on employment-based business immigration to clients in a number of sectors, including pharmaceuticals and technology. The team is renowned for its EB-5 immigrant investor program and for implementing strategic mobility systems for multinational corporations, alongside strengths in government audits and legislative representation. Its lawyers are further recognized for their wider capabilities in family-based immigration and US citizenship issues, with niche expertise in tax planning matters.

Strengths

"Greenberg Traurig deliver exceptional and prompt results, and provide a superior service."

Notable practitioners

Martha Schoonover focuses her practice on assisting employers with both temporary visas and permanent residency applications.

Strengths: *"Martha is a brilliant lawyer with an encyclopedic knowledge of this area."* **Laura Foote Reiff** is noted for her proficiency in compliance and legislative-related issues, including developing immigration strategies and handling I-9 audits. **Strengths:** *"Laura is a mover and a shaker, and a really effective advocate."*

Kramer Levin Naftalis & Frankel LLP

What the team is known for Kramer Levin Naftalis & Frankel is a specialist business immigration practice housed within a full-service firm, acting for a range of multinationals and major financial institutions. The team offers extensive experience working with clients to tailor optimal workforce mobility strategies, alongside wider expertise advising on the immigration aspects of M&A transactions. Their client roster includes those in the fashion, telecommunications, healthcare and advertising sectors.

Strengths

"The team know their subject matter inside out and come up with solutions even when it seems like there is no further recourse."

Work highlights Kramer Levin Naftalis & Frankel advised Meta in an investigation by the DOJ's Executive Office for Immigration Review in relation to potential discrimination against US workers in the impact of layoffs favoring foreign nationals.

Notable practitioners

Mark Koestler (see p.2602) possesses significant experience assisting CEOs and high-profile individuals with visa applications, including O-1 and L-1 petitions. **Strengths:** *"It feels like he knows everything about anything and is always available"*

to strategically problem-solve any case, no matter how complex it is." **Matthew S Dunn** (see p.2562) is noted for his sophisticated immigration practice. Specializing in business immigration, his clients span industries including fashion and retail, for whom he handles a variety of visa filing and compliance matters. **Strengths:** "He is very much client-focused, working to get the best solution that mitigates risk."

Kurzban, Kurzban, Tetzeli & Pratt

What the team is known for Kurzban, Kurzban, Tetzeli & Pratt has a stable of stellar immigration specialists among its bench. The dedicated team delivers a wide array of services to corporate and individual clients including deportation defense, immigration appeals, EB-5 immigration and detention hearings.

Strengths

"Kurzban is at the forefront of immigration law."

Notable practitioners

Ira Kurzban is a preeminent figure in immigration due to his wide array of expertise. **Strengths:** "Ira is a huge force to be reckoned with." "He is himself an encyclopedia of legal knowledge." **John Patrick Pratt** is experienced in a variety of issues, including employment, family and asylum-based immigration. **Strengths:** "John is a strong lawyer. He is a very capable and an important presence."

Mayer Brown LLP

What the team is known for Mayer Brown boasts a highly capable team offering guidance on all aspects of business immigration, including compliance and audits, as well as visa and residency issues. The team advises major corporations in the technology, finance and entertainment industries, offering clients the advantage of the firm's wide global network and technology-based tracking system.

Strengths

"Mayer Brown is incredibly responsive and solution-oriented."

"It is a fantastic firm with great expertise and depth."

Work highlights Mayer Brown represented Fresh Mark in criminal defense and regulatory action in response to a large 'raid' of 158 allegedly undocumented workers.

Notable practitioners

Elizabeth Espín Stern (see p.1367) frequently advises high profile companies from a range of sectors, including technology and finance, on visa filings and compliance issues. She often assists clients with developing global mobility programs. **Strengths:** "Liz is an industry veteran who makes us feel like her only client."

Wolfsdorf Rosenthal LLP

What the team is known for Wolsdorf Rosenthal is an ever-growing immigration boutique with a varied practice which includes strength in family and corporate immigration issues. The team assists clients with contentious and noncontentious mandates, including advising clients on global visa applications and frequently acts on behalf of clients from the healthcare, education, technology and entertainment sectors, among others.

Strengths

"Wolfsdorf come up with creative solutions and provide good responsiveness."

"It is a dynamic firm, with lots of effort invested in technology."

Notable practitioners

Bernard Wolfsdorf (see p.1085) is managing partner of the firm and is noted for his knowledge of business and investor visa issues. **Strengths:** "Bernie is very charming who is able to advise large companies from start to finish."

Band 4

Clark Hill PLC

What the team is known for Clark Hill PLC provide a wide range of immigration services being particularly noted for their strength in immigration-related litigation, deportation and removal, as well as government audits and I-9 compliance. The practice regularly represent large companies, spanning sectors from sports to technology.

Strengths

"Clark Hill is a team with decades of knowledge and experience that is available to support us as a client."

"It is an extremely knowledgeable team and I never have to worry about them not getting back to me."

Work highlights Clark Hill PLC represented The Atlanta Falcons in obtaining a green card based on the Extraordinary Ability in athletics for a Capologist.

Notable practitioners

Michael Nowlan is adept at handling visa applications for a range of clients, including major corporate employers, religious institutions, business executives and scientists. **Strengths:** "Michael is extremely knowledgeable, responsive and provides thoughtful, sound advice. He makes the process easy to understand and works with us in an empathetic manner." "He is terrific and really creative."

Thomas Ragland is noted for his prowess in immigration-related litigation. **Strengths:** "Thomas is the type of lawyer you bring in when you have a difficult situation and you do not know how to get out of it."

Duane Morris LLP

What the team is known for Duane Morris has a respected business immigration team with expertise securing US and global visas. The lawyers are frequently retained by both public and private companies from a number of sectors including telecommunications and technology, whilst also assisting clients with immigration-related litigation.

Strengths

"The team does not back down from difficult cases. The attorneys at Duane Morris evaluate cases on their individual merit and propose creative, efficient solutions."

Notable practitioners

Denyse Sabagh is distinguished in the field due to her adept handling of a wide variety of immigration issues, including both inbound and outbound employment-based matters. **Strengths:** "Denyse is a standout lawyer and an important contributor." "She is very helpful and a mentor to many."

Foster LLP

What the team is known for Foster is a renowned immigration boutique with a varied client base including organizations in the healthcare, technology and education sectors, offering expertise in all aspects of corporate immigration, as well as experience representing nonprofits. The team has notable strength assisting artists and performers with obtaining extraordinary ability visas.

Strengths

"The Foster attorneys are very knowledgeable, and they consider all possible options before moving forward."

"Foster excels at managing complex matters. The team is very responsive and organized."

Work highlights Foster assisted a large university in sponsoring a research scientist from Ukraine to become a permanent resident based on an I-140 National Interest Waiver.

Notable practitioners

Charles Foster possesses significant expertise in immigration matters, with a particular focus on EB-5, L-1 and O-1 visa petitions. **Strengths:** "Charles is particularly impressive and a standout lawyer. He is very active in terms of current political processes in immigration." Austin-based partner **Robert Loughran** handles complex immigration litigation matters, including challenging H-1B denials. **Strengths:** "Robert is really good and knows his stuff. He asks smart questions and has smart answers."

Grossman Young & Hammond

What the team is known for Grossman Young & Hammond is a highly respected team with broad capabilities encompassing immigration compliance, visa applications and litigation. The firm demonstrates significant strength in employment-based immigration issues, including extraordinary ability visas and PERM certifications, and also knowledgeable about asylum and other humanitarian immigration issues, including Interpol matters.

Strengths

"Grossman Young & Hammond is very responsive, extremely meticulous and always available."

"The team is amazing. They provide white glove service, their communication is excellent and they have broad and expert knowledge."

Work highlights Grossman Young & Hammond successfully attained asylum for a Venezuelan couple who are known opposers of the Chavez government.

Notable practitioners

Denise Hammond is commended by market sources for her ability to advise clients on a range of immigration matters, including extraordinary ability and permanent residency visa applications. **Strengths:** "Denise is a very longstanding, talented lawyer." **Sandra Grossman** handles complex immigration litigation on behalf of corporate and individual clients. **Strengths:** "Sandra is really an expert in this area. She gives great advice, makes herself available and is meticulous and thorough."

Becki Young is recognized in the field for her adept representation of individuals, as well as employers in the hospitality and nonprofit sectors. **Strengths:** "Becki is an absolute expert in hospitality cases and navigates that area like no

one else."

Jackson Lewis P.C.

What the team is known for Jackson Lewis P.C. houses an esteemed team who provides expert immigration guidance to employers. The team assists clients with securing visas as well as handling regulatory enforcement and compliance counseling. The firm has been especially active advising clients on immigration issues resulting from the COVID-19 pandemic.

Strengths

"Their staff have the ability to navigate difficulties and provide the best option for a solution."

Work highlights Jackson Lewis advised Trak/Clear I9 on I-9 and E-Verify compliance and Covid-related implementation of alternate procedures for remote I-9 verifications.

Notable practitioners

Amy Peck assists a range of employers with I-9 inspections, including clients in the sports, logistics, manufacturing and agriculture sectors. **Strengths:** *"Amy is a well rounded, collegial and dynamic lawyer."*

Mintz

What the team is known for Mintz has a highly capable employer-focused immigration practice. The team advises an impressive client roster, which includes Fortune 500 companies, on visa and green card applications as well as broader immigration policy. The firm offers noted expertise in EB-5 investor visas, and is also adept at handling pro bono asylum cases.

Strengths

"Mintz is extremely responsive and very detailed in providing information about the immigration process and flagging up any potential risks. They are effective advisors, helping our team to determine how to handle complex situations."

Work highlights Mintz advised ID-Pal in relation to an E-2 company registration and visa application for one of the company's founders at the US Embassy in Dublin.

Notable practitioners

Susan Cohen is noted for her adept representation of international media companies and non-profit organizations on green card applications and immigration aspects of M&A transactions, among other matters. **Strengths:** *"Susan is very intelligent and a preeminent name in this space."*

Ogletree, Deakins, Nash, Smoak & Stewart, PC

What the team is known for Ogletree, Deakins, Nash, Smoak & Stewart is a renowned national labor and employment firm with significant expertise handling business immigration issues. Areas of focus of the team include H-1B visas, I-9 compliance and advising on the immigration implications of corporate transactions.

Strengths

"Ogletree is a wonderful firm to work with, they are responsive with solid resources. The team has great depth and breadth, successfully helping their clients spot issues in a timely manner."

Notable practitioners

Marifrances Morrison, a partner in the firm's Raleigh office, is a key contact for clients.

Sidley Austin LLP

What the team is known for Sidley Austin's immigration team is well regarded for providing strategic immigration advice to US and multinational employers. Its lawyers advise clients in a range of sectors, including technology and consulting.

Strengths

"The Sidley team is very customer service-oriented and creative when it comes to complex immigration matters. They take a hands-on approach to ensure all boxes are checked and questions are answered."

Notable practitioners

Marketa Lindt (see p.1740) of Sidley Austin LLP is experienced in handling H-1B and O-1 visa applications, as well as government investigations. **Strengths:** *"Marketa is an absolute pleasure to work with. She explains things thoroughly, presents creative pathways through nuanced cases and is very customer service-oriented."* *"She is an excellent lawyer and really smart."*

Siskind Susser, PC

What the team is known for Siskind Susser is a specialist immigration firm in Tennessee with a strong national reputation. The practice represents a broad range of companies in relation to business immigration matters. The firm's experienced attorneys also provide expertise in naturalization as well as issues relating to education, healthcare and family immigration.

Strengths

"Siskind Susser are really dedicated."

"The team is made up of creative lawyers and strong partners."

Notable practitioners

Gregory Siskind is noted for his considerable knowledge of immigration issues affecting businesses in the technology and healthcare industries. He receives particular praise for his litigation work. **Strengths:** *"Greg is really quite incredible and pioneering."* *"He is well regarded and a deep thinker."*

UB Greensfelder LLP

What the team is known for UB Greensfelder LLP assists a varied client base with business immigration matters, including clients from the healthcare and education sectors. The team advises businesses on intracompany transfers as well as I-9 compliance, and is further adept at assisting with PERM certifications.

Strengths

"The UB Greensfelder team make the process super smooth because they're so easy to work with and knowledgeable."

Notable practitioners

David Leopold (see p.2827) regularly provides immigration advice to clients from a range of industries, including companies in the brewing, healthcare, logistics and legal industries. **Strengths:** *"David is a deep thinker and has high level clients."* *"He is a national leader and makes really significant contributions."* **Anastasia Tonello** (see p.2671) frequently represents employers and employees from various industries in significant immigration matters, including O-1 and EB-1 visa petitions. **Strengths:** *"She is super practical, very analytical and solution-oriented."* *"She is a very knowledgeable and well recognized lawyer."*

Other Ranked Lawyers

Alexis Axelrad of Barst Mukamal & Kleiner LLP is noted for her proficient handling of corporate and family-based immigration matters, including issues involving the Department of Homeland Security and the Department of Justice.

Strengths: *"Alexis is always willing to go the extra mile."* *"She is an excellent lawyer."*

Ava Benach of Benach Collopy LLP is a well-regarded litigator who frequently handles removal and asylum cases before the federal court.

Strengths: *"Ava is terrific and a fantastic lawyer."*

Dagmar Butte of Parker, Butte & Lane PC has a wealth of experience handling both family and business immigration matters. **Strengths:** *"Dagmar is a skilled lawyer."*

Colleen Caden (see p.2543) of Pryor Cashman LLP is adept in employment-based immigration. She is proficient in representing clients in the entertainment and sports industries, among others. **Strengths:** *"She is making her mark in the sports world."*

Cheryl David is highly sought after for her expertise in removal defense and deportation cases. **Strengths:** *"She is a great litigator."*

Tammy Fox-Isicoff of Rifkin and Fox-Isicoff PA is noted for her proficiency as a litigator in a range of immigration disputes. **Strengths:** *"Tammy is an incredible attorney."*

Josie Gonzalez of Stone Grzegorek & Gonzalez LLP is experienced in handling employment-related immigration issues. Her broad practice extends to PERM labor certifications. **Strengths:** *"Josie deserves any accolade you could give her."*

Charles Kuck of Kuck Baxter Immigration represents a variety of clients, including multinational corporations, asylum seekers and families. **Strengths:** *"Chuck is really quite impressive and a fabulous lawyer."*

Vince Lau of Clark Lau LLC advises businesses as well as individuals on a variety of immigration matters. **Strengths:** *"Vince is a terrific person and extremely generous with time."* *"He is very dedicated to the field."*

Sharon Mehlman of Mehlman Jacobs LLP handles a range of matters pertaining to immigration strategy and policy, with a particular focus on I-9 compliance issues. **Strengths:** *"Sharon is very seasoned and knowledgeable."*

Cyrus Mehta is a well-respected figure in the market due to his extensive immigration expertise, including consular, asylum and naturalization matters. **Strengths:** *"Cyrus is a scholarly yet practical lawyer, and a real leader in this area."* *"He is a terrific lawyer who is very well known and respected."*

Avram Morell (see p.2623) of Pryor Cashman LLP assists household-name companies in the technology and designer fashion industries, along with healthcare and insurance sector clients. **Strengths:** *"Avram is a very smart and thoughtful lawyer."*

Thomas Moseley is highlighted for his considerable expertise in criminal immigration matters, and for his excellent handling of contentious immigration issues. **Strengths:** *"He is fantastic; he's very well respected and super knowledgeable."*

Zachary M. Nightingale of Van Der Hout Brigag-

liano & Nightingale LLP comes highly recommended for work on deportation and asylum cases. He is notable for his advice on immigration issues stemming from criminal convictions.

Strengths: “He is very highly regarded.” “He is a really good litigator with a very nice practice.”

Deborah Notkin of Barst Mukamal & Kleiner LLP possesses a wealth of expertise in immigration issues facing employers. She is particularly well-versed in matters relating to PERM labor certification. **Strengths:** “Deborah is a leading light in this space.”

Angelo Paparelli of Vialto Parners is highly experienced in an array of immigration issues, including EB-5 compliance and residency application matters. **Strengths:** “Angelo is very smart, very experienced and generous with his time and knowledge.” “He is a thought leader.”

Mary Pivec of Pivec & Associates PLLC represents a range of employers in business-critical immigration matters. She frequently handles I-9 compliance issues.

Gordon Quan of Quan Law Group, PLLC is an esteemed figure in the field with an array of expertise on immigration issues. He is especially

active on deportation defense matters. **Strengths:** “Gordon is a go-to lawyer.”

Suzanne Seltzer of The Seltzer Firm, PLLC is praised for her adept representation of higher education institutions and research organizations. She frequently advises clients on O-1 visa matters. **Strengths:** “Suzanne is a critical thinker and very highly regarded.”

Carl Shusterman has substantial experience in the area of corporate immigration law. **Strengths:** “Carl is so informative, he provides a lot of knowledge.”

Sarah Lea Tobocman of Gunster frequently provides advice on visa applications and renewals for employers in a variety of sectors, including health-care, technology and banking. **Strengths:** “She is very responsive and commercial in her approach.” “Having the deep background of experience that Sarah pulls from allows us to overcome obstacles. She provides clear options which simplify confusing situations.”

Marc Van Der Hout of Van Der Hout Brigagliano & Nightingale LLP is well regarded for his expertise in immigration litigation and visa applications. His wide-ranging experience spans asylum, depor-

tation, citizenship and naturalization. **Strengths:** “Marc is a leading litigator in immigration who has changed so many lives in the fight for immigrant rights.” “He is an extraordinary and talented lawyer.”

Kathleen Campbell Walker (see p.3277) of Dickinson Wright PLLC is an esteemed figure in the market who frequently assists clients in the catering, education and technology sectors with compliance-related issues. Her broad practice includes advising on H-1B petitions. **Strengths:** “Kathleen is very strong on US-Mexico border issues.” “She is a leading light.”

Stephen Yale-Loehr of Miller Mayer LLP is renowned in the field for his work on EB-5 immigration matters. **Strengths:** “He is an excellent lawyer.”

Paul Zulkie of Zulkie Partners LLC possesses a wealth of experience in immigration policy matters. He is well-versed in employment-based immigration issues, and frequently advises corporate clients. **Strengths:** “Paul is someone who is respected, seasoned and influential.”

Impact Investing Nationwide

Impact Investing
Leading Firms
Band 1
Morgan Lewis & Bockius LLP
Morrison Foerster
Band 2
Cooley LLP
Kirkland & Ellis
Orrick, Herrington & Sutcliffe LLP
RPCK Rastegar Panchal
Band 3
Clark Hill
Foley Hoag LLP
Ropes & Gray LLP
Simpson Thacher & Bartlett LLP
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

Impact Investing
Leading Individuals
Band 1
Mac Cormac Susan Morrison Foerster *
Panchal Chintan RPCK Rastegar Panchal *
Band 2
Barnette Jennifer Cooley LLP
Brusewitz Mary Rose Clark Hill
Farmer Alexandra Kirkland & Ellis LLP *
Inbar Tomer Morgan, Lewis & Bockius LLP
Teicher Perry Orrick, Herrington & Sutcliffe LLP
Band 1

Morgan Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP houses a well-respected impact practice, offering notable services to fund managers and investors in connection with fund formation and operational matters. The groups advises on a plethora of impact funds, including private equity, hedge funds and hybrid committed capital funds.

The firm also counsels on innovative strategies for organized impact, utilizing corporate restructuring, blended finance and company formation models to incorporate and or promotion mission. The team is further noted for their active nonprofit management practice and their regulatory expertise in the impact space.

Notable practitioners

Tomer Inbar is highly sought after by nonprofits for his extensive expertise advising on innovative structures and programs in the areas of poverty, community, education and environment.

Morrison Foerster

What the team is known for Morrison Foerster houses a widely respected practice known for its extensive representations of family offices, fund sponsors, nonprofits and social enterprises. The firm continues to attract high caliber investors in the energy and environment spaces. The firm is valued for its expertise in structuring and operating all manner of funds, debt and equity-related

investments to incorporate and or promote mission. The group offers an integrated service, leveraging expertise in tax, venture-capital, banking and finance and M&A to structure and document impact transactions.

Notable practitioners

Susan Mac Cormac (see p.628) cochairs the Social Enterprise and Impact Investing practice at the firm. She is admired for her representation of foundations, family offices and private equity funds in complex and innovative structured investments. Susan is a go-to for impact investing in the climate and energy space.

Band 2

Cooley LLP

What the team is known for Cooley LLP is an established name in the venture capital funds market that is lauded for its advice on an array of fund formation operations in the impact space. The group frequently represents technology and life sciences companies actively seeking to achieve mission-based objectives.

Notable practitioners

Jennifer Barnette is recommended for her representation of venture capital investors, family offices and late stage private companies in complex transactions in the impact space.

Kirkland & Ellis

What the team is known for Kirkland & Ellis is a go-to for a wide array of investors. The firm houses a strong fund formation team that is well-regarded throughout the impact space. The firm frequently advise clients on matters related to climate funds. The group also provides counsel on mergers and acquisitions and other transactional issues.

Notable practitioners

Alexandra Farmer (see p.550) heads the ESG and impact practice. She provides deft representation to private equity firms, sponsors, corporations and lenders on fund formation and other transactional matters in the impact space.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP is highly sought after by venture capital funds, nonprofits and investment managers on structured finance and fund formation in the impact space. The firm leverages expertise in M&A, private equity, energy and technology to provide thorough client representation on impact investment transactions.

Notable practitioners

Perry Teicher leads the impact finance and investment practice. He is an accomplished impact practitioner who specializes in representing companies, sponsors, family offices and tax-exempt organizations in a wide array of transactions, including mergers and acquisitions, fund formation and IPOs.

RPCK Rastegar Panchal

What the team is known for RPCK Rastegar Panchal is a well-regarded boutique dedicated to supporting family offices and fund managers on a variety of innovative capital structures. The firm provides a comprehensive service, leveraging experience in corporate securities, fund formation and M&A to structure and document impact transactions. The team is further noted for its expertise in blended finance.

Notable practitioners

Chintan Panchal (see p.661) is admired for his expertise in counseling mission-aligned investors and social enterprises on capital investments in the impact space. He offers notable expertise in mergers and acquisitions, private equity and finance.

Band 3

Clark Hill

What the team is known for Clark Hill PLC is respected for its strength in helping funds invest in a variety of sectors, including microfinancing, energy, sanitation and housing. The team's expertise includes structured financing, joint ventures, restructurings and blended capital structures. The group is further noted for its international

transactional capability.

Notable practitioners

Mary Rose Brusewitz is an experienced impact investment practitioner representing an array of clients in international transactions, with a focus on emerging and developing markets. She has strength in debt and equity investing, capital fund raising, structured financings and joint ventures.

Foley Hoag LLP

What the team is known for Foley Hoag LLP is home to a robust impact investing practice. The firm offers experience in representing a wide array of funds and investors in structuring and implementing innovative investment strategies in the climate and energy spaces. The group is also well versed in advising on impact measurement and management.

Notable practitioners

Meredith Haviland and **Jennifer Audeh** in Boston are key contacts.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP is held in high regard in the market for its impact investing practice. The team has significant experience advising on a plethora of issues, such as fund formation and operation, leveraged finance, tax and private equity transactions. The group is further praised for their use of innovative strategies to achieve mission-based objectives.

Notable practitioners

Michael Doherty is co-head of the firm's global asset management group and is based in New York.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is regularly sought out by private equity funds, family offices, nonprofits and foundations in the impact space. The group offers experience advising on fund formation and operational matters, as well as other impact-related transactional matters.

Notable practitioners

Emily Holland based in DC is a key contact.

Insurance Dispute Resolution: Insurer Nationwide

Insurance: Dispute Resolution: Insurer	
Leading Firms	
Band 1	
Crowell & Moring LLP	
Simpson Thacher & Bartlett LLP	
Stephoe LLP	
Band 2	
Clyde & Co LLP	
Cozen O'Connor	
Dentons	
Kennedys CMK	
O'Melveny & Myers LLP	
Band 3	
BatesCarey LLP	
Cahill Gordon & Reindel LLP	
Chaffetz Lindsey LLP	
DLA Piper LLP (US)	
Duane Morris LLP	
Smith, Gambrell & Russell, LLP	
Troutman Pepper	
Band 4	
Gordon Rees Scully Mansukhani, LLP	
Hinshaw & Culbertson LLP	
Husch Blackwell LLP	
Mintz	
Nicolaidis Fink Thorpe Michaelides Sullivan LLP	
Phelps Dunbar LLP	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Matthews Philip R. Duane Morris LLP*	
Rocap III James Steptoe LLP	
Warin Roger Steptoe LLP	
Leading Individuals	
Band 1	
Foggan Laura A. Crowell & Moring LLP*	
Ruggeri James P. Ruggeri Parks Weinberg LLP (ORL) ◇	
Band 2	
Carroll Christopher Kennedys CMK	
Fleischer Adam H. BatesCarey LLP	
Friedman Bryce L. Simpson Thacher & Bartlett LLP*	
Ianniello Antonia B. Steptoe LLP	
Kalish Paul W. Mintz Levin Cohn Ferris Glovsky and Popeo	
Koepff Paul Clyde & Co LLP	
Lee Harry Steptoe LLP	
Moskowitz Keith Dentons	
Rosenthal Thorn Cahill Gordon & Reindel LLP	
Schiavoni Tancred O'Melveny & Myers LLP	
Warner Margaret H. McDermott Will & Emery (ORL) ◇*	
Ziemianski Joseph Cozen O'Connor	
Band 3	
Celebrezze Bruce Clyde & Co US LLP	
Goetz Richard O'Melveny & Myers LLP	
Gordon Sarah Steptoe LLP	
Kent Ronald D. Dentons	
McNally Daren Clyde & Co US LLP	
Moss Alycen Cozen O'Connor	
Plevin Mark Crowell & Moring LLP*	
Stern Max Duane Morris LLP*	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Insurance Dispute Resolution: Reinsurance	
Leading Individuals	
Band 1	
Attisani David Choate Hall & Stewart LLP (ORL) ◇	
Chaffetz Peter Chaffetz Lindsey LLP	
Band 2	
DiGiovanni Nick J. Locke Lord LLP (ORL) ◇*	
Keely Sean Smith, Gambrell & Russell, LLP	
McCullough Joe Smith, Gambrell & Russell, LLP	
Schwartz Steven Chaffetz Lindsey LLP	
Band 3	
Bates, Jr. Robert J. BatesCarey LLP	
Cunningham Thomas Sidley Austin LLP (ORL) ◇*	
FitzMaurice Daniel L. Day Pitney LLP (ORL) ◇	
Jacobson Michele Steptoe LLP	
Moss Cecilia Chaffetz Lindsey LLP	

Band 1**Crowell & Moring LLP**

What the team is known for Crowell & Moring LLP possesses deep reinsurance expertise, particularly with regard to matters in the life, health and property, and casualty spheres. It handles litigation as well as arbitration and other forms of alternative dispute resolution, with experience in domestic and international markets. The firm can advise insurance companies both as reinsurers and as cedents as well as brokers and intermediaries. In addition, it demonstrates strength in environmental, professional liability and insolvency issue coverage disputes.

Strengths

"Crowell & Moring has expertise in insurance, bankruptcy and litigation so it can provide the depth and breadth needed for complex problems for insurers."

"The attorneys I have worked with have very strong experience in insurance coverage and are very responsive to their clients."

"They are experienced, terrific counsel with a strategic approach to legal problems. They think outside the box and find innovative solutions."

Notable practitioners

Laura Foggan (see p.1324) attracts praise on a nationwide level for her insurance practice. She routinely represents insurance carriers in significant coverage disputes and is highly experienced in appellate work. **Strengths:** "Laura is incredibly analytical, a terrific writer and has a great sense of legal strategy." "Laura is an industry icon. She is a talented and experienced coverage attorney with strong trial and appellate knowledge." "Laura is simply in the very top class of insurance industry advocates, thought leaders and strategic thinkers."

Mark Plevin (see p.1061) maintains a broad practice, including disputes pertaining to cyber attacks, professional liability and other mass torts. He is also recognized for his expertise in bankruptcy litigation. **Strengths:** "He's a strong litigator with loyal clients."

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is renowned in the market as an accomplished trial and coverage firm that offers

quality representation to clients in the insurance industry. Able to handle both direct insurance and reinsurance matters with equal flair, it is also adept at handling the most complex of disputes regarding insurers' business practices. Often called on in cases involving significant exposure, the team is skilled in handling catastrophic event liability issues and bad faith disputes and acts for an enviable client roster of market-leading insurance providers.

Strengths

"Simpson Thacher has a sterling reputation and handles complex work."

"The team is exceptional – their drafting is incredible and they are on top of every detail."

"They have a good bench of talented attorneys and have performed exceptionally well in relation to very complex disputes."

Work highlights Simpson Thacher represented Chubb in a case filed by University of Southern California against certain Chubb insurance companies asserting claims of coverage relating to allegations of sexual abuse and harassment by former USC health center gynecologist, George Tyndall.

Notable practitioners

Bryce Friedman (see p.2572) has a broad insurer-side practice incorporating both long-tail liability litigation and emerging areas of coverage, such as data breach claims. **Strengths:** "He is a great strategist who's also great in court." "Bryce is a stand-out lawyer, he sees the nuances in every situation and is unmatched in strategic insight." "Bryce is always willing to look at things in a different way and challenge the way things work."

Stephoe LLP

What the team is known for Steptoe LLP fields a highly respected litigation group with the ability to counsel clients on a broad range of coverage issues, including considerable expertise in both the direct insurance and reinsurance industry. It frequently takes the lead on complex, multiparty suits such as long-tail asbestos and product liability claims and has further, extensive capability in an array of sophisticated London and Bermuda market disputes.

Strengths

"The firm provides an excellent quality of work."

"They are very thoughtful and thorough when coming up with a litigation strategy."

"The team is technically strong and offers a high level of service."

Work highlights Steptoe advised several AIG companies in an action in New Jersey concerning coverage for environmental damages resulting from the release of dielectric fluid into the Hudson River.

Notable practitioners

James Rocap maintains a market-leading practice, primarily focused on acting on behalf of international insurance companies in environmental, personal injury and toxic tort class action disputes. **Strengths:** "James is a very thoughtful and respected lawyer." **Roger Warin** is a highly regarded attorney and a recognized powerhouse

in coverage litigation. He regularly handles national, high profile disputes, including cyber loss liability and environmental pollution matters. **Strengths:** “Roger is the guy you want on your side when the stakes are high. He is one of the top few I’ve worked with on insurance litigation.” **Antonia Ianniello** has substantive experience in complex insurance matters linked to issues such as environmental pollution and the Anti-Terrorism Act. She heads the litigation department at Steptoe LLP. **Strengths:** “Toni is exceptional – she is adept at negotiating personalities, settlements and internal and external conflicting priorities.” **Harry Lee** is a well-regarded insurance coverage practitioner. He is highlighted for his strengths in environmental coverage claims and disputes arising out of professional liability policies. **Strengths:** “If you have a big case with a lot of moving parts, Harry is good at handling that, synthesizing it and making sure all the facets and tentacles are being addressed.” “Harry is one of the most prominent insurance carrier coverage lawyers in the country.” **Sarah Gordon** is recognized for her work litigating insurance disputes, including those related to cybersecurity and personal injury claims. **Strengths:** “She is a bright and strategic lawyer.” “Sarah is highly intelligent, a visionary and a pleasure to work with. She is a strong leader too.” **Michele Jacobson** assists insurance clients with coverage disputes and regulatory matters, with additional expertise in insolvency issues. **Strengths:** “She has been in the insurance space a long time and knows everything there is to know about it.” “Michele is one of the best litigators I have ever worked with. Her ability to see the big picture and focus on the important details is uncanny. She’s an absolute delight to work with.”

Band 2

Clyde & Co LLP

What the team is known for Clyde & Co LLP is highly esteemed for the global strength of its insurance practice, which clients utilize across a range of international disputes and arbitrations. Professional liability, financial lines, cyber risk and fine art claims all fall under the group’s remit, with a significant amount of work undertaken for clients in the London market. The team regularly acts for an impressive roster of domestic and international insurance industry clients in complex, high-stakes matters.

Strengths

“They are experts in the field. They know how we work and what we need.”

“The lawyers at Clyde & Co are highly skilled and very capable to address complex matters.”

“I always get a response the same day – normally within the hour. The team is extremely diligent and hardworking.”

Notable practitioners

Paul Koepff is a highly seasoned litigator and appellate attorney with a standout practice in both insurance and reinsurance disputes. He receives praise for his expert handling of sensitive and complex claims arising from sexual misconduct. **Bruce Celebrezze** is an experienced insurance practitioner who regularly handles

high value coverage disputes for leading insurance companies. **Strengths:** “Bruce delivers very high quality work.” “Bruce is a well known, sharp and aggressive litigator with a very good reputation.” “Bruce is experienced and commands a lot of respect.” **Daren McNally** represents insurers in a variety of coverage disputes, including environmental contamination, business interruption, personal injury and asbestos claims. **Strengths:** “Daren is a go-to for complex, high-stakes cases. He is very strong technically and is creative and thoughtful too.” “He’s fantastic with clients and is a fantastic coverage lawyer.” “Daren is knowledgeable and great to work with.”

Cozen O’Connor

What the team is known for Cozen O’Connor fields a group with broad geographical scope that allows for strong representation of industry clients in a broad range of disputes work. It tackles claims concerning a range of coverage issues, policy exclusions, subrogation and remediation and demonstrates wide capabilities in everything from bodily injury and asbestos through to property damage and defective construction. The team is also recognized for its considerable expertise in handling complex coverage issues arising from large scale catastrophic events and is experienced in professional liability matters, including D&O and E&O-related claims.

Strengths

“The team does a good job of getting to heart of the issue and laying out what needs to get done.”

“The team is very experienced, with diverse specializations among staff.”

“Cozen O’Connor has fine litigators with a wealth of experience representing insurance companies.”

Work highlights Cozen O’Connor represented Allied World National Assurance Company as coverage counsel regarding claims made by former athletes of the National Collegiate Athletic Association that the NCAA concealed the dangers associated with concussive blows.

Notable practitioners

Joseph Ziemianski is cochair of the Cozen O’Connor global insurance department. He is a skilled litigator with experience in wide range of coverage disputes including professional, property and casualty lines of insurance. **Strengths:** “Joe is very intelligent, reasonable and approachable.” **Alycen Moss** is co-vice chair of Cozen O’Connor’s global insurance department and regularly advises clients on insurance coverage disputes and indemnification issues. She has notable expertise in the trucking and property industries. **Strengths:** “Alycen Moss’s commitment to her craft in the legal profession and to her clients is above and beyond that of her peers. I admire and appreciate her as a colleague in this industry.” “Alycen has been excellent to work with on all matters.”

Dentons

What the team is known for Dentons delivers comprehensive advice to insurers on disputes of all kinds, from coverage litigation and bad faith claims through to class actions and mass torts. It has excellent litigation capability in addition to strong regulatory credentials, allowing for an extensive offering across the insurance industry.

The team exhibits notable expertise in related securities litigation and captive disputes.

Strengths

“Dentons has a strong practice, a deep bench and handles high value matters.”

Work highlights Dentons represented Genworth in a series of class actions challenging its premium increases for long-term care insurance policies, asserting claims including fraud by omissions, breaches of contract, violations of numerous states’ Unfair Trade Practices and Consumer Protection Laws, among others.

Notable practitioners

Keith Moskowitz is an accomplished trial lawyer noted for his expertise in insurance coverage matters. He is regularly called upon to represent his clients in insurance-related class actions and bad faith disputes. **Strengths:** “He can put a great brief together and his advocacy is great. In a very complex case he can explain it to the judge in a nice way.” “Keith is very effective in court and writes strong briefs.” “Keith is one of the best trial lawyers in the market.” **Ronald Kent** is a distinguished practitioner with a wealth of experience in contentious insurance matters. He enjoys a strong reputation for his handling of such sensitive coverage issues as sexual abuse claims and opioid litigation. **Strengths:** “Ron is a very strong litigator who is good at trial.” “Ron is technically proficient in the legal advice and service that he provides.”

Kennedys CMK

What the team is known for Kennedys has a robust insurance offering in the US, with high quality teams based in a number of key locations. The firm can advise on insurance coverage of all types, including business interruption, construction, product liability and personal injury, as well as having expertise in insurance matters linked to bankruptcy.

Strengths

“Kennedys do the most complex, highest-exposure work.”

“They provide exceptional work product.”

Work highlights Kennedys represented TIG Insurance Company, The North River Insurance Company and the United States Fire Insurance Company in coverage litigation against the National Football League arising from multidistrict concussion litigation.

Notable practitioners

Christopher Carroll is adept at handling an array of insurance coverage disputes on behalf of insurance carriers. He is particularly well regarded for his expertise in cases involving cybersecurity and environmental issues, among other areas. **Strengths:** “Chris is an exceptional talent who provides smart solutions to the thorniest problems.” “Chris is a visionary, the complete package. From seemingly impossible starting points, Chris is capable of using his unique blend of intellectual horsepower and commercial radar to view scenarios in a three dimensional format to present a fresh analysis and game plan. He is peerless in my view.” “Chris is adept at both strategy and thinking on his feet with an excellent knowledge of the law.”

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP fields a highly experienced team of established practitioners offering a dual focus on insurance coverage and bankruptcy matters, allowing effective representation of clients during protracted and complex asbestos suits across the country. It also handles a myriad of other claims in the environmental, toxic tort and product liability arenas, appearing in cases in state, federal and appellate courts as well as in arbitrations. Notably, the team has further skills in the handling of international matters including significant London market work and offers additional experience in complex reinsurance matters.

Strengths

"They're excellent lawyers and appellate specialists."

"They're my go-to for anything significant – the quality of representation and communication is consistent across offices."

"The firm has a strong presence, is very sophisticated and undertakes complex work."

Work highlights O'Melveny & Myers represented Century Indemnity in challenging the Diocese of Camden's proposed Chapter 11 bankruptcy plan on the basis of bias against the Diocese's insurance carriers' interests.

Notable practitioners

Tancred Schiavoni is a skilled insurance practitioner with notable experience in bankruptcy-related disputes and environmental coverage litigation. He also cochairs O'Melveny & Myers' insurance practice. **Strengths:** *"Tancred is a very well known, really smart insurance lawyer." "He is very talented, smart and strategic." "He has a very good understanding of the insurance industry as a business." Richard Goetz brings over three decades of experience to his representation of insurance carriers in complex, high-stakes and cross-border disputes. Strengths: "Richard has excellent technical ability. He provides pragmatic judgment, he's a strategic thinker and a very good communicator with senior management." "He's a very knowledgeable and experienced lawyer."*

Band 3

BatesCarey LLP

What the team is known for BatesCarey LLP has a leading insurance practice in Chicago that is also well regarded for its ability to handle matters across the US. The team has a broad range of coverage expertise than includes D&O, business interruption and environmental contamination, with notable involvement in cases arising from the opioid crisis and COVID-19 losses.

Strengths

"The team provides excellent client service and is very timely. They are attentive, friendly and direct in their advice; you hear it straight."

"BatesCarey understand the needs of the client. The team communicates in an efficient and cost-effective way and obtains excellent results."

"The quality of their service is outstanding, as is their responsiveness."

Work highlights BatesCarey advised Swiss Re, Aspen, Great American, Medmarc, Navigators

and Munich Re in seeking insurance coverage in a multidistrict litigation against opioid manufacturers, distributors and retailers, resulting in claims involving billions of dollars in potential losses.

Notable practitioners

Adam Fleischer has experience handling a wide range of insurance coverage disputes, including those arising from toxic exposure, business interruption and construction defects. **Strengths:** *"Adam is not only a skilled lawyer but he provides advice in a digestible format that furthers decision making." "Adam Fleischer stands out as both intellectually gifted and professional in demeanor."*

Robert Bates offers extensive expertise in representing global reinsurers in complex disputes. He is adept at acting in litigation as well as in arbitrations. **Strengths:** *"Bob is the most practical, hands-on, roll-up-his-sleeves law firm principal I have ever met." "We could not run our business successfully without Bob's valuable guidance and legal insights."*

Cahill Gordon & Reindel LLP

What the team is known for Cahill Gordon & Reindel LLP provides superb reinsurance expertise, including deep knowledge of Bermuda Form arbitrations, alongside an impressive capacity for undertaking class action defense and coverage litigation on behalf of major domestic insurers and financial institutions. Additionally, the team displays notable capabilities advising on London market matters and handles issues as diverse as environmental contamination, trade credit, professional liability and political risk. It is also skilled in D&O liability issues, asbestos claims and insurance-linked securities disputes.

Strengths

"The team knew about the commercial intricacies of our business."

"The team has great expertise and is client-friendly."

"Cahill is an excellent law firm that is always responsive and never drops the ball."

Work highlights Cahill Gordon & Reindel represented Swiss Re regarding a \$100 million insurance layer on its GM E&O program with respect to claims by subprime borrowers against ResCap.

Notable practitioners

Thorn Rosenthal is well-versed in representing the world's largest insurance carriers in high-stakes disputes. He possesses additional expertise in reinsurance arbitrations. **Strengths:** *"Thorn is a stellar lawyer with a tremendous amount of experience." "He is unbelievably smart."*

Chaffetz Lindsey LLP

What the team is known for Boutique disputes firm Chaffetz Lindsey LLP has a deep bench of experience in insurance litigation and arbitration. The firm tackles coverage disputes across the country, as well as those with international elements, including matters pertaining to the reinsurance industry.

Strengths

"The firm specializes in complex, multifaceted litigation."

"Chaffetz has a strong team of attorneys with experience in insurance and reinsurance disputes. They are leaders in the field in unpacking complex mat-

ters and dealing with each element and issue of a dispute."

Work highlights Chaffetz Lindsey represented AIG in multiple pieces of litigation brought against three insured lead paint manufacturers, which were ordered by a California state court to pay over \$1 billion to remove lead paint from homes.

Notable practitioners

Peter Chaffetz earns respect in the market for his leading reinsurance and insurance coverage practice. He is routinely called upon to act for global insurance carriers in litigation, arbitrations and appeals. **Strengths:** *"Peter is smart and a good tactician." "Peter has huge experience in the field of insurance and reinsurance and unparalleled knowledge. He's one of the outstanding insurance litigators of his generation." "He is simply one of the best lawyers in the country." Steven Schwartz offers a wide range of experience in reinsurance and insurance matters, including disputes arising from inaccurate representations and warranties claims.*

Strengths: *"Steven demonstrates great knowledge and commercial and tactical nous." "Steve is a go-to attorney for reinsurance disputes. He has vast knowledge and experience in both routine and complex matters." "He is a great lawyer who delivers time after time." Cecilia Moss enjoys a strong reputation among insurance and reinsurance clients for her expertise in complex litigation. She is particularly adept at handling chemical exposure and personal injury disputes. Strengths: "She always keeps the commercial aspects of a matter in mind when providing guidance and advice."*

DLA Piper LLP (US)

What the team is known for DLA Piper LLP operates a respected insurance practice that is complemented by a strong global network. It represents insurance and reinsurance clients in both litigation and arbitrations, with particularly strong expertise in matters concerning representations and warranties insurance.

Strengths

"DLA Piper has experienced litigators who understand the way claims need to be managed to achieve the best results."

"The team understands the industry and serves clients well."

Work highlights DLA Piper represented Tokio Marine Kiln in a cross-border reinsurance dispute that arose from the fatal crash in Columbia of a Bolivian airliner carrying the Brazilian football team, Chapecoense.

Notable practitioners

Aidan McCormack is a key contact in the New York office of DLA Piper.

Duane Morris LLP

What the team is known for Duane Morris represents insurers in virtually all lines of coverage, with its robust disputes practice bolstered by key regulatory and reinsurance expertise. It also handles litigation and arbitrations of the highest complexity, as well as large environmental claims and commercial general liability cases. The team offers clients expertise both at trial and on appeal and provides notable capability in relation to bankruptcy and market conduct matters as part of an all-encompassing insurance practice.

Strengths

"The Duane Morris attorneys are very well versed in coverage and are willing to look into novel issues."

"The firm has an excellent ability to handle multiple complex matters and the attorneys are extremely responsive."

Work highlights Duane Morris represented The Continental Insurance Company in coverage litigation against Southern California Gas and Sempra arising from a \$1.8 billion settlement in connection with a 2015 gas well blowout that led to homeowner evacuations and approximately 40,000 personal injury claims.

Notable practitioners

Philip Matthews (see p.1048) offers a wealth of experience in coverage disputes and wins praise for his continuing successes in long-tail litigation. He is adept at handling a range of disputes, including those relating to asbestos and sexual abuse claims. **Strengths:** *"Phillip is experienced and knowledgeable."* **Max Stern** (see p.1076) is regularly retained by insurance carriers to litigate an array of disputes, including those arising from pollution, professional liability, bad faith and breach of contract claims. He also serves as chair of the insurance team within Duane Morris LLP's trial practice group. **Strengths:** *"Max Stern is simply the best in the business when it comes to professional liability insurance."* *"He's a really strong, smart and experienced litigator."*

Smith, Gambrell & Russell, LLP

What the team is known for Smith, Gambrell & Russell is recognized for its national strength acting on behalf of insurers and reinsurers facing complex and high value coverage litigation. The team handles cases arising from personal injury claims, including asbestos and talc-related matters. The firm has additional strength in commercial business interruption, breach of contract and fiduciary duty-related claims. It offers additional strengths in arbitrations.

Strengths

"Smith, Gambrell & Russell attorneys are strategic thinkers who will tailor their advice to the commercial realities of a given situation."

"It's a strong team of experienced and very capable lawyers, who are always responsive. I am always comfortable they are acting in the client's best interests, whether this is from a legal or commercial perspective."

"The team is creative in strategy and solutions."

Work highlights Smith, Gambrell & Russell represented Employers Reassurance Corporation in arbitration with American United Life Insurance Company over funding for a trust account securing ERAC's obligations under reinsurance agreements for AUL's long-term care business.

Notable practitioners

Chicago-based head of the insurance and reinsurance practice Joe McCullough is a key contact.

Sean Keely has a wealth of experience in commercial and reinsurance-related litigation. He also offers expertise in matters concerning insurer insolvencies. **Strengths:** *"Sean is a good technician."* *"His strongest point is understanding client needs and finding strategic and creative ways to meet those needs."* *"Sean is a great trial lawyer."*

Joe McCullough focuses his practice on repre-

senting international reinsurer clients in a broad range of disputes. He leads Smith, Gambrell & Russell's insurance/reinsurance industry group.

Strengths: *"No one understands the reinsurance dispute resolution practice better than Joe. His sophistication and responsiveness are world class."*

"Joe is one of the top attorneys in the reinsurance arbitration business."

Troutman Pepper

What the team is known for Troutman Pepper runs an extensive insurance coverage practice from offices across the US. It attracts praise for representing major insurers in high value and complex coverage matters, including D&O, breach of contract and professional liability.

Strengths

"Troutman is always keenly aware of the client's business and commercial needs."

"Troutman has a depth of partners and associates with different areas of expertise, and we trust that they will be able to staff matters accordingly."

"Troutman's lawyers are extremely responsive and their service level is unmatched."

Work highlights Troutman Pepper represented certain underwriters at Lloyd's London in connection with coverage under a performance indemnity policy issued by certain underwriters for losses allegedly suffered during the production and filming of season six of TV show House of Cards following the suspension of Kevin Spacey from the show.

Notable practitioners

Charles Blair in Washington, DC and Terrence McInnis and Kevin Kieffer in California are key contacts.

Band 4**Gordon Rees Scully Mansukhani, LLP**

What the team is known for Gordon Rees Scully Mansukhani, LLP is widely sought after by national insurance sector clients facing a wide array of coverage disputes as well as bad faith claims. The firm has additional capabilities in class actions and appellate litigation. Its broad base of expertise includes professional liability, construction and bankruptcy-related issues.

Strengths

"They understand our niche market and are very aware of what is important to our company."

"They have a real expertise in insurance contracts and they have a number of excellent litigators."

Notable practitioners

San Francisco-based David Capell is a key contact at the firm.

Hinshaw & Culbertson LLP

What the team is known for Hinshaw & Culbertson LLP is a highly regarded insurance practice noted for its considerable expertise representing carriers in a wide array of coverage disputes, both in litigation and arbitration. The team has experience handling claims arising from personal injury, professional liability and business interruption. It adeptly assists both domestic and international clients.

Strengths

"They help you get to a resolution as quickly and efficiently as possible."

"Hinshaw & Culbertson really takes the time to understand our business and how we operate. We can always count on the firm to assist us."

"They are thorough and communicative."

Notable practitioners

Chicago-based Scott Seaman and Fort Lauderdale-based Rory Jurman are key contacts at the firm.

Husch Blackwell LLP

What the team is known for Husch Blackwell LLP has a sophisticated insurance sector practice, which sees the firm represent carriers in a wide array of complex coverage disputes, with additional capabilities in transactions and regulatory compliance. The team has experience spanning D&O, product liability and property damage-related claims, among others.

Strengths

"The law firm offers excellent commercial awareness and sound advice."

"Husch Blackwell has a strong bench strength and a high level of expertise."

"The team was responsive, provided timely and substantive updates and helped to obtain favorable results."

Work highlights Husch Blackwell represented West Bend Mutual Insurance Company in a declaratory judgment action with respect to narrow language in an additional insured endorsement.

Notable practitioners

Dallas-based Scott Davis heads the firm's national insurance coverage and litigation team.

Mintz

What the team is known for Mintz possesses a robust and broad based insurance offering, acting on behalf of insurer and reinsurer clients on a wide range of coverage suits, arbitrations and bad faith claims. The firm has experience appearing before state and federal courts, as well as specialist bankruptcy courts. Its broad base of expertise encompasses property, casualty and D&O related claims, among others.

Strengths

"Mintz provides good in-depth analysis and is understanding of its clients' needs."

"The firm's efficient use of a multi-tiered team to deliver cost effective results brings tremendous value."

"Mintz has incredible depth from first-chair litigators to talented junior associates."

Notable practitioners

Paul Kalish impresses sources with his highly active practice and extensive involvement in trail-blazing, high profile and sophisticated coverage disputes, including class action litigation and sports-related head injury claims. **Strengths:** *"Paul is very sharp, very smart and highly regarded."* *"Paul is our go-to person. He gets back to me quickly and is able to have candid conversations about how things are developing."*

Nicolaides Fink Thorpe Michaelides Sullivan LLP

What the team is known for Nicolaides Fink Thorpe Michaelides Sullivan LLP is a renowned

insurance boutique with widespread expertise across the sector, acting on behalf of insurers, reinsurers and underwriters. It excels in handling complex coverage litigation as well as arbitrations and appeals. The firm is particularly strong in long-tail asbestos, environmental and sports injury-related claims.

Strengths

"Nicolaides Fink are coverage specialists and deliver excellent work."

"Nicolaides Fink has produced excellent results in complex matters with tight deadlines."

"They have provided very detailed, thoughtful analysis of insurance coverage issues."

Notable practitioners

Managing partner Richard Nicolaides is a key contact at the firm.

Phelps Dunbar LLP

What the team is known for Phelps Dunbar LLP has a broad based insurance sector practice which sees it handle both domestic and cross-border matters on behalf of insurers, brokers and underwriters. It expertly handles a wide array of coverage litigation as well as assisting with regulatory matters. The firm has experience in claims concerning personal injury, property and commercial general liability, among other issues.

Strengths

"Phelps Dunbar is incredibly skilled in their area of expertise. They provide reliable, proactive and strategic legal advice understanding the audience and market place."

"They provide great attention to detail and strategy. They are quick to respond to client inquiries and keep the client posted on matters as they develop."

"The matters we work with them on involve multiple lines and require sophisticated analysis. The team not only has experienced, qualified partners but also other senior lawyers and associates with a great deal of insurance coverage and related litigation experience."

Work highlights Phelps Dunbar LLP represented Scottsdale Insurance Company as general liability and umbrella liability insurer to an entity involved in the 2021 Astroworld Music Festival in connection with claims asserted against the entity by thousands of attendees who alleged injuries from the Festival.

Notable practitioners

Raleigh-based Kevin O'Brien and Tom Contois are key contacts at the firm.

Other Ranked Lawyers

David Attisani of Choate Hall & Stewart is regularly retained by market-leading reinsurers for representation in high-value disputes arising from natural and man-made disasters, among others.

Strengths: *"He is fantastic – knowledgeable, experienced and responsive." "David is meticulous, a strong advocate and communicator who explores every avenue for his client." "David has extraordinary legal expertise. We have the highest confidence in the quality of his legal work, both briefing and oral argument."*

Thomas Cunningham (see p.1716) maintains a respected insurance and reinsurance practice and is well regarded for his expertise in bad faith and allocation disputes. He works closely with health and property-casualty insurers and demonstrates

impressive cross-border expertise.

Nick DiGiovanni (see p.1718) is recognized in the market as a leading reinsurance specialist, bringing over three decades of experience representing reinsurers and insurance carriers. He also heads Locke Lord LLP's reinsurance and insurance litigation groups. **Strengths:** *"Nick is the best litigator I have ever worked with."*

Daniel FitzMaurice of Day Pitney LLP is an experienced commercial litigator frequently sought after to handle reinsurance cases. **Strengths:** *"He has an excellent reputation for litigation and he's good to work with."*

James Ruggeri maintains an excellent reputation for his sophisticated insurance coverage litigation practice, counting national market-leading insurance carriers among his client roster. **Strengths:** *"Jim is a very smart lawyer who is savvy and understands legal complexities." "Jim Ruggeri is an icon in insurance coverage litigation." "Jim Ruggeri is the absolute best in his field."*

Margaret Warner (see p.1371) is a respected attorney who is acknowledged for her extensive capabilities in coverage litigation, reinsurance arbitrations and appeals for insurance industry clients. Her recent experience includes environmental, asbestos, sports injury and bad faith liability claims. **Strengths:** *"Peg is the best trial lawyer I have ever worked with." "She has deep knowledge and experience and provides the highest level of client service." "Peg is a tireless advocate and a force to be reckoned with. We are always grateful she is in our corner and there's no one we'd rather have representing us."*

Insurance Dispute Resolution: Policyholder Nationwide

Insurance Dispute Resolution: Policyholder	
Leading Firms	
Band 1	Band 1
Covington & Burling LLP	Covington & Burling LLP
Band 2	
Anderson Kill PC	
Blank Rome LLP	
Reed Smith LLP	
Band 3	
Cohen Ziffer Frenchman & McKenna LLP	
Jones Day	
Morgan, Lewis & Bockius LLP	
Proskauer Rose LLP	
Band 4	
K&L Gates	
Perkins Coie LLP	
Pillsbury	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Covington & Burling LLP

What the team is known for Covington & Burling LLP has superlative bench strength and a level of expertise that set its superb practice apart as the pinnacle of policyholder representation across the USA. It houses some of the industry's most sought-after practitioners as well as an enviable list of blue-chip clients across a vast range of sectors. Consistently involved in the most cutting-edge, high-stakes litigation taking place around the globe, the team offers extensive expertise in acting for clients' interests in arbitration negotiations. The firm is experienced across a spectrum of coverage claims, including property damage, catastrophic loss and mass tort liability, among others.

Strengths

"Covington is a deep firm of excellent people."

"Covington has a really good team with strong subject matter expertise. The lawyers are easy to work with and responsive, with wonderful work product too."

"They do an excellent job understanding the client's needs and responding to them."

Work highlights Covington & Burling assisted Merck & Co. with completing settlements with all 33 of its property insurers relating to Merck's estimated \$1.4 billion losses resulting from the Malware known as NotPetya.

Notable practitioners

John Buchanan (see p.1313) is an experienced attorney who has significant expertise in handling complex insurance coverage disputes. He has notable experience in asbestos and environmental matters. **William Greaney** (see p.1327) is a well-known coverage litigator who typically

Insurance
Dispute Resolution: Policyholder
Senior Statespeople
Senior Statespeople: distinguished older partners
Buchanan John Covington & Burling LLP*
Greaney William Covington & Burling LLP*
Heintz John Blank Rome LLP
Schafner Seth B Covington & Burling LLP*
Leading Individuals
Band 1
Cohen Robin L Cohen Ziffer Frenchman & McKenna LLP
Dolin Mitchell F Covington & Burling LLP*
Engl Anna Covington & Burling LLP*
Horkovich Robert M Anderson Kill PC
Pasich Kirk A Pasich LLP (ORL) ♦ *
Zevnik Paul A Morgan, Lewis & Bockius LLP
Band 2
Brown Donald W Covington & Burling LLP*
Calkins Mary Craig Blank Rome LLP
Childress Tyrone R Jones Day
Ellison John N Reed Smith LLP
Failla John E Proskauer Rose LLP*
Goodwin David B Covington & Burling LLP*
Halbreich David M Reed Smith LLP
Kornfeld Linda D Blank Rome LLP
Lenhart Benedict M Covington & Burling LLP*
Masters Lorelie S Hunton Andrews Kurth LLP (ORL) ♦ *
Murray James R Blank Rome LLP
Passannante William G Anderson Kill PC
Plumer Mark J Pillsbury
Reidy Andrew Nossaman LLP (ORL) ♦
Band 3
Burns Timothy W Burns Bair LLP (ORL) ♦
Cooper James Reed Smith LLP
Frenchman Kenneth H Cohen Ziffer Frenchman
Gillon Peter Pillsbury
Horrigan Courtney Reed Smith LLP
Linde Selena Perkins Coie LLP
Michael Helen Blank Rome LLP
Myers Martin H Covington & Burling LLP*
Shugrue John Reed Smith LLP*
Zola Jared Blank Rome LLP
* Indicates individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

advises corporate policyholders in both state and federal courts. He is well versed in a range of different disputes including mass tort, environmental and IP cases. **Seth Schafner** (see p.2652) is well regarded in the nationwide insurance market, bringing extensive experience with the representation of finance and investment body clients in coverage disputes and risk management. **Strengths:** "He is very talented and knowledgeable." **Mitchell Dolin** (see p.1320) is a first rate policyholder attorney. His areas of expertise include antitrust, employment and mass tort among many others. **Strengths:** "He is very thoughtful and knows the area very well. He is efficient and effective in his advice." "He is a thought leader in the area." "Mitch is experienced and I am impressed with his advocacy." **Anna Engl** (see p.1323) is cochair of Covington's insurance practice group. She is well regarded for her handling of high value and complex matters. Her expertise encompasses a comprehensive range of insurance coverage issues, including those concerning cyber attacks.

Strengths: "Anna is fantastic. She has the right approach when it comes to managing her team, elevating the folks who work with her." "Anna is a rock star in all respects. She is very knowledgeable, responsive and experienced." **Donald Brown** (see p.1004) is a well-regarded insurance coverage practitioner with strong capabilities at trial and appellate level. He offers deep experience to a range of different industries including financial institutions, energy and pharmaceutical companies. **David Goodwin** (see p.1026) has over 35 years' experience representing policyholders in complex insurance disputes. His areas of expertise include property damage and business interruption cases. **Strengths:** "David has encyclopedic knowledge of case law." "He's a very smart intellectual." **Benedict Lenhart** (see p.1340) cochairs Covington's insurance practice group and is noted for his expertise in major insurance coverage disputes including property, product liability and cyber issues. He regularly acts for Fortune 500 companies. **Strengths:** "Working with Ben has been a very good experience. He has been in this field for a long time and has a lot of experience to draw upon." "He is very analytical, happy to discuss the pros and cons, and is open to creative resolutions." **Martin Myers** (see p.1053) is relied upon by prominent policyholder clients for representation in coverage disputes on an international scale. He is particularly experienced in working with high profile clients from the media and technology industries. **Strengths:** "We use him for our most difficult and sensitive disputes." "Martin is experienced and smart, and has good judgment."

Band 2

Anderson Kill PC

What the team is known for Anderson Kill PC fields a high quality team capable of handling multiparty disputes and taking on coverage matters in diverse areas such as asbestos liability, bodily injury, data breach and financial lines. It acts for a broad array of clients, ranging from state and municipal bodies through to major companies, in sectors such as technology and consumer products. Exclusively representing policyholder interests in insurance as well as wider commercial matters, the firm exhibits additional expertise advising clients in environmental liability disputes.

Strengths

"The team is very knowledgeable and thorough, demonstrating excellent communication and understanding of client expectations."

"It's a strong and well coordinated team that provides incredibly prompt responses."

Work highlights Anderson Kill was approved as special insurance counsel to the Committee of Asbestos Personal Injury Claimants and the Future Claimants' Representative in the Kaiser Gypsum Company asbestos bankruptcy in the Western District of North Carolina.

Notable practitioners

Robert Horkovich is held in high regard for his substantial expertise in representing policyholders in complex coverage disputes including asbestos and business interruption cases. He has

also taken several cases to state supreme courts.

Strengths: "Robert is a fount of knowledge and very client oriented." "He is a leader of the Bar who is knowledgeable and handles lots of high profile matters." "Robert is a fantastic lawyer with extraordinary competence in insurance recoveries." **William Passannante** has considerable experience assisting corporate policyholders with large scale coverage matters. He is noted for his strengths in D&O, product liability and asbestos insurance claims. **Strengths:** "He knows the insurance space inside and out."

Blank Rome LLP

What the team is known for Blank Rome LLP possesses wide experience in coverage work, handling diverse matters from major product liability cases and asbestos disputes to bodily injury claims in the professional sports world. It is particularly well regarded in areas including sexual abuse liability, False Claims Act cases and food recall coverage. Notably, the team is also skilled in a range of insurance issues across the energy and healthcare sectors and has significant expertise in cybersecurity coverage.

Strengths

"The team is able to see the big picture to get the best outcomes possible."

"Blank Rome sees issues from all sides and offers strategic solutions that are both effective and practical."

"The team provided excellent legal analysis and advice, as well as strong execution and advocacy."

Work highlights Blank Rome acted as lead counsel for Urban Edge Properties in a \$25 million COVID-19 business interruption claim involving insurance policies that expressly provide coverage for the presence of viruses. The client sought coverage from Allied World, its pollution liability insurer, for losses arising from the pandemic.

Notable practitioners

John Heintz has over 40 years of experience acting on complex insurance coverage cases, where he has a strong reputation. His extensive practice spans asbestos, environmental and D&O issues. **Strengths:** "John is very good, especially knowledgeable and has a very positive temperament under pressure." "John Heintz is a giant in this field." **Mary Craig Calkins** is a well-regarded insurance coverage attorney. She is regularly sought out by policyholders to act in complex disputes concerning D&O liability and cybersecurity, among other areas. **Strengths:** "Mary Calkins was always available and helped walk us through each step of the process in order." "She is brilliant, very analytical and has a lot of experience, so she knows how to approach problems to get the best results."

Linda Kornfeld is an experienced insurance practitioner noted for her skills in assisting clients in major coverage disputes. She frequently represents universities, telecommunication companies and nonprofit organizations. **Strengths:** "Linda is a well respected insurance lawyer." "Linda is the best policyholder coverage attorney I have ever worked with. I refer her everything I can." **James Murray** is cochair of Blank Rome's insurance recovery practice. He is highlighted for his experience advising clients on high-stakes coverage disputes. He

is particularly sought after for his expertise in claims involving sexual abuse. **Strengths:** “James has a grasp of larger issues at hand and wealth of experience in this space.” **Helen Michael** maintains a well-respected coverage practice. She represents policyholders in a wide range of matters, including coverage disputes arising out of data breaches and business interruption claims. **Strengths:** “Helen is an expert and totally stands out in the field for her knowledge of the law.” “Helen is one of the finest attorneys I know. She takes the time to understand an issue and always comes up with practical suggestions.” “Helen is a hard worker and very capable insurance lawyer.” **Jared Zola** is sought out by policyholders to provide representation on complex coverage claims concerning cybersecurity and COVID-19-related business interruption. He is also experienced in environmental and property damage disputes. **Strengths:** “He is very experienced and a strategic thinker who is calm, measured but also assertive.” “Jared is an exceptionally knowledgeable attorney who is gifted at framing and then presenting arguments and very fast at assimilating new knowledge and applying it to the matter at hand.”

Reed Smith LLP

What the team is known for Reed Smith LLP fields a versatile group offering an impressive geographical spread and a deep pool of talent to facilitate robust representation of policyholders across the full gamut of disputes work. It brings deep expertise in significant commercial general liability cases, including asbestos claims and environmental incidents. The team also demonstrates experience in a host of other matters such as business interruption, D&O and employee discrimination and exhibits considerable skill in coverage disputes within the financial sector, including securities issues and professional conduct matters. Notably, the firm has additional expertise in advising on catastrophic loss claims, including hurricane and wildfire concerns.

Strengths

“The team has impressive depth in both US insurance recovery work and international arbitration matters.”

“The team is organized, strategic and communicative. They provide solid advice supported by well thought-out research.”

“Reed Smith do a great job of breaking down very sophisticated issues into something understandable – they are really great at communicating what’s going on.”

Notable practitioners

John Ellison is a well-regarded practitioner with notable knowledge of insurance law. He has a respected practice handling insurance coverage disputes and bad faith claims, with notable capabilities in mortgage crisis-related insurance issues. **Strengths:** “He has a good practice and handles high profile, complex work.” “John is a very knowledgeable and excellent business partner.” “He is an excellent advisor and a tough advocate.”

David Halbreich frequently represents policyholders in the manufacturing, financial services and construction industries among many others. **Strengths:** “David is very knowledgeable and able to handle big-picture strategy and negotiations.”

“He is always ready to step in and do the front line work. He is always on my shortlist.” **James Cooper** is renowned for his work handling high-stakes litigation on behalf of corporate policyholder clients. **Strengths:** “Jim’s advice was what we needed to make quick business decisions.” **Courtney Horigan** handles insurance litigation for a broad base of policyholder clients, including leading pharmaceutical companies and financial institutions. **Strengths:** “She is an exceptional lawyer in the insurance space when it comes to coverage negotiations and claim settlements. She is a very strong advocate for her clients.” “An excellent communicator, she is very strategic and extremely intelligent.” **John Shugrue** (see p.1760) is highlighted for his skills in handling major insurance coverage disputes on behalf of policyholders. His areas of expertise include property damage, business interruption and pollution liability claims. **Strengths:** “John is an excellent litigator and one of the most knowledgeable attorneys in the country on insurance coverage disputes.”

Band 3

Cohen Ziffer Frenchman & McKenna LLP

What the team is known for Cohen Ziffer Frenchman & McKenna LLP is a highly respected policyholder boutique that regularly handles substantive insurance claims across the country. It has specific expertise in myriad coverage areas such as D&O, property damage, business interruption and construction defects. Its broad client list includes major players in the entertainment, energy and pharmaceutical industries.

Strengths

“The matters are very complex for a variety of reasons, the team’s service is outstanding.”

“The attorneys at Cohen Ziffer are incredibly knowledgeable and talented in the area of insurance coverage.”

“The team provides exceptional service and is solution-oriented.”

Work highlights Cohen Ziffer represented Clover Health Investments in the Superior Court of Delaware in one of the first decisions concerning coverage for a special purpose acquisition company (SPAC). The court ruled that the SPAC’s D&O insurers were liable for defense costs not only for the SPAC itself but also for its future officers and directors, in relation to underlying securities and derivatives actions.

Notable practitioners

Robin Cohen operates at the forefront of the policyholder Bar. She garners accolades for her premier insurance coverage practice, which incorporates disputes following D&O, fraud and class action claims, in addition to significant losses arising from natural disasters. **Strengths:** “Robin’s reputation precedes her; she is feared by the insurance industry.” “Robin Cohen is one of the best insurance policyholder trial lawyers in the country.” “Robin is an exceptional attorney.”

Kenneth Frenchman has notable expertise in coverage cases concerning property damage and business interruption, among other types of insurance. He represents policyholders across a broad range

of industries. **Strengths:** “Kenneth is a tactician who is also very good technically.” “Kenneth was an excellent lead on our insurance litigation.” “He is very thorough and technically minded.”

Jones Day

What the team is known for Jones Day has a thriving policyholder outfit that handles a broad range of traditional coverage areas as well as cutting-edge issues such as data breach and cyber risk. It also offers strength in managing cases of catastrophic loss, including associated business interruption and property damage claims. The team demonstrates skill in domestic and international disputes for clients from an array of industry sectors, including construction, energy and financial services.

Strengths

“Jones Day’s insurance team is very familiar with policies and has deep experience, which allows them to relate current issues to prior outcomes for faster resolution.”

“Jones Day is very commercially aware, intimately familiar with the day-to-day nuances of our business and deftly able to manage these dynamics while providing great outside counsel service.”

“Jones Day is very knowledgeable and practical, and the firm’s attorneys are all impressive.”

Work highlights Jones Day represented Astellas in coverage litigation against Federal Insurance Company seeking reimbursement for the cost of defending and settling allegations brought by the DOJ that Astellas violated the AKS and FCA concerning charitable donations to 501(c)(3) organizations that assisted patients with co-pays for pharmaceuticals.

Notable practitioners

Chair of Jones Day’s insurance recovery practice, **Tyrone Childress** is highly respected throughout the market for his expertise in insurance coverage disputes. He offers considerable experience in product liability, mass tort and catastrophic property losses. **Strengths:** “Tyrone has always been excellent.” “His level of expertise and knowledge is first class and I trust him implicitly.” “Tyrone is a superb, quick thinker who is experienced, strategic and able to quickly determine priorities and execute on them in a strategic fashion. He is an exemplary asset for us.”

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has a prominent nationwide insurance practice that provides strong trial representation and coverage expertise. It draws on deep knowledge of corporate restructuring as well as experience in product liability and mass torts. The team also advises clients on diverse matters such as captives and SPVs and offers considerable strength in long-tail liability matters including environmental contamination and asbestos-related issues. The firm also possesses notable experience advising clients on arbitration proceedings, particularly in London and Bermuda.

Strengths

“The team has a wide breadth of experience across different lines of coverage and deep knowledge of the insurance industry that lends itself to solid business and legal strategies.”

"They know how to litigate the complex cases and how to resolve them too."

"The firm provides excellent strategic thinking combined with targeted litigation strategy."

Work highlights Morgan, Lewis & Bockius represented Duke Energy Indiana in seeking insurance recoveries against multiple legacy general liability and excess insurers for amounts paid and incurred in connection with the closure of 18 separate and distinct coal combustion residuals units in Indiana.

Notable practitioners

Paul Zevnik is a recognized market leader at the insurance Bar and is active across high profile, long-tail and trailblazing disputes on behalf of policyholders. He expertly leads clients through disputes concerning product liability, cybersecurity, asbestos and business interruption. **Strengths:** *"Paul is a seasoned professional who knows what he is doing." "He is one of the best in the country." "He is one of the deans of the Bar - he never fails to find new strategies in an ever-changing market."*

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP fields an excellent team of experienced trial lawyers as well as possessing strong arbitration capabilities. It maintains a strong following of corporate policyholder clients, including a significant number of hedge funds and private equity groups, and offers a broad spectrum of coverage expertise including noncontentious matters such as policy review. In addition, the firm demonstrates an impressive international capability with considerable knowledge across London market and Bermuda Form matters and possesses considerable knowledge of cyber insurance issues.

Work highlights Proskauer Rose represented Valeant Pharmaceuticals in coverage litigation against its D&O insurers under two separate insurance programs to cover the costs of defense and indemnity of securities litigation regarding its failed tender offer to acquire Allergan and significant stock drop litigations and regulatory matters.

Notable practitioners

John Failla (see p.550)'s multifaceted practice spans directors' and officers' liability, securities class action disputes, cyber losses and business interruption. **Strengths:** *"John is very clever, comes up with great arguments and is able to be far more commercial than adversarial."*

Band 4

K&L Gates

What the team is known for K&L Gates offers significant trial and arbitration experience, including London market expertise, in matters pertaining to environmental coverage, asbestos and product liability. It is also well-versed in bodily injury and business interruption and offers strong support

in insurance bankruptcy issues and the development of cyber risk policies. In addition, the team demonstrates considerable capability in complex construction defect and D&O liability matters and offers notable expertise in catastrophic loss disputes.

Work highlights K&L Gates represented Wyndham Hotels & Resorts in insurance coverage litigation in connection with the defense of and potential liability for alleged human trafficking violations at franchised hotel locations in various jurisdictions across the country.

Notable practitioners

David McGonigle is a key contact, based in the Pittsburgh office.

Perkins Coie LLP

What the team is known for Perkins Coie LLP has deep experience in resolving tough disputes on behalf of policyholders and is particularly knowledgeable in disputes involving the Bermuda Form. Its distinguished client roster includes major players in the utilities and natural resources sectors, as well as a significant number of technology companies. In addition, the team advises clients on novel areas such as cyber risk as well as on more traditional areas of coverage and has notable skill in toxic tort, professional liability and bankruptcy matters.

Strengths

"The team at Perkins Coie is very knowledgeable and a go-to for complex matters."

"The depth and breadth of their team is very strong."

Work highlights Perkins Coie successfully represented Godiva Chocolatier in litigation against two insurers regarding D&O liability coverage for underlying consumer protection and false advertising class actions.

Notable practitioners

Chair of Perkins Coie LLP's insurance recovery practice, **Selena Linde** is a widely regarded insurance coverage litigator. She is sought after by household name corporate policyholders in complex coverage suits, including claims arising from bankruptcies. **Strengths:** *"Selena is a very good strategist who is always thinking several steps ahead. She can anticipate the opposition's arguments and is constantly considering how to maximize the client's leverage for the next steps in the case." "Selena is pragmatic with an incredible understanding of the market."*

Pillsbury

What the team is known for Pillsbury exhibits significant experience advising policyholder clients across a range of sophisticated insurance coverage disputes. It offers expertise handling environmental, D&O and product liability claims and is knowledgeable regarding insurance matters in the energy, construction and utilities markets.

Notable practitioners

Mark Plumer stands out for his exemplary work

for energy and manufacturing sector clients in particular. He is well versed in the handling of cross-border disputes. **Strengths:** *"Mark is savvy and has business acumen. He is able to navigate who to contact and coordinate with." "He is one of the best known for work with utilities. He's very good, well known and experienced." "Mark is smart and very strategic. Clients love him." Peter Gillon is a respected attorney with a wealth of experience handling insurance coverage matters. He regularly represents policyholders in disputes concerning D&O coverage, pollution and business interruption. **Strengths:** *"Peter is experienced, forceful when needed and has a good reputation for getting results." "He is incredibly commercial."**

Other Ranked Lawyers

Timothy Burns of Burns Bair LLP garners recognition for his expertise in professional liability disputes as part of a broad contentious coverage practice. **Strengths:** *"He is smart, strategic, professional and prepared." "Tim is not just super smart, but offers wonderful practical solutions to problems and is always open to comments." "I have found him to be very professional and very able to deal with the issues."*

Lorelie Masters (see p.1344) of Hunton Andrews Kurth LLP is recognized for her comprehensive insurance coverage and reinsurance practice, which includes notable capabilities with Bermuda Form arbitrations. **Strengths:** *"Lori continues to be a leader for the policyholder coverage Bar." "Lorelie is a very experienced and accomplished insurance coverage lawyer."*

Kirk Pasich (see p.1059) of Pasich LLP operates a preeminent nationwide practice on behalf of policyholder clients, who rely on his advocacy in product liability, directors and officers, property loss and other first and third party loss disputes. **Strengths:** *"Kirk is about as good as it gets in the industry. He's a very talented advocate and skillful negotiator, yet someone that compromises when it is in his client's interest to do so." "Kirk is cutting edge and brilliant on coverage." "Kirk is brilliant and his accomplishments are legion. He is also collegial, approachable, has a true passion for his work and loves to try cases."*

Andrew Reidy of Nossaman Sandler LLP has a broad insurance practice, drawing on three decades of coverage litigation experience in both state and federal courts. His expertise encompasses asbestos, business interruption, cyber and D&O-related claims. **Strengths:** *"Andrew handles complex work in the area." "Andrew is a skilled advocate who is very strategic and thinks four or five steps ahead." "He is always thinking about client needs and gets into the detail."*

Insurance Transactional & Regulatory Nationwide

Insurance: Transactional & Regulatory	
Leading Firms	
Band 1	
Debevoise & Plimpton LLP	
Willkie Farr & Gallagher LLP	
Band 2	
Sidley Austin LLP	
Skadden, Arps, Slate, Meagher & Flom LLP	
Band 3	
Eversheds Sutherland (US) LLP	
Mayer Brown LLP	
Sullivan & Cromwell LLP	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Dye Alexander M. Willkie Farr & Gallagher LLP *	
Groll Michael. Willkie Farr & Gallagher LLP *	
Shoss Cynthia R. Eversheds Sutherland (US) LLP *	
Leading Individuals	
Band 1	
Freed Todd E. Skadden, Arps, Slate, Meagher & Flom *	
Potter Nicholas F. Debevoise & Plimpton LLP	
Schwolsky John. Willkie Farr & Gallagher LLP *	
Band 2	
Adams Bert. Eversheds Sutherland (US) LLP *	
Baysinger Kara. Willkie Farr & Gallagher LLP *	
Boss Gary D. Latham & Watkins LLP (ORL) ◇ *	
Cochran Alexander R. Debevoise & Plimpton LLP	
Kelly Jonathan J. Sidley Austin LLP *	
Lion Marilyn. Debevoise & Plimpton LLP	
Shwachman Perry. Sidley Austin LLP *	
Band 3	
Dawson Thomas. McDermott Will & Emery LLP (ORL) ◇ *	
Dwyer James R. Eversheds Sutherland (US) LLP *	
Halsband Michael R. McDermott Will (ORL) ◇ *	
Hamilton Lawrence. Mayer Brown LLP *	
Keyvan Sean M. Sidley Austin LLP *	
Luce David. Willkie Farr & Gallagher LLP *	
Tam Allison. Willkie Farr & Gallagher LLP *	
Todd Amanda. Sidley Austin LLP *	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP demonstrates truly outstanding credentials in M&A matters in the insurance industry, with extensive transactional experience as well as top notch regulatory know-how. It provides complementary expertise in the capital markets and tax arenas and imparts high class advice on capital management. Notably, the team counsels some of the biggest insurers and financial institutions around the globe on deals of the most complex and high profile nature. In addition, it provides domestic and international expertise, with strength in London and Hong Kong and offers experience in emerging insurance market work.

Strengths

"The most important reason that I choose Debevoise is that they are incredibly commercial. The entire team is focused on getting things done for clients rather than finding reasons not to do trans-

actions."

"The team invariably brings an intelligent, creative and resoundingly capable team to the table on our most significant transactional and regulatory matters."

"Debevoise is our go-to firm for complex and novel transactions."

Work highlights Debevoise & Plimpton LLP advised Fortitude Re on its \$28 billion reinsurance transaction with Lincoln Life Insurance Company, where Lincoln will reinsure a large piece of its universal life insurance and fixed annuity business to Fortitude subject to customary regulatory approvals.

Notable practitioners

Nicholas Potter serves as cochair of Debevoise & Plimpton's financial institutions group. He is highly respected for his experience advising a variety of clients, including insurers, private equity firms and financial institutions. **Strengths:** "Nick is at the top of the New York food chain. He has the gravitas, everyone knows him and he knows everything and everyone in this space." "The best deal lawyer in the industry for insurance M&A, hands down." "Nick advises his clients with a level of commercial sophistication that is unmatched."

Alexander Cochran enjoys a strong reputation among clients for his experience handling corporate transactions. He has particular expertise in high value reinsurance deals. **Strengths:** "Alexander is smart and client oriented." "Alex is technically impeccable, very focused on finding solutions and drives deals to completion." "He has delivered a highly effective combination of consistent energy, intellectual depth and practical negotiating acumen to the work that he has overseen." **Marilyn Lion** is experienced in the handling of a broad range of transactional matters for key insurance carriers, including strategic mergers and acquisitions. **Strengths:** "Marilyn is really good. Clients love her." "She is able to explain extremely complicated terms in a way which is understandable and comprehensive." "She is outstanding. Marilyn is great to work with, she knows her stuff and clients love her."

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP fields an exceptionally talented transactional practice with high caliber regulatory experts among its ranks, offering its enviable roster of clients a comprehensive range of advice. It is highly experienced in the life and health spheres, has notable expertise in specialty lines and is known for its ability to handle headline-grabbing M&A deals as well as alternative risk transfer solutions and capital markets transactions. The team has particular expertise in advising on catastrophic bond matters and offers notable experience on major international deals, including matters involving London and Bermuda.

Strengths

"Willkie Farr is able to understand and advise upon complex matters in a user-friendly, pragmatic and timely manner."

"Willkie Farr's ability is, in my experience, unrivaled. No matter how complex the matter, I believe that we

are in very capable hands."

"They consistently provide thoughtful and impactful counsel on complex insurance regulatory matters that is tailored to the needs of our business."

Work highlights Willkie advised Orange Insurance Exchange, a reciprocal insurer, on its formation and launch in the Florida property insurance market.

Notable practitioners

Alexander Dye (see p.2562) is held in high regard by peers and clients alike for his expertise in high value mergers and acquisitions. He also offers significant experience advising issuers and underwriters on financing matters, and serves as cochair of Willkie Farr & Gallagher's insurance transactional and regulatory practice. **Strengths:** "I have a lot of respect for him."

Michael Groll (see p.2582) maintains a broad transactional insurance practice, including advising clients on mergers and acquisitions as well as public and private securities offerings. He often represents insurance companies, underwriters and investment banks as well as investors. **Strengths:** "There is no one better at leading a team and ensuring we have what we need and the right attorneys are assigned to the matter."

John Schwolsky (see p.2656) wins marketwide recognition for his expertise in insurance M&A and securities offerings, representing both issuers and underwriters. **Strengths:** "John is very hands on and knows the space and the issues well." "He is experienced, top tier and as smart as they come."

"He is highly experienced, an excellent negotiator and as responsive and client service-oriented as any lawyer I have worked with." **Kara Baysinger** (see p.1001) comes recommended for her significant expertise advising on regulatory issues. She cochairs Willkie Farr & Gallagher's insurance regulatory and insurtech groups. **Strengths:** "She's a great advocate who is very knowledgeable." "Kara is thoughtful and provides practical advice. She leverages her deep knowledge and relationships with regulators." **David Luce** (see p.2611) is sought after by insurers and financial services clients for his expertise in M&A, stock offerings and investments. **Strengths:** "David is a great lawyer who is very responsive and highly intelligent." **Allison Tam** (see p.2668) is highly sought after by insurance industry clients to advise on regulatory matters in the context of complex transactions, with expertise assisting with domestic and international mandates. **Strengths:** "Allison is very sharp."

Band 2

Sidley Austin LLP

What the team is known for Sidley Austin LLP is a leader in alternative risk transfer, with catastrophe bonds, reinsurance sidecars and life insurance securitization among an impressive range of capabilities in this area. It also fields a strong practice in financing as well as offering significant M&A experience and has worldwide regulatory expertise. The practice is also proficient in advising clients on their most sophisti-

cated and difficult transactions, including those at the cutting edge of the industry.

Strengths

"Sidley has a fantastic, broad based practice."

"Sidley consistently provides practical advice on our most complex regulatory matters. Their counsel is down to earth and well tailored for non-lawyer audiences."

"Every member of the Sidley team knew their field of work completely and made me feel confident that I had hired the right team for the job."

Work highlights Sidley Austin LLP represented Lincoln Financial Group in its \$28 billion reinsurance transaction with Fortitude Re.

Notable practitioners

Jonathan Kelly (see p.2599) coleads Sidley Austin's global insurance and financial services group and leads the firm's insurance practice in New York and Boston. He is noted for his expertise in high value insurance M&A and restructuring transactions, and has considerable experience acting for clients across the health sector. **Strengths:** *"Jonathan is fantastic. He's very commercial, practical and clients like him." "Jon is incredibly talented lawyer with an deep level of experience who can consistently be relied upon to deliver best-in-class service." "He is among the most knowledgeable and practical deal lawyers in the insurance space."*

Perry Shwachman (see p.1760) leads Sidley Austin's global financial institutions group. He has extensive expertise in a range of matters including mergers, acquisitions and reinsurance agreements. **Sean Keyvan** (see p.1735) leads Sidley Austin's global insurance M&A practice. He is extremely experienced in managing complex transactions as well as advising on regulatory issues in the insurance industry. **Strengths:** *"Sean is an attentive, creative and responsive partner."*

Amanda Todd (see p.1764) is sought after by clients, particularly in the life insurance sector, for her expertise in reinsurance transactions. She co-leads Sidley Austin's global insurance practice and leads the financial institutions group in Chicago and Miami.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden fields a renowned M&A practice that also demonstrates regulatory strength, enabling it to oversee an impressive array of highly sophisticated transactions in the insurance industry. Bolstered by deep relationships with major financial institutions, it also manages company formations, restructurings, capital raising and reinsurance and has notable expertise in the property, casualty, life and health spheres. The team handles complex international matters including those involving Europe, Bermuda and South America and offers significant experience advising a wide range of clients including specialty insurers and reinsurance providers.

Strengths

"Skadden is a one-stop shop with excellent depth and experience in all legal areas critical to us."

"They are particularly good at distilling technical legal issues into recommendations that non-lawyers can act on."

"Skadden is our go-to firm for the most complex

and sophisticated matters."

Work highlights Skadden advised Liberty Mutual Insurance Company on the \$1.5 billion sale of its Liberty Seguros personal and small commercial businesses in Latin America to HDI International, as well as the \$2.5 billion sale of Liberty Seguros in Spain to Generali Group.

Notable practitioners

Todd Freed (see p.2570) leads Skadden's insurance M&A practice and is well respected for his expertise in a wide range of matters, including the formation of joint ventures and capital-raising transactions. His clients include bidders, target companies, private equity firms and investment banks. **Strengths:** *"He is hands-down the best transaction lawyer I have ever worked with. He offers supernatural levels of service, sophistication and commercial vision." "He's very smart and experienced, he handles a lot of M&A." "Todd is one of the best in the business. He is incredibly thoughtful and always available and willing to engage in questions."*

Band 3

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland LLP has core expertise in insurance regulatory matters, complemented by a robust transactional practice undertaking significant M&A work on behalf of major insurers and reinsurers. It also takes an active role in shaping insurance legislation and market development and provides support for both national and international clients in large global and domestic transactions. The team operates within the London and Bermuda markets and has expertise in state and federal tax as it relates to the US insurance industry.

Strengths

"Eversheds is always very responsive and efficient. The team is commercial, pragmatic in its approach and strong on complex transactions in pressurized scenarios."

Work highlights Eversheds represented Pan-American Life Insurance Company in its acquisition of Encova Life Insurance Company, an Ohio-domiciled life insurance company, from Motorists Commercial Mutual Insurance Company.

Notable practitioners

Cynthia Shoss (see p.2660) offers noteworthy expertise in complex regulatory issues. She is regularly called upon to advise clients on the regulatory aspects of M&A transactions and restructurings. **Strengths:** *"Cynthia is pragmatic and I hugely value her judgment and robust advice."*

Bert Adams (see p.2527) is regularly called upon to advise major financial services companies on high value mergers and acquisitions within the insurance sector. **Strengths:** *"Bert has a good reputation for being smart and commercial." "Bert demonstrates an exceptional ability to process complicated concepts and communicate them in real time to a wide variety of client constituents." "Bert is exceptional to work with. He is always responsive and able to immediately synthesize information and provide thoughtful advice."* **James Dwyer** (see p.2562) is an experienced transactional lawyer

with noted expertise advising insurance-sector clients on matters including M&A, restructurings and regulatory approval. **Strengths:** *"Jim is very good at taking a complex topic or matter and breaking it down into easily understood terms." "He is able to provide detailed, practical and actionable advice in the M&A space."*

Mayer Brown LLP

What the team is known for Mayer Brown LLP fields a well-rounded practice, offering considerable transactional expertise covering not only insurance M&A, but also a broad spectrum of other areas, including insurance-linked securities, structured reinsurance transactions and pension de-risking. It also counsels clients on issues such as tax compliance and cybersecurity matters and acts on behalf of intermediaries, banks and investors as well as insurance and reinsurance entities. Notably, the team also exhibits additional experience advising clients on insurtech issues.

Strengths

"The Mayer Brown team consistently navigates intricate legal and financial structures with remarkable precision and efficiency. Witnessing its ability to seamlessly orchestrate multi-jurisdictional transactions and address nuanced regulatory considerations leaves a lasting impression."

"The firm is highly conversant in underlying issues relating to complex transactions, with a deeply experienced bench."

"They have a very strong insurance transactional group, from partners to associates. They lead the market in terms of awareness of the commercial marketplace and connection to new and emerging issues."

Work highlights Mayer Brown LLP represented QBE Insurance Group Limited in the sale of its diversified portfolio of business, covering International and North America financial lines, European and North American reinsurance portfolios and several US discontinued programs, to Enstar Group Limited through a \$1.9 billion loss portfolio transfer.

Notable practitioners

Lawrence Hamilton (see p.1728) leads Mayer Brown's US insurance regulatory practice. He regularly advises insurance and reinsurance companies on strategic transactions and also assists with regulatory issues. **Strengths:** *"Larry Hamilton is my first call for any US insurance regulatory matter." "Larry always provides thoughtful advice and guidance on a myriad of issues."*

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP fields a well-regarded team with well-honed M&A skills and deep knowledge of cutting edge insurance regulatory matters as well as the development of the US federal insurance regulatory framework. It also possesses experience in other areas, such as private equity, tax and capital markets issues and has a notable aptitude for handling deals with significant cross-border elements.

Strengths

"The team was super knowledgeable in terms of what we needed to do."

"They are an excellent resource on complex mat-

ters.”

Work highlights Sullivan & Cromwell advised Allianz X, the digital venture capital arm of Allianz SE, in its minority investment in Next Insurance.

Notable practitioners

Marion Leydier is a key contact based in the New York office.

Other Ranked Lawyers

Gary Boss (see p.2539) of Latham & Watkins LLP primarily advises on the formation of insurance

and reinsurance companies as well as a variety of other transactional matters. **Strengths:** “Gary is smart and has high energy.” “Gary provides great strategic guidance on complex matters.” “Gary is very knowledgeable and a good sounding board for negotiating strategies.”

Thomas Dawson (see p.2557) of McDermott Will & Emery LLP advises insurance industry clients on a range of noncontentious matters, with notable regulatory expertise. **Strengths:** “Tom provides detailed information and is always extremely responsive and helpful.” “Tom is very approachable and knowledgeable on US regulatory matters.”

Michael Halsband (see p.2583) is the global leader of McDermott Will & Emery’s insurance transactions and regulation group. He is well placed to advise on both insurance and reinsurance transactions. **Strengths:** “Michael possesses sophisticated transactional skills that translate well into getting difficult or complex deals across the line.” “Michael has good knowledge of the market and the ability to represent his client from both a legal and commercial perspective. His advice is direct and to the point and he is able to home in on the key issues.”

Intellectual Property Nationwide

Intellectual Property	Intellectual Property	
Leading Firms	Senior Statespeople	
Band 1	Senior Statespeople: distinguished older partners	Haslam Robert Covington & Burling LLP *
Fish & Richardson PC	Baxter Samuel McKool Smith *	Pappas George Covington & Burling LLP *
Kirkland & Ellis	Leading Individuals	
Latham & Watkins LLP	Band 1	Band 3
Quinn Emanuel Urquhart & Sullivan, LLP	Brooks Juanita Fish & Richardson PC	Berl David Williams & Connolly LLP
WilmerHale	Chu Morgan Irell & Manella LLP	Cederoth Richard A Limbo (ORL) ◇
Band 2	Cordell Ruffin Fish & Richardson PC	Chaikovsky Yar White & Case LLP (ORL) ◇
Cooley LLP	Durie Daralyn J Morrison Foerster *	Chatterjee Neel Goodwin
Gibson, Dunn & Crutcher LLP	Groombridge Nicholas Groombridge, Wu, Baughman	Columbia Sarah Chapin McDermott Will & Emery LLP *
Irell & Manella LLP	Krevitt Josh Gibson, Dunn & Crutcher LLP *	Drivas Dimitrios White & Case LLP (ORL) ◇
Morrison Foerster	Lee William F WilmerHale	Galvan Hilda C Jones Day
Band 3	Van Nest Robert Keker, Van Nest & Peters LLP	Healey DJ Spencer Fane LLP (ORL) ◇
Alston & Bird LLP	Band 2	Holland Elizabeth A&O Shearman (ORL) ◇ *
Covington & Burling LLP	Arovos Gregory S Kirkland & Ellis LLP *	Jakes J. Michael Finnegan, Henderson, Farabow, Garrett
DLA Piper LLP (US)	Bobrow Jared Orrick, Herrington & Sutcliffe LLP	Jarrell Brenda H Choate Hall & Stewart LLP (ORL) ◇
Goodwin	Desmarais John M Desmarais LLP *	Keefe Heidi Cooley LLP
Jones Day	Grant Maximilian Latham & Watkins LLP *	Kushan Jeffrey Sidley Austin LLP *
Orrick, Herrington & Sutcliffe LLP	LoCascio Gregg Kirkland & Ellis LLP *	Mehta Sonal N WilmerHale
Paul Hastings LLP	Lumish Douglas E Latham & Watkins LLP *	Melsheimer Tom Winston & Strawn LLP *
Perkins Coie LLP	McCombs David Haynes and Boone, LLP (ORL) ◇	Modi Naveen Paul Hastings LLP
Sidley Austin LLP	Moore Matthew John Latham & Watkins LLP *	Pak Sean Quinn Emanuel Urquhart & Sullivan, LLP
Weil, Gotshal & Manges LLP	Reines Edward R Weil, Gotshal & Manges LLP *	Ramani Ashok Davis Polk & Wardwell LLP (ORL) ◇ *
Band 4	Stevenson Theodore Alston & Bird LLP *	Sostek Bruce S Holland & Knight LLP (ORL) ◇
Arnold & Porter	Weiswasser Elizabeth S Weil, Gotshal & Manges LLP *	Wolf Matthew Arnold & Porter
Baker Botts L.L.P.	Wexler Bruce Paul Hastings LLP	
Finnegan, Henderson, Farabow, Garrett & Dunner	The editorial is in alphabetical order by firm name.	
Keker, Van Nest & Peters LLP	Alston & Bird LLP	
Kilpatrick Townsend & Stockton	What the team is known for Alston & Bird is a respected international firm with IP expertise in areas including patent litigation, trade secrets disputes and portfolio management. Demonstrates experience representing clients before a number of forums, including state and federal courts, the PTAB and the ITC. Impressive client roster includes major companies in the telecommunication and pharmaceuticals sector, as well as notable brands in the food and beverage industry.	
McKool Smith	Strengths	
Williams & Connolly LLP	“The Alston & Bird team is good at analyzing the technical issues involved in a case and investigating the validity of arguments.”	
Winston & Strawn LLP	“The A&B team provides strong representation. The attorneys are knowledgeable about the subject matters involved and do great work.”	
Band 5	“The Alston & Bird team is highly responsive and highly skilled.”	
Desmarais LLP	Work highlights Alston & Bird represented Ericsson in a international FRAND licensing dispute against Apple. The United States District Court trial was a jury trial in which both parties agreed that the court could set a binding rate for	
Fenwick		
Greenberg Traurig, LLP		
Groombridge, Wu, Baughman & Stone LLP		
McDermott Will & Emery LLP		
Morgan, Lewis & Bockius LLP		
* Indicates individual with profile.		
◇ (ORL) = Other Ranked Lawyer.		
Alphabetical order within each band. Band 1 is highest.		

Intellectual Property Trademark, Copyright & Trade Secrets
Leading Firms
Band 1
Debevoise & Plimpton LLP
Fross Zelnick Lehrman & Zissu PC
Kilpatrick Townsend & Stockton
Kirkland & Ellis LLP
Band 2
ArentFox Schiff LLP
DLA Piper LLP (US)
Jenner & Block LLP
Latham & Watkins LLP
O'Melveny & Myers LLP
Band 3
Arnold & Porter
Fenwick
Quinn Emanuel Urquhart & Sullivan, LLP
Leading Individuals
Band 1
Bernstein David Debevoise & Plimpton LLP
Cendali Dale Kirkland & Ellis LLP *
Band 2
Bart Andrew Jenner & Block LLP
Dreyer Anthony J. Skadden, Arps, Slate (ORL) ♦ *
Elkin Michael Winston & Strawn LLP *
Hayes David L Fenwick
Hurst Annette Orrick, Herrington & Sutcliffe LLP
Lackman Eleanor M. Mitchell Silberberg (ORL) ♦
Lupo Anthony ArentFox Schiff LLP
* Indicates individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

a global essential patent cross license consistent with FRAND between the parties. The amount in dispute was over \$5 billion over the lifetime of the agreement.

Notable practitioners

Theodore Stevenson (see p.3271) adroitly handles patent infringement litigation and appeals, with particular expertise in technology and telecommunications mandates.

ArentFox Schiff LLP

What the team is known for ArentFox Schiff is a go-to resource for global names in entertainment and broadcasting, with a particularly strong client base in the fashion industry. Expertise in the full range of nonpatent matters including copyright, trade dress, designs and trademark disputes and prosecution. Offers notable counseling and advisory services to help clients manage their portfolios on a global basis.

Strengths

"The ArentFox attorneys possess comprehensive knowledge and deal with matters in an efficient manner."

"ArentFox has the ability to scale up without loss of quality do to its strong breadth and depth."

Work highlights ArentFox Schiff LLP advised Qualcomm as their primary US patent prosecution counsel, managing over 19,000 cases worldwide for the semiconductor chip supplier, filing over 1,000 per year.

Notable practitioners

Anthony Lupo is a highly regarded trademark lawyer who acts for a wide-ranging client base.

Intellectual Property: Appellate
Leading Firms
Band 1
Morrison Foerster
Orrick, Herrington & Sutcliffe LLP
WilmerHale
Band 2
Baker Botts L.L.P.
Goodwin
Kirkland & Ellis LLP
Latham & Watkins LLP
Perkins Coie LLP
Leading Individuals
Band 1
Bagatell Dan L Perkins Coie LLP *
Jay William M Goodwin *
Joshua Rosenkranz E. Orrick, Herrington & Sutcliffe LLP
Kelley Nathan Perkins Coie LLP *
Lamken Jeffrey A MoloLamken LLP (ORL) ♦
Lee William F WilmerHale
Maynard Deanne Morrison Foerster *
Band 2
Blatt Lisa S. Williams & Connolly LLP
Hawes Michael Baker Botts L.L.P. *
O'Quinn John C Kirkland & Ellis LLP *
Perry Mark A Weil, Gotshal & Manges LLP *
Sullivan Kathleen M Quinn Emanuel Urquhart & Sullivan
Band 3
Bell Gabriel K Latham & Watkins LLP *
Castanias Gregory Jones Day
Davies Mark White & Case LLP (ORL) ♦
Lemley Mark Lex Lumina PLLC (ORL) ♦ *
Reines Edward R Weil, Gotshal & Manges LLP *

He has particular expertise in the areas of entertainment, fashion and technology.

Arnold & Porter

What the team is known for Arnold & Porter has a comprehensive and broad-ranging group, well versed across the full spectrum of IP matters. Possesses an excellent trademark and copyright practice offering advice on transactional, prosecution and enforcement issues to a distinguished roster of clients in luxury goods, media and sports. Also excels in patent litigation and prosecution work for leading names in the technology and life sciences spaces, with a particularly strong practice in post-grant proceedings.

Strengths

"The Arnold & Porter attorneys are brilliant writers, practical advisers and wonderful strategists."

Work highlights Arnold & Porter represented Sanofi and Regeneron Pharmaceuticals in a biotechnology case against Amgen before the District Court, Federal Circuit and US Supreme Court. The case raised issues relating to the scope and validity of antibody patents and the proper enablement test.

Notable practitioners

Matthew Wolf maintains a strong reputation for his work in patent disputes in relation to life science technologies as well as computer hardware, software and networks. **Strengths:** *"Matthew is a skilled litigator and a terrific strategist."* *"Matt is a brilliant first chair trial lawyer who is very sensitive to business needs and interests."* *"Matt is a fantastic trial and appellate attorney. He is very quick on his feet and has a very approachable demeanor."*

Baker Botts L.L.P.

What the team is known for Baker Botts provides comprehensive patent support, assisting clients in electronics and life sciences with the acquisition, monetization and protection of IP rights. An excellent litigation practice noted for its enviable record in district and federal court. Recognized for work in IPRs before the PTAB, as well as patent proceedings before the ITC and Customs and Border Protection. Regularly argues patent appeals at the US Court of Appeals for the Federal Circuit.

Strengths

"The Baker Botts team is responsive and attentive to details."

"Baker Botts has a team of highly qualified attorneys with special expertise in IP matters."

Work highlights Baker Botts LLP obtained a jury verdict for client Textron Innovations against SZ DJI Technology in a patent infringement dispute.

Notable practitioners

Michael Hawes (see p.580) chairs the firm's Federal Circuit appeals group and offers impressive experience handling high-stakes appeals involving highly technical intellectual property.

Cooley LLP

What the team is known for Cooley provides powerful trial and USPTO representation to leading technology and life sciences companies, frequently acting on matters including medical device and drug patents. Sophisticated advice on licensing arrangements and IP-heavy M&A transactions, as well as expertise in prosecuting a wide range of complex and business-critical patents.

Strengths

"Cooley has a talented bench with an ability to handle complex IP strategy and portfolio management."

"The Cooley attorneys are highly skilled and exceptionally talented, and understand our needs."

"Cooley has the resources and knowledge to adapt to any fact pattern, jurisdiction and case."

Work highlights Cooley LLP represented Meta Platforms in patent infringement litigation against USC IP, who alleged that the basic functionalities of Facebook's Feed product (formerly News Feed), including liking stories and advertisements, infringed USC IP's website navigation patent.

Notable practitioners

Heidi Keefe is a respected patent litigator with notable experience handling major disputes for leading technology companies. She frequently appears in a range of venues, including federal courts and the ITC. **Strengths:** *"Heidi is excellent and is a very strong leader."* *"Heidi is fantastic. She's a great personality and a great lawyer."*

Covington & Burling LLP

What the team is known for Covington & Burling has a renowned litigation practice representing the biggest names in the life sciences, pharmaceutical and hi-tech sectors. Possesses a particularly deep bench of patent litigators, and is recommended for representations in ITC Section 337 investigations as well as before the PTAB, and in Hatch-Waxman litigation.

Strengths

"The Covington team is fantastic. The attorneys

really understand the issues and are excellent writers.”

“The Covington team has a great depth of legal knowledge and experience, and is able to understand and explain complex scientific subject matter.”

Notable practitioners

Robert Haslam (see p.1029) brings substantial experience in high-stakes IP disputes. He is particularly noted for his work in patent and trade secrets litigation and regularly acts for major life sciences and technology sector clients. **George Pappas** (see p.662) operates a highly respected pharmaceutical patent practice, offering significant experience in Hatch-Waxman litigation and other complex disputes.

Debevoise & Plimpton LLP

What the team is known for Debevoise has a top class practice with a sophisticated focus on the most complex copyright, trademark, trade dress and false advertising matters. Typically acts for world-famous brands in a wide range of industries, including media and entertainment, sports and consumer products, among others. Solid domestic practice complemented by strong international capabilities. Draws upon notable knowledge of the financial services sector to advise on IP issues involving related technology.

Strengths

“The Debevoise team is always extremely thorough, detail oriented and great at communicating.”

“The Debevoise attorneys are subject matter experts who offer practical solutions.”

Work highlights Debevoise & Plimpton LLP represented Grubhub in a trademark case against Kroger and Home Chef regarding the parties’ respective logos, both of which include a fork and knife image inside a house.

Notable practitioners

David Bernstein heads the firm’s IP litigation group and is a preeminent trademark lawyer with decades of experience acting for household brands. **Strengths:** *“David is a real litigation rockstar and worked miracles for us.” “David carries a tremendous amount of experience and expertise in the trademark infringement space.” “David’s ability to work seamlessly and collaboratively and to acclimate and adapt to the style of practice in different jurisdictions really stood out.”*

Desmarais LLP

What the team is known for Desmarais is a respected New York-based IP boutique with an excellent reputation for providing high quality representation in patent disputes. The firm acts for notable clients in a range of industry sectors, including electronics and biotechnology.

Strengths

“The Desmarais team is excellent and brings a brilliant strategic approach to the courtroom.”

“Desmarais has a deep bench of incredible trial lawyers who get great results.”

Work highlights Desmarais LLP represented Ravgen against LabCorp in a patent infringement case regarding Ravgen’s non-invasive prenatal genetic testing patent.

Notable practitioners

John Desmarais (see p.2558) maintains a strong

reputation as a leading IP litigator with extensive experience representing major technology-sector clients in high-stakes patent disputes. **Strengths:** *“John has an excellent ability to run a courtroom.” “John is very well regarded and is extremely smart.” “John is a strategic thinker and really has his eyes on winning from the start.”*

DLA Piper LLP (US)

What the team is known for DLA Piper has a broad patent practice assisting with patent prosecution, rights strategy and commercial transactions. Substantial litigation experience, appearing before the ITC and PTAB as well as district and federal courts. Also handles patent prosecution matters, licensing and portfolio management. Growing presence in the medical devices and life sciences space in addition to established expertise in the automotive sector. Offers additional expertise handling trademark disputes and non-contentious counseling.

Strengths

“The DLA Piper team is extremely attentive and provides guidance that yields favorable results.”

“DLA Piper has a full understanding of the issues and provides great guidance.”

“The DLA Piper team is extremely knowledgeable and helpful.”

Notable practitioners

Fenwick

What the team is known for Fenwick has an acclaimed national IP group that represents emerging and established companies in all manner of litigation, prosecution and transactional matters. Exceptional strength in acting for technology-sector clients, with added expertise in other sectors such as life sciences, consumer goods and manufacturing. The group also possesses strong trademark and copyright expertise in the intellectual property space.

Strengths

“The Fenwick team is very strategic and pragmatic.”

“The Fenwick team is measured, organized and understandable.”

“The firm has provided thoughtful guidance on complex IP issues and offers broad and deep expertise.”

Work highlights Fenwick helped Amazon secure a full defense jury verdict in a long-running patent dispute brought by TrackTime related to Amazon’s Music and Audible service.

Notable practitioners

David Hayes maintains a respected IP practice advising clients on both contentious and non-contentious matters. He frequently acts for notable tech-sector clients.

Finnegan, Henderson, Farabow, Garrett & Dunner LLP

What the team is known for Finnegan Henderson is a standout boutique offering expert advice on the full range of IP matters with particular expertise in the electronics, biotechnology and consumer products arenas. Robust patent group which excels at bet-the-company cases before the USPTO, ITC and domestic courts. Also recognized for its capabilities before the PTAB. Regularly retained to protect the trademarks and

copyrights of some of the world’s most recognized brands.

Notable practitioners

Michael Jakes heads the firm’s appellate practice, regularly appearing before the ITC, district and federal courts in IP disputes. He is particularly noted for his work representing tech companies in patent litigation. **Strengths:** *“Michael is a phenomenal lawyer.” “Michael is really effective, down to earth and a very poised lawyer.”*

Fish & Richardson PC

What the team is known for Fish & Richardson is a stellar litigation group that continues to be among the most prolific in trial, appellate and administrative patent proceedings, and supplemented by a stable of lawyers providing prosecution and transactional support. Enjoys a fine track record for its work before the ITC. Particularly noted for representation of clients from the hi-tech sector. Complemented by expertise in international markets including Europe and Asia.

Strengths

“Fish & Richardson has a highly professional team with multiple technical competencies.”

“The team at Fish is extremely good at dealing with complex matters, quickly providing considered and pragmatic advice.”

“The service provided by the Fish & Richardson team has been impeccable – they are extremely responsive.”

Work highlights Fish & Richardson PC represented LG Electronics against Intellectual Ventures in a case regarding a breach of a patent license agreement and tortious interference with the patent license agreement.

Notable practitioners

Juanita Brooks is lauded for her trial and appellate practice, regularly acting in high-stakes patent litigation relating to medical technology and pharmaceuticals. **Strengths:** *“Juanita is fantastic attorney and a true trial lawyer.” “Juanita is outstanding.” “Juanita is an amazing litigator.”* **Ruffin Cordell** is a preeminent trial attorney with vast experience in patent infringement litigation. He is frequently called upon by leading technology sector clients for representation in high value disputes. **Strengths:** *“Ruffin is a great guy who is excellent with juries and is a very clever strategist.” “Ruffin is easy to work with and does a great job of explaining case strategy.” “Ruffin is a fantastic trial attorney who is terrific in court, very persuasive and has in-depth knowledge due to his background in the patent office.”*

Fross Zelnick Lehrman & Zissu PC

What the team is known for Fross Zelnick is renowned in the field of trademark and copyright law, with an excellent track record advising global brands on litigation, commercial deals and anti-counterfeiting matters. Also offers expertise in domain name registration and enforcement, as well as strength acting in appellate proceedings before the TTAB.

Strengths

“The Fross Zelnick team offers a high level of service and responsiveness.”

“The team has an outstanding ability to handle complex matters before the TTAB. They approach

every detail with careful thought and tactical positioning.”

“The Fross team has the breadth and depth needed to handle both local and international intellectual property matters.”

Work highlights Fross Zelnick Lehrman & Zissu PC represented Chatham Imports and its Farmers Gin brand. The firm prevailed at trial before the TTAB against a competitor’s application to register the mark ‘Farmer Forward’ for spirits, on grounds of likelihood of confusion.

Notable practitioners

Lydia Gobena, Laura Popp-Rosenberg, Leo Kittay and James Weinberger are key contacts.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn maintains a fine reputation for its handling of patent litigation and post-grant proceedings. Draws upon the notable industry experience of many members of the team to advise a varied roster of clients, including global pharmaceutical manufacturers and leading names in the media, technology and software arenas.

Strengths

“Gibson Dunn is the total package. The team is full of skilled lawyers who are able to analyze the technical merits of the case and build case strategies around them.”

“The Gibson Dunn team is super strategic, but also very practical and really understands our business.”

Work highlights Gibson Dunn & Crutcher LLP represented Dell, EMC and VMware in a \$435 million patent infringement suit brought by WSOU Investments over 12 patents.

Notable practitioners

Josh Krevitt (see p.2604) co-chairs the firm’s IP group and maintains an impressive practice spanning high-stakes patent disputes in both the pharmaceutical and tech spheres. **Strengths:** *“Josh is a very skilled trial lawyer.” “Josh is cool, calm and collected. He’s very strategic in his thinking and is a great person to have on a high risk issue.”*

Goodwin

What the team is known for Goodwin has notable strength acting for generic pharmaceutical manufacturers in Hatch-Waxman and biologics litigation. Extensive experience representing eminent technology companies in high-stakes patent disputes. Also offers a strong appellate practice with experience at the Federal Circuit and the Supreme Court. Additional strength in IPR work.

Strengths

“Goodwin possesses some of the finest IP appellate lawyers in the country.”

“The Goodwin team is incredibly responsive and always available for whatever we need.”

“The Goodwin team is creative and solution oriented.”

Work highlights Goodwin represented Samsung Electronics in ITC litigation regarding the client’s line of outdoor displays.

Notable practitioners

William Jay (see p.595) has impressive depth and breadth of experience litigating major IP appeals at the Federal Circuit and Supreme Court. **Neel Chatterjee** operates a respected IP practice which spans both patent and trade secret litigation.

His clients include leading technology and media companies. **Strengths:** *“Neel is great on his feet.”*

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is noted for its global patent litigation and prosecution practice. The team represents an impressive client roster of leading pharmaceutical and technology companies and offers substantial expertise in inter partes review proceedings and Hatch-Waxman litigation. The team also draws upon the firm’s international footprint to offer expertise in cross-border matters.

Strengths

“The Greenberg Traurig team is outstanding in all aspects of their work.”

“GT always brings world-class talent with deep expertise and specialization on any topic we need.”

“Greenberg Traurig provides pragmatic, helpful and actionable advice.”

Work highlights Greenberg Traurig secured a complete victory in a declaratory judgment action filed by Chewy against IBM.

Notable practitioners

Groombridge, Wu, Baughman & Stone LLP

What the team is known for Groombridge, Wu, Baughman & Stone LLP is a newly-established patent litigation boutique formed by a group of leading former big law IP attorneys. The firm houses substantial expertise in all forms of complex patent disputes, and counts major life sciences and tech firms amongst its clients.

Strengths

“The Groombridge team has a good mix of junior and senior attorneys with great legal expertise who are able to quickly understand the science and technology of a case.”

“The team is very responsive and very efficient.”

Work highlights Groombridge, Wu, Baughman & Stone LLP represented 10x Genomics and Stanford University in a patent litigation against Parse Biosciences regarding technology relating to single-cell sequencing. The team are also representing 10x on the validity of these six patents in the PTAB.

Notable practitioners

Nicholas Groombridge is a leading patent litigator with a depth of expertise across the most complex of life sciences IP disputes, including those relating to biotech, medical devices and drug patents. **Strengths:** *“Nick is a wonderful advocate. He is very smart and practical with a great depth of experience that allows him to assess unique solutions to complex problems.” “Nick is a strong strategic thinker and has a great courtroom presence.” “Nick has exceptional legal expertise coupled with pragmatism.”*

Irell & Manella LLP

What the team is known for Irell & Manella is a much-admired IP litigation group, best known for work in the patent space, with a reputation that extends far beyond its California base. Retained by market-leading clients in hi-tech and life sciences, and also regularly sought after to provide counsel to startups and emerging compa-

nies. Expertise extends to trademark portfolio management and copyright counseling.

Strengths

“Irell is, by far, the most attentive of all the firms I have worked with when it comes to addressing client concerns and considering client input.”

“Irell has an exceptional team across the board. It has consistently outperformed other firms when it comes to high-stakes IP matters.”

“It is a premier firm for the trial of patent cases and our go-to firm in that field. From top to bottom, Irell has one of the best trial and support teams I have ever dealt with.”

“The Irell lawyers are experts in patent litigation. They are both strategic and knowledgeable about this complex area of the law.”

Work highlights Irell & Manella LLP obtained a \$303 million verdict for Netlist in a suit against Samsung involving five patents relating to computer memory technology.

Notable practitioners

Morgan Chu maintains an enviable reputation for his sophisticated IP litigation practice. His extensive client roster includes leading pharmaceutical, tech and retail sector corporations. **Strengths:** *“Morgan has an ability to distill complex issues and situations into basic principles and simple concepts in order to provide rock-solid advice.” “Morgan is a fantastic lawyer.”*

Jenner & Block LLP

What the team is known for Jenner & Block has a top quality litigation offering from the firm’s California office, noted for copyright disputes in the music industry. Also advises leading publishers, broadcasters and other content owners on how to protect and enforce copyrights and trademarks. Additionally recognized for its strong trade secrets offering. Its West Coast location also allows a strong focus on assisting Japanese companies engaged in IP litigation in the USA.

Strengths

“The Jenner team has exceptionally strong subject matter expertise in complex and sophisticated issues.”

“Jenner & Block’s IP team provides unique skills, excellent legal perspective and excellent service.”

Work highlights Jenner & Block LLP represented RIAA and member companies Sony Music Entertainment, Universal Music Group and Warner Music Group, in two separate copyright infringement actions against two ISPs, Grande Communications and RCN Telecom Services for allowing customers to commit infringement using BitTorrent.

Notable practitioners

Andrew Bart maintains a respected intellectual property practice in which he draws upon his deep knowledge of the music and entertainment industries to advise clients across a broad range of trademark and copyright issues, including royalty rates and infringement cases. **Strengths:** *“Andrew is super knowledgeable in his area of expertise and is very intelligent.” “Andrew is incredibly smart, extremely strategic and is great at being able to cut through the noise and tell the most convincing story for his client.”*

Jones Day

What the team is known for Jones Day undertakes heavyweight patent litigation on behalf of market-leading clients in electronics, telecommunications and pharmaceuticals. Fields particular experience in bet-the-company IP litigation. Supplemented by deep resources supporting IP-led transactions, and the firm's global footprint makes it a popular choice for cross-border issues.

Strengths

"The Jones Day team provides practical, business-focused advice."

Work highlights Jones Day represented Merck Sharp & Dohme in Hatch-Waxman patent infringement litigation against 16 generic drug maker defendant groups relating to their ANDA submissions to the FDA seeking approval for generic versions of the client's drug, BRIDION.

Notable practitioners

Gregory Castanias heads the firm's Federal Circuit practice and has a demonstrable track record of success in high-stakes IP appeals, particularly for tech and life sciences companies. **Hilda Galvan** is experienced with patent, trade secrets and IPR mandates, with leading technology sector companies among her roster of clients.

Keker, Van Nest & Peters LLP

What the team is known for Keker Van Nest is a renowned boutique handling bet-the-company trials for some of the world's most prominent technology companies. Particularly well known for litigation concerning software, smartphone technology and semiconductors.

Notable practitioners

Robert Van Nest has a sophisticated practice that incorporates patent infringement, copyright and other IP-related litigation.

Kilpatrick Townsend & Stockton

What the team is known for Kilpatrick Townsend & Stockton has a highly regarded IP practice particularly excelling in trademark prosecution and portfolio management, and is also noted for its strong litigation capabilities. Acts for a distinguished client base, including leading companies in media and entertainment, fashion, consumer products, technology, social media and sports. Also offers a specialized China team, acting for Chinese clients on their US trademark matters and for US clients on their operations in China. Increasingly recognized for expertise in patent matters, regularly serving notable technology and life sciences companies on litigation and prosecution.

Strengths

"Kilpatrick has a specialized and sophisticated team that provides counsel across a range of jurisdictions."

"The Kilpatrick team provides excellent creative ideas and solutions."

"The Kilpatrick team is coordinated, always consistent and compliment each other very well."

Work highlights Kilpatrick Townsend & Stockton represented Polaroid in a trademark dispute against Fujifilm for its alleged infringement of Polaroid's famous Classic Border Logo that has been a household staple since 1972.

Notable practitioners

Atlanta-based Wab Kadaba chairs the firm's intellectual property group.

Kirkland & Ellis

What the team is known for Kirkland & Ellis houses celebrated trial lawyers engaged by global brands to protect their most valuable patents. Maintains a fine reputation for its work in complex technology matters. Has the resources and expertise to field litigators in ITC and administrative proceedings as well as federal and district court actions. Patent expertise is complemented by deep experience in matters such as trade dress, trademarks and issues of false advertising and misappropriation of trade secrets.

Strengths

"Kirkland has an excellent patent litigation team and offers a high quality service."

"Kirkland has a deep bench of attorneys with highly technical backgrounds."

"Kirkland has some of the best IP litigators in the country."

"The lawyers at Kirkland are intelligent and experienced."

"The Kirkland team is extremely knowledgeable and responsive, and provides excellent quality of work."

Work highlights Kirkland & Ellis defended Alcon Pharmaceuticals in a consolidated patent litigation brought by Gland Pharma, Orbicular Pharmaceutical Technologies and Micro Labs USA regarding the manufacture of generic versions of Alcon's affiliate, Aerie Pharmaceuticals' drugs 'Rhopena' and 'Rocklatan'.

Notable practitioners

Head of the firm's copyright and trademark practice **Dale Cendali** (see p.2546) is a lauded litigator who represents some of the world's most well-known brands in the protection of their IP rights.

Strengths: *"Dale is incredible."* *"Dale provides top notch work product. She is very strategic, very responsive and always thinking ten steps ahead."* *"Dale is intelligent and knowledgeable and is an all-around excellent lawyer."* **Gregory Arovos** (see p.2530) is regularly called upon by leading tech sector clients to handle patent infringement and invalidity litigation. He is noted for his experience handling matters before the ITC and district courts. **Strengths:** *"Greg is an excellent strategist and is very good at speaking in court."* *"Gregory is an excellent trial lawyer. He's deeply experienced and has taken cases from trial to verdict in multiple jurisdictions."* **Gregg LoCascio** (see p.1342) brings significant expertise in engineering and technology patent infringement litigation, regularly appearing before district courts and in the PTAB. **Strengths:** *"Gregg is a fantastic courtroom lawyer who is great on his feet."* *"Gregg is always incredibly prepared."* **John O'Quinn** (see p.657) has an impressive track record in high-stakes IP disputes at trial and appellate levels. He has considerable experience handling patent matters in the US Court of Appeals for the Federal Circuit.

Strengths: *"John is a very tough litigator who is both extremely capable and very impressive."* *"John is a very strong lawyer and is a master of articulating complex issues. He really understands the commercial endeavors of the client's business and how he can impact them."* *"John is an excellent*

appellate advocate."

Latham & Watkins LLP

What the team is known for Latham & Watkins has a strong profile for complex patent litigation and maintains noteworthy expertise in Hatch-Waxman proceedings. Recognized for handling PTAB proceedings and has a fine track record in ITC Section 337 investigations. Additional expertise in a range of soft IP matters, including trademark and copyright disputes. Strong IP profile bolstered by expertise in attendant antitrust matters. Impressive client base includes major automobile and technology companies.

Strengths

"The Latham IP team is incredibly talented and experienced. The firm has a deep bench of strong attorneys who are well versed in industry happenings."

"Latham has deep experience with relevant, quickly evolving issues."

"Latham offers a great service with strong professionalism and expertise."

Work highlights Latham & Watkins LLP represented Johnson & Johnson Surgical Vision and its subsidiaries in its global patent and copyright infringement dispute against Alcon over competing laser eye-surgery technology.

Notable practitioners

Maximilian Grant (see p.572) is well-versed in the handling of multijurisdictional disputes, including those relating to technology, manufacturing and medical device patents. **Strengths:** *"Max is great to work with. He forges trust and connection with both judge and jury."* *"Max is an impressive field general."* *"Max is well versed in his craft and is focused, tenacious and always driven to deliver a favorable outcome."* **Douglas Lumish** (see p.1046) is a respected litigator active across trade secrets misappropriation patent and trademark disputes, regularly appearing in the Federal Circuit and the ITC. **Strengths:** *"Douglas is a very bright attorney who has a keen understanding of how to organize and present a case in a way that simplifies complex concepts."* **Matthew Moore** (see p.1347) is recognized for his adroit handling of complex IP disputes for a broad range of clients. He regularly acts in IPRs, patent infringement matters and trade secrets-related mandates. **Gabriel Bell** (see p.501) heads the firm's IP appeals group and has an impressive track record arguing high-stakes matters before the CAFC. He is frequently called upon by clients from a diverse range of industries, including tech and life sciences. **Strengths:** *"Gabe is terrific. He takes the client's interest to heart and you can guarantee that you will get 100% when he litigates a case on your behalf."*

McDermott Will & Emery LLP

What the team is known for McDermott has an experienced patent litigation group with notable clients across sectors including life sciences, technology and retail. Capable of handling significant multijurisdictional patent disputes. Possesses additional strength in contentious copyright and trade secrets mandates, as well as portfolio management matters.

Work highlights McDermott Will & Emery LLP represented Natera in patent infringement litigation.

tion regarding over 200 patents issued or pending in Natera's global intellectual property portfolio that had allegedly been used by defendants ArcherDX and Invitae to enter the marketplace for early cancer testing and monitoring.

Notable practitioners

Sarah Chapin Columbia (see p.2012) maintains a respected IP practice that regularly sees her handle major patent disputes at trial. She offers particular expertise representing clients in the life sciences industry.

McKool Smith

What the team is known for McKool Smith is an excellent patent litigation group recommended for complex and high-stakes cases in the life sciences and hi-tech sectors, and especially noted for its work on behalf of plaintiffs. Recognized for experience before federal and district courts, as well as before the ITC and PTAB, and offers particular expertise on patent matters involving cellular and wireless technology.

Strengths

"McKool Smith is strong in complex patent litigation and has a deep and technical bench."

Work highlights McKool Smith represented Netlist in a patent infringement case against Samsung in which the jury found that Samsung willfully infringed three of Netlist's patents related to computer memory technology.

Notable practitioners

Samuel Baxter (see p.3201) is a seasoned trial lawyer with an impressive track record in high-stakes IP patent disputes. He counts industry-leading tech companies among his clients.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius is a respected group with a sizable nationwide footprint and a broad IP practice spanning matters including patent infringement litigation, trade secrets and noncontentious portfolio advice. Offers notable experience representing clients at trial and appellate levels.

Work highlights Morgan, Lewis & Bockius LLP represented Haas Automation in an IPR before the PTAB for a patent asserted by Olati against Haas in the District Court for the Central District of California.

Notable practitioners

Philadelphia-based Louis Beardell is a key contact.

Morrison Foerster

What the team is known for Morrison Foerster has a powerful patent practice with an impressive client list featuring big names in technology, biotechnology and consumer electronics. Maintains a fine reputation for its strengths in high-stakes litigation and well supported by a deep bench of seasoned trial lawyers. Also possesses significant expertise in rights strategy and prosecution work, alongside deep experience in appellate litigation in the US Supreme Court, federal courts of appeals and state appellate courts.

Strengths

"The Morrison Foerster team has the ability to focus on the big picture and understand the business objective."

"They know our business, are dedicated to our success and always provide practical advice."

"Morrison Foerster has a deep bench of very experienced attorneys who are able to handle highly complex technical concepts extremely well and develop robust and winning legal strategies."

Work highlights Morrison Foerster represented Genentech in developing its strategy for its multi-billion-dollar portfolios including cancer drugs Kadcyła, Perjeta, Gazyva and Tecentric.

Notable practitioners

Daralyn Durie (see p.545) maintains a leading practice in pharmaceutical and biosimilar patent litigation. She offers additional expertise in copyright infringement disputes. **Strengths:** *"Daralyn is a fantastic lawyer with a unique insight into patent litigation."* *"Daralyn is a top-tier IP lawyer."* *"Daralyn is terrifically smart and deeply knowledgeable about IP law and life sciences."* **Deanne Maynard** (see p.635) cochaurs the firm's appellate and Supreme Court practice. She is renowned for her track record in bet-the-company disputes and has substantial experience handling patent cases before the Federal Circuit. **Strengths:** *"Deanne is a very good writer and a phenomenal oral advocate."* *"Deanne has a lot of experience arguing in the Supreme Court and is super strong across the board."*

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers has a well-regarded national practice that handles trademark, copyright and trade secrets litigation both at trial court level and on appeal. Represents clients in a wide range of sectors, including media and entertainment, consumer electronics and pharmaceuticals.

Strengths

"The team at O'Melveny provides practical, real-time advice that is essential to our strategy."

"O'Melveny provides skillful handling of complex technical issues and provides positive results."

"O'Melveny has good expertise in handling complex patent litigation."

Work highlights O'Melveny & Myers represented Allergan in a patent infringement case brought against Sandoz concerning a patent covering the hair growth drug, Latisse.

Notable practitioners

Ryan Yagura is a key contact.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick is a go-to firm for household names in the electronics and software spaces. High-caliber trial lawyers who attract important briefs for clients facing patent and copyright litigation. Offers strong representation in patent prosecution and before the USPTO. Leverages a strong team of appellate attorneys to handle high-stakes patent disputes in the Supreme Court and Federal Circuit. Growing practice focusing on the representation of Japanese companies in connection with their US patent needs.

Strengths

"The team at Orrick is very thorough and very talented."

"The Orrick team is very experienced in handling complex IP litigation matters, with sufficient

resources and rich expertise."

"The team is excellent and has a deep bench with strong experience in the federal court."

Work highlights Orrick, Herrington & Sutcliffe LLP represented Sonos in asserting five patents against Google at the ITC. The ITC found that all five of the asserted Sonos patents were valid and infringed, and the result forced Google to stop using the infringing technology in all of its products.

Notable practitioners

Joshua Rosenkranz heads up the firm's Supreme Court and appellate litigation group. He regularly acts for major clients on high-stakes intellectual property appeals and is an experienced Supreme Court advocate. **Jared Bobrow** offers expertise in patent and trade secrets litigation, bringing particular experience in cases involving complex technology-sector patents. **Strengths:** *"Jared is an incredible lawyer."* **Annette Hurst** is recognized for her expertise in complex IP disputes. She has notable experience trying copyright, trade secret, trademark and patent matters frequently.

Paul Hastings LLP

What the team is known for Paul Hastings has a noted patent group with experience acting across both contentious and noncontentious matters. Particularly renowned for sophisticated representation life sciences and tech companies. Expertise includes high-stakes infringement disputes, including Hatch-Waxman litigation and PTAB proceedings.

Strengths

"Paul Hastings has a very talented team of patent litigators who have an ability to understand complex science and explain it to the judges and juries in a manner that is easy to understand."

"The Paul Hastings team provides great work product."

Work highlights Paul Hastings successfully represented BioNTech US and SE in patent infringement litigation against CureVac NV related to the Pfizer-BioNTech COVID-19 vaccine.

Notable practitioners

Bruce Wexler garners recognition for his sophisticated contentious IP practice. He is well versed in IPRs, patent infringement litigation and appellate mandates, frequently acting on BPCIA and Hatch-Waxman patent litigation. **Strengths:** *"Bruce is spectacular. His responsiveness, availability and work rate are all great."* *"Bruce has a brilliant mind and is very quick. He has great experience and always provides helpful advice."* **Naveen Modi** is the global cochair of Paul Hastings' Intellectual Property practice and regularly acts for clients in high-stakes patent litigation. Naveen has particular expertise in PTAB and IPR work. **Strengths:** *"Naveen is a very nice person and a good lawyer. He's a real expert in this space."* *"Naveen is a top notch lawyer with a deep understanding of legal and technical issues."* *"Naveen is great. He's always available, very creative, very experienced and provides great advice."*

Perkins Coie LLP

What the team is known for Perkins Coie is highly active in the representation of global clients in the pharmaceutical and technology spaces before

the USPTO, and also noted for its capabilities in patent-based transactions. Supported by a litigation team with an enviable trial before the PTAB and Federal Circuit. Frequently handles complex patent appeals before the Federal Circuit. Also noted for its handling of post-grant proceedings.

Strengths

"The Perkins Coie team is fantastic and consistent from top to bottom. The lawyers are experienced, practical and knowledgeable."

"The Perkins team is knowledgeable, professional and understands ITC and district court matters. They help us to minimize our risks and are very good at negotiations."

"The team is legally very strong, technologically very knowledgeable and very responsive and reliable."

Work highlights Perkins Coie represented Google in an appeal that successfully overturned an adverse patent-infringement ruling that had awarded \$20 million in damages plus a running royalty to the plaintiffs.

Notable practitioners

Dan Bagatell (see p.495) has impressive experience in complex Federal Circuit patent appeals, typically acting for high-tech and pharmaceutical industry companies. **Strengths:** *"Dan is very knowledgeable of patent law and has a lot of experience." "Dan is very smart, extremely experienced and understands the best way to bring a case to the appellate court."* **Nathan Kelley** (see p.603) cochairs the firm's Federal Circuit patent appeals practice. He handles high profile patent litigation appeals, IPRs at the PTAB, and related USPTO work for notable clients in the technology and pharmaceutical industries. **Strengths:** *"Nate really understands important issues and how to present them in a way that gets the appellate court to focus on the right things." "Nate is incredibly knowledgeable on Federal Circuit appeals, Supreme Court appeals and USPTO matters." "Nate is an excellent appellate advocate."*

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel has a high caliber patent team handling cutting-edge litigation in the life sciences and hi-tech industries, with notable expertise in cases before the ITC. Highly recommended for administrative IP proceedings as well as civil actions before district and federal courts. Also noted for a strong practice in Hatch-Waxman litigation.

Strengths

"The Quinn team is very smart and has deep technical expertise."

Work highlights Quinn Emanuel Urquhart & Sullivan, LLP represented Voxer in a patent infringement litigation case against Facebook relating to the client's Live Messaging and Store-and-Stream technologies. The weeklong trial resulted in a unanimous verdict that Facebook and Instagram Live infringed on Voxer's patents.

Notable practitioners

Kathleen Sullivan's outstanding appellate practice has seen her handle a number of bet-the-company IP appeals at both the Federal Circuit and Supreme Court. She counts household name technology companies amongst her impressive

client list. **Sean Pak** offers expertise in a range of intellectual property matters, regularly litigating patents, trade secrets, copyrights and more on behalf of both plaintiffs and defendants. Sean is a founding member of the firm's AI Practice Group and offers notable expertise in relation to the cross-section between Artificial Intelligence and Intellectual Property. **Strengths:** *"Sean is very confident, very experienced and is a reliable litigator and strategist." "Sean is dedicated, service-oriented and very knowledgeable."*

Sidley Austin LLP

What the team is known for Sidley Austin is an impressive patent litigation outfit with seasoned trial lawyers, recommended for high value patent disputes in the hi-tech, life sciences and software sectors. Represents a strong choice of counsel for USPTO proceedings, particularly post-grant reviews. Noted experience on IPR matters and covered business review proceedings. Additionally adept at litigating before the ITC.

Strengths

"The team at Sidley can take highly complex and technical matters and reduce them to fine arguments."

Work highlights Sidley Austin LLP represented Amgen patent infringement litigation against Sandoz regarding Amgen's oral medication for psoriasis, Otezla.

Notable practitioners

Jeffrey Kushan (see p.1339) is noted for his work handling patent-related appeals in the pharmaceutical, biotech and electronics spaces. He has substantial experience acting before the PTAB.

Weil, Gotshal & Manges LLP

What the team is known for Weil Gotshal has a strong litigation practice engaged by leading names in the telecommunications, life sciences and hi-tech manufacturing arenas. Also recommended for prosecution and PTAB procedures, including IPRs and covered business method review proceedings. Strong track record in relevant appellate litigation.

Strengths

"The team did a phenomenal job at trial for us. The lawyers are incredibly hard working, tenacious and smart."

"Weil has a deep team of talented patent litigators who are very experienced in USPTO proceedings."

Work highlights Weil, Gotshal & Manges LLP represented Altria in patent infringement litigation against Juul Labs in the ITC, with the client seeking a ban on the importation and sale of certain Juul e-vapor products.

Notable practitioners

Mark Perry (see p.667) is cohead of Weil's appellate litigation practice. He has nearly 30 years of experience representing clients in complex appellate matters, with a strong focus on high-stakes patent appeals. **Strengths:** *"Mark is a fantastic lawyer. He's smart, a brilliant writer, works great in a team and really understands how the courts work."* **Edward Reines** (see p.1063) is a skilled litigator with significant experience in life sciences patent disputes and related IPR proceedings. He has notable expertise in appellate matters. **Strengths:** *"Ed is a very bright lawyer and is very*

good at identifying issues. He is engaging and very practical." **Elizabeth Weiswasser** (see p.733) maintains a respected patent disputes practice which regularly sees her represent clients before the Federal Circuit, district courts and the ITC. **Strengths:** *"Elizabeth is a skilled and persuasive advocate as well as a masterful strategist." "Liz is adept at taking complex technology and facts and weaving them into a persuasive and easy to understand narrative." "Elizabeth is very thoughtful and strategic."*

Williams & Connolly LLP

What the team is known for Williams & Connolly is a premier DC-based litigation practice with a strong contentious IP offering. Frequently retained by technology giants and leading pharmaceutical companies for representation in significant disputes, including Hatch-Waxman litigation.

Work highlights Williams & Connolly LLP represented Regeneron in its BPCIA litigation against Mylan Pharmaceuticals regarding Regeneron's drug treatment for certain serious eye diseases, Eylea.

Notable practitioners

Lisa Blatt chairs the firm's Supreme Court and appeals practice and has impressive depth of experience arguing IP cases before the Supreme Court. **David Berl** maintains a strong reputation as a patent litigator, regularly serving clients in the biotechnology, pharmaceutical and energy fields. **Strengths:** *"David is a very good patent litigator who provides great strategic insight." "David is a brilliant litigator. He is a pleasure to work with and is responsive to clients, listens well and is very willing to adapt." "David is very thorough and very creative."*

WilmerHale

What the team is known for WilmerHale has an outstanding patent litigation group with a fine track record in cases before the Supreme Court and Federal Circuit. Also highly recommended for ITC and USPTO proceedings across a wide range of sectors including computers, biotechnology and pharmaceuticals.

Strengths

"The Wilmer team is excellent. Their presentation is crisp and clear and they provide excellent service."

"WilmerHale provides fast responses and a very strategic approach."

"Wilmer is great in terms of responsiveness, communication, expertise, experience and quality of work product."

"WilmerHale has a top notch Intellectual Property and Appellate practice."

Notable practitioners

William Lee is a leading IP litigator who brings decades of experience in high-stakes IP litigation and appellate mandates for market-leading clients, particularly those in the technology sector. **Sonal Mehta** has an impressive track record in complex, bet-the-company patent disputes. She frequently advises major technology-sector clients. **Strengths:** *"Sonal is a fantastic attorney."*

Winston & Strawn LLP

What the team is known for Winston & Strawn houses a respected patent litigation group with a formidable range of first-chair attorneys, prized for its trial capabilities before the ITC and PTAB as well as district and federal courts. Clients are drawn from a number of sectors including technology, pharmaceuticals and energy. Particularly focused on representation of generic manufacturers in ANDA litigation.

Strengths

"Winston & Strawn provides strong, in-depth evaluation and counsel on complex matters."

"Winston & Strawn possesses a team with very strong depth. They are diverse, experienced and connected in all matters concerning IP."

Work highlights Winston & Strawn LLP represented Advanced Micro Devices (AMD) in an ITC action brought against them by a competitor, Realtek Semiconductor Corp. The matter involved three patents relating to integrated circuit design and manufacture.

Notable practitioners

Michael Elkin (see p.2564) is highly respected for his strength in copyright litigation. He has particular experience in disputes in relation to the music industry and dealing with issues relating to illegal downloads and online platforms.

Strengths: *"Michael is thoughtful and incredibly responsive." "Michael brings a depth of industry knowledge and professionalism that is incredible." "Michael is highly knowledgeable, very strategic, and a very good analytic and strategic thinker."* **Tom**

Melsheimer (see p.640) is an experienced litigator with notable expertise in high-stakes, multipatent disputes, in addition to matters arising from trade secrets misappropriation.

Other Ranked Lawyers

Richard Cederroth maintains a noted technology-focused patent practice, regularly representing clients in infringement disputes relating to software, gaming and remote storage, among other areas.

Yar Chaikovsky is an expert patent litigator with extensive experience acting for the world's leading technology companies in high-stakes disputes.

Mark Davies of White & Case LLP has extensive experience litigating complex patent matters before the Federal Circuit, frequently acting for household name technology companies.

Anthony Dreyer (see p.544) of Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates is a sports and entertainment specialist with an active trademark and copyright litigation practice. Anthony regularly acts for sizable clients working in America's most popular sports. **Strengths:** *"Anthony is very persuasive and makes all the right arguments to convince people to respect our IP." "Anthony is incredibly practical and takes his client through difficult situations providing elegant solutions."*

Dimitrios Drivas of White & Case LLP is an experienced patent litigator with notable expertise representing life sciences and technology companies in high-stakes disputes. **Strengths:** *"Dimitrios is responsive, thoughtful and strategic." "Dimitrios is very experienced, gives very tailored and thoughtful advice and really understands the technology in biopharma."*

DJ Healey of Spencer Fane LLP is a respected litigator with significant experience acting before the ITC, district and state courts. She is particularly noted for her strength in patent and antitrust disputes.

Elizabeth Holland (see p.586) of A&O Shearman is regularly retained by leading clients in the pharmaceutical sector for complex patent litigation pertaining to drugs and medical treatments. **Strengths:** *"Elizabeth is really strong in getting the big pictures of things and understanding the dynamics of the pharmaceutical industry."*

Brenda Jarrell of Choate Hall & Stewart LLP operates a respected patent disputes and prosecution practice, counting major pharmaceutical corporations and other life sciences sector companies among her clients.

Eleanor M. Lackman of Mitchell Silberberg & Knupp LLP is recognised for her depth of experience in acting for media and entertainment industry clients on a varied range of trademark and copyright issues. **Strengths:** *"Eleanor is a lovely person and a knowledgeable attorney." "Eleanor's knowledge is broad and her decision making is exceptional. She's smart, extremely knowledgeable and has a great practical business sense. She is a consummate professional." "Eleanor is energetic and actively looks out for our interests as clients."*

Jeffrey Lamken of MoloLamken LLP is a nationally recognized appellate practitioner, who handles high-stakes patent and trademark appeals for clients in various industries, most notably in the pharmaceutical and technology sectors.

Mark Lemley (see p.1044) of Lex Lumina PLLC is an experienced patent litigator with notable expertise in appellate work.

David McCombs of Haynes and Boone, LLP counts global technology giants among his client roster, regularly representing corporations in IPRs, patent litigation and appeals.

Ashok Ramani (see p.1062) of Davis Polk & Wardwell offers impressive experience acting in high-stakes patent and trade secret disputes. He counts major technology companies among his impressive client base. **Strengths:** *"Ashok is super communicative and really thinks like a trial lawyer to make long-term strategic judgments." "Ashok is an excellent trial attorney with very good presence in the courtroom as well as strong case strategy and management."*

Bruce Sostek of Holland & Knight LLP operates a broad contentious IP practice that regularly sees him handle patent, trademark and copyright infringement matters. He offers experience handling appellate and ITC disputes.

International Arbitration Nationwide

International Arbitration: The Elite	
Leading Firms	
Band 1	
Debevoise & Plimpton LLP	
Freshfields Bruckhaus Deringer	
King & Spalding LLP	
White & Case LLP	
Band 2	
Arnold & Porter	
Chaffetz Lindsey LLP	
Skadden, Arps, Slate, Meagher & Flom LLP	
Three Crowns LLP	
Band 3	
Covington & Burling LLP	
Curtis, Mallet-Prevost, Colt & Mosle LLP	
Herbert Smith Freehills	
Norton Rose Fulbright	
Reed Smith LLP	
Vinson & Elkins LLP	
Band 4	
Cleary Gottlieb Steen & Hamilton LLP	
Dechert LLP	
DLA Piper LLP	
Foley Hoag LLP	
Gibson, Dunn & Crutcher LLP	
Hogan Lovells US LLP	
Hughes Hubbard & Reed LLP	
Quinn Emanuel Urquhart & Sullivan, LLP	
Sidley Austin LLP	
WilmerHale	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1 International Arbitration: The Elite

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton maintains its position at the forefront of the commercial and investment treaty arbitration market, acting for a wide range of multinational corporations and sovereign states. The firm offers a deep bench of experienced arbitration counsel, well versed in handling disputes conducted under the auspices of all major institutional rules as well as in those heard in ad hoc settings. The group provides particular expertise in arbitrations involving Latin American parties, as part of a broad global practice.

Strengths

"Debevoise is an excellent team, they can build a compelling case in extremely complex disputes from scratch."

"The Debevoise & Plimpton team not only considers the legal aspects of the case, but also the practical consequences for us as a client, and the length and cost of the solutions proposed versus the potential benefits."

"Debevoise team operates at a superior level."

"They are a firm capable of providing the niche skills needed for international arbitration. They have great team and provide great value."

"I have had the privilege of working with the best law firms in the world and I must say, for international arbitration, they are simply impressive."

International Arbitration: Highly Regarded	
Leading Firms	
Band 1	
Baker Botts L.L.P.	
BakerHostetler LLP	
Cooley LLP	
Eversheds Sutherland (US) LLP	
Jones Day	
Squire Patton Boggs	
Band 2	
A&O Shearman	
Alston & Bird LLP	
Baker McKenzie	
Crowell & Moring LLP	
Mayer Brown LLP	
Paul Hastings LLP	
Winston & Strawn LLP	

Work highlights Debevoise represented the Republic of Iraq against ICSID claims brought by Orange Telecom, concerning a national telecommunications license agreement between Korek Telecom Company and the Iraqi Communications and Media Commission. The amount in dispute is valued at \$430 million.

Notable practitioners

Catherine Amirfar's leading practice benefits from her previous work as a former adviser to the US Department of State. She is experienced in handling complex investment treaty arbitrations for both states and investors. **Strengths:** "Is there anything Catherine cannot do? She is trusted advisor to clients, a world-recognized leader in the world of arbitration and a mentor to so many at Debevoise." "In addition to being a lawyer of amazingly strong skill in written and oral advocacy, Catherine becomes a master of all the details of the case and the facts." "I find her dedication to the greater good extraordinary." **Mark Friedman** remains a popular choice for a broad array of investors seeking expert counsel in investment treaty arbitrations. He also offers experience in commercial disputes. **Strengths:** "Mark is a real strategist. He can think miles ahead, anticipating moves, outcomes and time frames." "Mark's advocacy is amazing, he is elegant but not disrespectful. He is capable of really challenging the opposing counsel." "Mark has the ability to distill difficult concepts, framing advice in away that is easily understood." "Mark is creative, he comes up with ideas and is able to think outside the box while being a great leader." **Ina Popova** receives plaudits for her skilled advocacy. She covers both commercial and investment treaty arbitrations, with her clients including individuals, corporations and states. **Strengths:** "Ina is quick to understand the issues presented and practical in her approach. She understands internal client dynamics and presents solutions that consider time and budget." "Ina is highly intellectual and is instrumental in developing arguments. She is persuasive in hearings." "She is capable, knowledgeable and ethical." **Dietmar Prager's** practice spans investment treaty and commercial arbitrations, with notable expertise in disputes concerning Latin America. **Strengths:** "He's an excellent team leader and advocate, always

International Arbitration: Arbitrators	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Brower Charles N Twenty Essex (ORL) ◇	
Leading Individuals	
Band 1	
Bermann George A Columbia Law School (ORL) ◇	
Fellas John Fellas Arbitration (ORL) ◇	
Kalicki Jean E Arbitration Chambers (ORL) ◇	
King D. Brian 3 Verulam Buildings (ORL) ◇	
Park William W Sole Practitioner (ORL) ◇	
Polebaum Elliot E Polebaum Arbitration (ORL) ◇ *	
Salomon Claudia T Salomon Arbitration (ORL) ◇	
Schaner Lawrence Schaner Dispute Resolution (ORL) ◇ *	
Smit Robert H Columbia Law School (ORL) ◇	
Sussman Edna R Sussman ADR LLC (ORL) ◇ *	
Townsend John M Hughes Hubbard & Reed LLP *	
Ziegler Richard F AcumenADR (ORL) ◇	
Band 2	
Alexandrov Stanimir A Stanimir A. Alexandrov (ORL) ◇	
Baker C Mark Norton Rose Fulbright	
Bishop Doak King & Spalding LLP *	
Cheng Tai-Heng Sidley Austin LLP *	
Cohen Stephanie Stephanie Cohen Independent (ORL) ◇	
Cymrot Mark A Limbo (ORL) ◇	
Davidson Robert B JAMS (ORL) ◇	
Donovan Donald Francis Arbitration Chambers (ORL) ◇	
Draper Matthew Draper & Draper LLC (ORL) ◇ *	
Friedland Paul White & Case LLP	
Goldstein Marc MJG Arbitration & Mediation (ORL) ◇	
Grigera Naón Horacio Horacio A Grigera Naon (ORL) ◇	
Hanessian Grant A Hanessian ADR (ORL) ◇ *	
Hosking James Chaffetz Lindsey LLP	
Kantor Mark Sole Practitioner (ORL) ◇	
Kimmelman Louis B. (Benno) Kimmelman (ORL) ◇	
Morris Mark C. MorrisADR LLC (ORL) ◇ *	
Neuhaus Joseph E Sullivan & Cromwell LLP (ORL) ◇ *	
Nolan Michael D Arbitration Chambers (ORL) ◇	
Reed Lucy Arbitration Chambers (ORL) ◇	
Rivkin David Arbitration Chambers (ORL) ◇	
Santens Ank White & Case LLP	
Schimmel Daniel Foley Hoag LLP	
Schwartz Eric Schwartz Arbitration (ORL) ◇ *	
Silberberg Richard H Dorsey & Whitney LLP (ORL) ◇	
Band 3	
Brewer Thomas J Sole Practitioner (ORL) ◇	
Hioureas Christina G Foley Hoag LLP	
Hodgson Mérida Arnold & Porter	
Reisenfeld Kenneth B BakerHostetler LLP *	
Sabater Anibal Martin Chaffetz Lindsey LLP	
Whitesell Anne Marie Georgetown University (ORL) ◇	

calm and precisely on point." "Dietmar is well experienced. He is very good in handling witnesses and evidence." "He is very strong analytically." **Natalie Reid** has a thriving practice spanning commercial and investment treaty arbitrations. Her experience includes matters involving the Caribbean. **Strengths:** "Natalie is fair and balanced, she understands the workings of the tribunal." "Natalie has terrific ability to keep calm. She provides clear communication, beautiful writing, and is truly a delight to work with." "She has a really good strategic mind, good attitude and experience to work complex cases." **Laura Sinisterra** enjoys a growing

International Arbitration: Counsel	
Leading Individuals	
Band 1	Yanos Alexander Alston & Bird LLP *
Amirfar Catherine Debevoise & Plimpton LLP	Band 5
Astigarraga José I Reed Smith LLP	Al-Rashid Meriam N Eversheds Sutherland (US) LLP *
Bédard Julie Skadden, Arps, Slate, Meagher & Flom LLP *	Anway Stephen Squire Patton Boggs
Bishop Doak King & Spalding LLP *	Bouchenaki Amal Herbert Smith Freehills
Blackaby Nigel Freshfields Bruckhaus Deringer *	Caplan Lee M. ArentFox Schiff LLP (ORL) ◇
Friedland Paul White & Case LLP	de Gramont Alexandre Dechert LLP
Hosking James Chaffetz Lindsey LLP	Duclos Nicole Covington & Burling LLP *
Lamm Carolyn White & Case LLP	Gans Kiera DLA Piper LLP (US)
Smutny Abby Cohen White & Case LLP	Gusy Martin Bracewell LLP (ORL) ◇ *
Band 2	Hioureas Christina G Foley Hoag LLP
Baker C Mark Norton Rose Fulbright	Laird Ian Crowell & Moring LLP
Cheek Marney Covington & Burling LLP *	López Forastier Miguel Covington & Burling LLP *
Di Rosa Paolo Arnold & Porter	MacKinnon Ari D Cleary Gottlieb Steen & Hamilton LLP *
Friedman Mark W Debevoise & Plimpton LLP	McCandless Jennifer Haworth Baker Botts L.L.P. *
Haridi Samaa A King & Spalding LLP *	McNeill Mark Quinn Emanuel Urquhart & Sullivan, LLP
Kehoe Edward King & Spalding LLP *	Nyer Damien White & Case LLP *
Kent Rachael D WilmerHale	O'Brien William Eversheds Sutherland (US) LLP *
Leathley Christian Herbert Smith Freehills *	Pinsky David Covington & Burling LLP *
Loftis James L Vinson & Elkins LLP	Rubinstein Javier H King & Spalding LLP
Marigo Noiana Freshfields Bruckhaus Deringer US *	Snodgrass Elizabeth Three Crowns LLP *
Pierce John V H Latham & Watkins LLP (ORL) ◇ *	Suskin Marc Cooley LLP
Santens Ank White & Case LLP	Ugarte Ricardo Winston & Strawn LLP
Sobota Luke A Three Crowns LLP	Band 6
Townsend John M Hughes Hubbard & Reed LLP *	Behrman Andrew M Baker Botts L.L.P. *
Band 3	Bivens Frances Davis Polk & Wardwell LLP (ORL) ◇ *
Ali Arif H Dechert LLP	Boykin James Hughes Hubbard & Reed LLP *
Armas Oliver J Hogan Lovells US LLP	Cymrot Mark A Limbo (ORL) ◇
Brown de Vejar Kate DLA Piper Mexico, S.C.	Dimitroff Sashe D BakerHostetler LLP *
Burnett Henry Guy King & Spalding LLP *	Franzetti Érica King & Spalding LLP *
Cheng Tai-Heng Sidley Austin LLP *	Friedman Lauren King & Spalding LLP *
Elul Hagit Orrick, Herrington & Sutcliffe LLP (ORL) ◇	Gerbay Remy Hughes Hubbard & Reed LLP
Friedman Elliot Freshfields Bruckhaus Deringer US *	Howes B Ted Mayer Brown LLP *
Goldberg Michael S Baker Botts L.L.P. *	Love Ben Boies Schiller Flexner LLP (ORL) ◇
Hodgson Mérida Arnold & Porter	Marchilli Silvia White & Case LLP
Kahale III George Curtis, Mallet-Prevost, Colt & Mosle	Mascarenhas Viren Milbank LLP (ORL) ◇
Moloo Rahim Gibson, Dunn & Crutcher LLP *	Moore Allan B Covington & Burling LLP *
Nelson Timothy G Skadden, Arps, Slate, Meagher *	Morris Danielle WilmerHale
O'Gorman Kevin Norton Rose Fulbright	Reisenfeld Kenneth B BakerHostetler LLP *
Popova Ina C Debevoise & Plimpton LLP	Richardson Matthew D Alston & Bird LLP *
Prager Dietmar Debevoise & Plimpton LLP	Richman Lisa McDermott Will & Emery LLP (ORL) ◇ *
Profaizer Joseph R Paul Hastings LLP *	Rodriguez Francisco A. Reed Smith LLP
Sabater Anibal Martin Chaffetz Lindsey LLP	Rosenthal Jeffrey Cleary Gottlieb Steen & Hamilton LLP *
Sherwin Peter J W Proskauer Rose LLP (ORL) ◇ *	Salonidis Constantinos Foley Hoag LLP
Tan Daniel Dan Tan Law (ORL) ◇	Sanchez Jose F Vinson & Elkins LLP
Band 4	Smith Steven L Jones Day
Cardozo Camilo Vinson & Elkins LLP	Walters Gretta Chaffetz Lindsey LLP
Chedid Maria Arnold & Porter	Weldon Matthew K&L Gates (ORL) ◇ *
Frutos-Peterson Claudia Curtis, Mallet-Prevost, Colt	Williams Greg Sidley Austin LLP *
Gardiner John L Skadden, Arps, Slate, Meagher & Flom *	Yim Charline O. Gibson, Dunn & Crutcher LLP *
Gehring Flores Gaela Hughes Hubbard & Reed LLP *	Up-and-coming individuals
González Daniel E Hogan Lovells US LLP	Attanasio David Dechert LLP
Hamilton Jonathan Paul Hastings LLP	Brillembourg Clara Foley Hoag LLP
Harwood Miriam Katten (ORL) ◇	Finn Andrew Sullivan & Cromwell LLP (ORL) ◇ *
Lahlou Yasmine Chaffetz Lindsey LLP	Kennedy Nicholas O. Baker McKenzie *
Lorenzo Richard C Hogan Lovells US LLP	Lavaud Floriane Withers Bergman LLP (ORL) ◇ *
Miles Craig King & Spalding LLP *	Pasipanodya Tafadzwa Foley Hoag LLP
Mouawad Caline Chaffetz Lindsey LLP	Pearl Nicola Three Crowns LLP
Orta David M Quinn Emanuel Urquhart & Sullivan, LLP	Rovinescu Lee Freshfields Bruckhaus Deringer *
Pearsall Patrick W A&O Shearman *	Sinisterra Laura Debevoise & Plimpton LLP
Permesly Jennifer Skadden, Arps, Slate, Meagher *	Associates to watch
Reid Natalie Debevoise & Plimpton LLP	Duggal Kabir Arnold & Porter
Richard Caroline Freshfields Bruckhaus Deringer *	Pilawa Douglas Squire Patton Boggs
Stear Gorsline Melissa Jones Day	Von Mehren Paige Freshfields Bruckhaus Deringer *
Thorn Rachel W Cooley LLP	

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

International Arbitration: Enforcement	
Leading Individuals	
Band 1	Ali Arif H Dechert LLP
Berger James E DLA Piper LLP (US) *	
Bivens Frances Davis Polk & Wardwell LLP (ORL) ◇ *	
Cheng Tai-Heng Sidley Austin LLP *	
Cymrot Mark A Limbo (ORL) ◇	
Davidson Steven Steptoe LLP (ORL) ◇	
de Gramont Alexandre Dechert LLP	
Frischknecht Andreas Chaffetz Lindsey LLP	
Kim Michael S Kobre & Kim (ORL) ◇	
Kirtland Matthew Norton Rose Fulbright	
Lahlou Yasmine Chaffetz Lindsey LLP	
Leathley Christian Herbert Smith Freehills *	
Lennon Jr Michael P Mayer Brown LLP *	
Moloo Rahim Gibson, Dunn & Crutcher LLP *	
O'Brien William Eversheds Sutherland (US) LLP *	
Rosenthal Jeffrey Cleary Gottlieb Steen & Hamilton LLP *	
Ryan Christopher A&O Shearman	
Sherwin Peter J W Proskauer Rose LLP (ORL) ◇ *	
Tan Daniel Dan Tan Law (ORL) ◇	
Weldon Matthew K&L Gates (ORL) ◇ *	
Yanos Alexander Alston & Bird LLP *	

profile for her disputes practice, with particular expertise in international arbitration arising in the energy and natural resources sectors. **Strengths:** “Laura is tenacious and an excellent advocate.”

Freshfields Bruckhaus Deringer

What the team is known for Freshfields Bruckhaus Deringer is a leading destination for international disputes, with clients benefiting from a highly active bench of experienced arbitration counsel with a successful track record of representing both corporate entities and sovereign states in complex cross-border disputes. The team is noted for its expert handling of Latin American and European disputes, with impressive strengths in proceedings concerning mining, telecommunications, oil and gas and construction issues. It boasts an impressive number of multilingual and dual-qualified attorneys able to practice in both common and civil law jurisdictions.

Strengths

“Freshfields has a broad team all over the globe, with excellent capacity to handle complex matters.”
 “They are able to undertake deep analysis of each case and bring conclusions and solutions to their clients.”

“Freshfields have a high-performance team, who are excellent professionals.”

“Freshfields provide strategic and pragmatic advice. They are always thinking ahead, on how different outcomes could affect our business.”

“They are wonderful, always available and highly knowledgeable in ICSID arbitrations.”

Work highlights Freshfields represented Eco Oro in its claim against Colombia under the Canada-Colombia Fair Trade Agreement in relation to measures adopted in 2016 that put an end to its Angostura gold mining project, one of the largest gold projects in Colombia.

Notable practitioners

Nigel Blackaby KC (see p.506) offers a wealth of experience acting for both investors and states and is particularly esteemed for his expertise in Latin America matters. **Strengths:** “Nigel is the

first person I would refer anything to.” *“Nigel is one of the leading lights of international arbitration, particularly in US and Latin American work.” “His reputation precedes him, Nigel is an incredible lead-counsel and an awesome leader. He is capable of solving the most complicated matters to the benefit of his clients.” “Nigel is a dynamo, he did a phenomenal job from discovery to cross-examination and briefing.”* **Noiana Marigo** (see p.631) provides high quality advice to clients involved in both commercial and investment treaty arbitrations. She is active in a range of industries such as aviation, energy and telecommunication. **Strengths:** *“It gives peace of mind to work with Noiana, she makes you feel like a part of the team and is an excellent professional.” “Noiana is very professional, responsive and provides excellent advice.” “She is terrific.”* **Elliot Friedman** (see p.559)’s notable experience sees him regularly advise on high value and complex commercial and investment treaty arbitrations. **Strengths:** *“Elliot is fair and appropriate, and is a strong advocate.” “Elliot is a fantastic writer.”* **Caroline Richard** (see p.679) regularly advises clients on investor-state arbitrations, including matters in the energy and power sector. **Strengths:** *“Caroline is highly committed, she keeps her team in search of excellence and motivates them to generate added value.” “Caroline has the highest commitment to her clients and works really hard to get the outcome that the client is seeking.”* New York-based partner **Lee Rovinescu** (see p.685) represents corporations in the energy and power sectors in both commercial and investment treaty arbitrations. **Strengths:** *“He is a terrific lawyer. We receive meaningful, impactful and on time advice.”* **Paige Von Mehren** (see p.728) is a senior associate based in New York. She regularly acts on a range of arbitral disputes and enforcement proceedings. **Strengths:** *“Paige is a future star. She is smart, thorough and extremely graceful under pressure.” “She is poised and wise beyond her years of experience.”*

King & Spalding LLP

What the team is known for King & Spalding’s premier arbitration practice demonstrates outstanding credentials in high stakes investment treaty and commercial arbitral matters. It offers an extensive nationwide platform bolstered by broad global capabilities, with considerable strengths in Latin American, East Asian and European matters. The firm’s signature expertise in energy industry disputes is complemented by notable experience in other areas, such as construction and pharmaceuticals.

Strengths

“King & Spalding team is well schooled in the subject matter and has been able to handle all issues that have arisen in a professional and proficient manner.”

“They provide a comprehensive view and 360 degree legal strategic analysis of complex legal issues.”

“I was incredibly impressed by King & Spalding’s ability to dive into highly complex technical matters and quickly gain a high level of expertise.”

“Their levels of service and responsiveness are magnificent, they serve customers quickly and provide high legal quality attention.”

“Their lawyers speak a variety of languages and can navigate complex treaties.”

Work highlights King & Spalding secured a victory for Reficar in its dispute with US contractor CB&I over the construction of the Cartagena oil refinery in Colombia. Reficar was awarded approximately \$1.9 billion in damages.

Notable practitioners

Doak Bishop (see p.506) is held in high esteem for his expert handling of commercial and investment treaty arbitrations. He is particularly regarded for his prowess in disputes concerning the construction, energy, and oil and gas sectors as both advocate and arbitrator. **Strengths:** *“Doak is extremely experienced and he has fabulous reputation. He is really at the top of the field.” “He is preeminent.” “He’s a class act and is a good arbitrator as well.”*

Samaa Haridi (see p.578) is regularly called upon to advise clients on complex investment treaty and commercial arbitrations. **Strengths:** *“Samaa is a true partner to a general counsel in navigating issues.” “Samaa is someone I would pick any day to have as a co-counsel, she is elegant and thoughtful in her approach.” “She has a good demeanor and way of communicating information.”* **Edward Kehoe** (see p.603) has notable expertise in high value commercial and investment treaty arbitrations concerning the energy sector, acting for an impressively high profile client base. **Strengths:** *“Ed is a class act.”*

Henry Guy Burnett (see p.516) is particularly well regarded for his expertise in disputes involving Latin America. He is experienced in both commercial and investment treaty arbitrations. **Strengths:** *“Henry is a pleasure to work with. He has an endless knowledge and experience base, while caring about the case as much as we do.” “Henry is very knowledgeable in Latin American matters. He is well connected and understands regional dynamics.” “Henry is an excellent advocate and a skilled examiner. He is a smart and strategic lawyer.”* **Craig Miles** (see p.643) has particular expertise in disputes concerning Latin America and is also adept at advising on matters involving the oil and mining sectors. **Strengths:** *“Craig is responsive and cost conscious. He works on highly complex matters, providing a practical and pragmatic service.” “Craig has been helpful in constructing logical and sensible arbitration strategy.”*

Javier Rubinstein’s practice spans both commercial and investor-state arbitrations. He is particularly well placed to act for investors in treaty matters. **Érica Franzetti** (see p.558) is highlighted for her expertise in international arbitrations involving Latin America. Her practice includes both commercial and investor-state disputes. **Strengths:** *“Erica is doing great work, she is a highly accomplished lawyer.” “She’s doing extremely well in her Latin American practice.”* New York-based partner **Lauren Friedman** (see p.559) has experience handling international investment and commercial arbitrations, with a particular focus in Latin America. **Strengths:** *“She’s done a great job in getting key decisions for us as a company.”*

White & Case LLP

What the team is known for White & Case has a dominant investment treaty practice across both the claimant and state sides, with signifi-

cant strength in arbitrations involving emerging markets. The team offers additional expertise in commercial arbitrations, acting for clients from a wide range of sectors. The firm draws from a formidable pool of arbitration experts to provide outstanding representation in construction, energy and financial services disputes, alongside significant expertise in enforcement litigation. Its impressive global coverage allows for the adept handling of matters across all major hubs worldwide.

Strengths

“White & Case team is diligent in researching the facts, background and strengths and weaknesses of a case.”

“Their team is able to engage in complex analysis and have appropriate number and level of personnel dedicated to the tasks.”

“Competent and smart lawyers capable of handling big, factually and legally complicated cases related to various industries, such as electricity supply and distribution, renewables, oil and gas, and waste management.”

Work highlights White & Case represented Canadian mining company Gabriel Resources in an ICSID arbitration against a Romanian concerning Romania’s de facto expropriation of Gabriel’s rights to and sizable investments in a gold mining project.

Notable practitioners

Carolyn Lamm is highly experienced in representing corporates as well as sovereign states in sophisticated high value arbitrations. Her expertise includes both investor-state and commercial claims. **Strengths:** *“Carolyn continues to be a spectacular practitioner, she is very thoughtful.” “If I were defending a sovereign in a matter, I would think of her.”*

Abby Cohen Smutny is particularly noted for her representation of states and investors in complex treaty arbitrations. She serves as global head of the firm’s international arbitration practice. **Strengths:** *“Abby Cohen is extraordinarily intelligent, and is deeply knowledgeable in all aspects of public international law and international investment arbitration. Her strategic judgment and advocacy skills are remarkable and very valuable.”*

Paul Friedland is a long-standing figure in the market and maintains an active practice acting both as counsel and sitting as an arbitrator in high profile international arbitrations. He garners praise for his expert handling of both commercial and investment treaty matters. **Strengths:** *“Paul is excellent! I was impressed both by his advocacy and preparation.” “Paul has a great record of success, he is able to lead skilled team of attorneys working seamlessly together. He is clearly respected by all.”*

“He is exceedingly strong.” **Ank Santens** is held in high regard for her expertise in investor-state arbitrations and is experienced in advising both investors and states. She is increasingly recognized for her work as arbitrator as well as counsel.

Strengths: *“Ank has deep experience garnered from representing investors and states, acting both as a counsel and arbitrator.” “Ank is reliably excellent.” “She demonstrates a unique balance of firmness and client sensitivity that stands out.”* New York-based partner **Damien Nyer** (see p.655) is recognized for his expertise in investment treaty arbitrations, often acting for states across South

and East Asia and Europe. **Strengths:** “*Damien is a pleasure to work with, he understands issues quickly and gets to the point.*” “*He has a lot of experience and always shows high quality standards.*”

Silvia Marchili regularly handles investor-state arbitrations in the energy sector. She is noted for her strong Latin American practice. **Strengths:** “*Silvia is highly involved and busy; she is well regarded and respected.*”

Band 2 International Arbitration: The Elite

Arnold & Porter

What the team is known for Arnold & Porter has attained a strong reputation for its representation of sovereign states in high value international arbitration proceedings. The team is also engaged in significant commercial disputes, drawing from a strong group of multilingual practitioners with wide-ranging industry experience. The firm is particularly well regarded for its handling of South and Central America-related disputes, alongside a thriving West Coast practice servicing clients in East Asia.

Strengths

“*A&P is a sophisticated, well-oiled machine comprised of a deep talent pool meticulously trained by an extremely knowledgeable and experienced leadership. Their track record of consistently favorable results is quite a testament to their ability to handle complex and sophisticated matters.*”

“*Arnold & Porter has a particular strength in representing sovereigns and sovereign entities.*”

“*Arnold & Porter have a great team structure, where team members handle specific areas which allow them to pay great attention to the issues.*”

Work highlights Arnold & Porter successfully defended South Korea in an ICSID arbitration against Lone Star Funds, arising from the sale of their controlling stake in Korea Exchange Bank.

Notable practitioners

Paolo Di Rosa has a wealth of experience handling investment treaty arbitrations and is noted for his Latin America expertise. **Strengths:** “*He is an extremely knowledgeable lawyer with an impressive arbitration practice.*” “*His reputation precedes him. He is exceedingly knowledgeable, sophisticated and experienced. His dedication to client service and client work is remarkable.*” “*He’s a phenomenal litigator.*” **Mélida Hodgson** is held in high regard for her expertise in investor-state arbitration matters and is also experienced in commercial arbitration. She remains a popular choice for governments and state-owned entities, with notable experience in disputes concerning the infrastructure sector. She is also noted for her work as an arbitrator. **Strengths:** “*Mélida is insightful, she is very smart and has a balanced view of the world.*” “*She was very strategic and outcome oriented, keeping her eye on the prize.*” “*As an arbitrator she is very sensitive to the perceptions of parties regarding what the tribunal is doing, and is very focused on the fairness element.*” **Maria Chedid** has an excellent capacity to effectively handle both commercial and investment treaty arbitrations. **Strengths:** “*She is an excellent, self-confident attorney with a classy attitude.*” **Kabir Duggal**

enjoys a burgeoning reputation for his international arbitration expertise, acting on treaty, commercial and public international law matters as well as sitting as an arbitrator. **Strengths:** “*I was always impressed by his thinking.*” “*Kabir is well regarded and well known in the field, he handles complex matters.*”

Chaffetz Lindsey LLP

What the team is known for Chaffetz Lindsey is a versatile dispute resolution boutique with an extensive investor-state practice, acting for both sovereign states and corporate clients. The firm also offers a broad-based commercial dispute practice, with experience in fields including telecom, financial services, construction and energy. The team is identified for its deft handling of Latin American disputes, in addition to housing experience in arbitrations involving Europe and the Middle East, and fields significant multilingual capabilities and substantial experience acting in disputes conducted in Spanish.

Strengths

“*A top notch arbitration boutique, comparable only to the largest international practices.*”

“*Chaffetz Lindsey were very hands on, thinking about strategy and communicating with us. They have a very individual approach to the client.*”

“*It’s a very strong team that knows perfectly well how to navigate a complex matter.*”

“*Chaffetz lawyers always have the client’s business goals in mind.*”

Work highlights Chaffetz Lindsey represented Czech Republic in a PCA administered UNCITRAL arbitration arising out of the Republic’s alleged breach of the Czech Republic-UAE Bilateral Investment Treaty. The claim was brought by a Dubai-based property developer with investments in the Czech Republic.

Notable practitioners

Andreas Frischknecht has an excellent pedigree in litigating arbitral award enforcement, as part of a broad disputes practice. **Strengths:** “*He is fully dedicated to the case and the client. He instils confidence that every aspect of the case is being meticulously and personally attended to.*” **James Hosking** divides his practice between serving as counsel and sitting as arbitrator in high value international disputes, including both investment treaty and commercial claims. **Strengths:** “*James is highly sophisticated and talented when it comes to dealing with complex disputes, and fully client-oriented to ensure that the client gets the best level of service.*” “*James is an elegant writer and respectful of all points of views.*” “*I think he has one of the most brilliant minds, his wit and humour are unparalleled.*” **Anibal Martin Sabater**’s practice has particular strength in Latin American matters, but he is well placed to advise on both commercial and investment treaty arbitrations across wide-ranging jurisdictions. **Strengths:** “*Anibal was key to our arbitration. He showed strong commitment, expertise and full dedication to our case.*” “*He is very thorough in his analysis, focused and oriented. His command of the case has been impressive.*” “*Anibal excels at hearings, with an outstanding performance at cross-examination, knowing the key commercial goals of the client and implementing the best strategy to reach those goals.*” **Yasmine**

Lahlou is experienced in both commercial and investment treaty arbitrations. She has particular expertise in matters involving the energy and construction industries. Yasmine is also adept in handling enforcement matters. **Strengths:** “*Yasmine is very sound and reliable, and has a lot of respect and gravitas.*” “*She is great counsel.*”

Caline Mouawad has a growing reputation for her work on both commercial and investor-state matters. She is highlighted for her fluency in French and Arabic, as well as her impressive advocacy skills. **Strengths:** “*Caline is responsive and practical, she has great strategic judgment and is very tenacious.*” “*Caline has an unparalleled dedication to the case and is focused on ensuring that the client is fully satisfied with her work and attains the desired objectives.*” **Gretta Walters** enjoys a growing profile for her international arbitration practice, with clients benefiting from her impressive level of experience in commercial and treaty claims. **Strengths:** “*Greta is incredibly energetic and a great person to work with.*” “*She’s an amazing attorney.*”

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom houses skilled arbitration advocates at all levels of seniority, experienced in appearing in an impressive range of institutional and ad hoc disputes. The team is frequently engaged in both investor-state and commercial disputes on behalf of major international corporations, alongside complementary strengths in enforcement litigation. Particular areas of strength include telecommunications, pharmaceuticals, financial services and energy arbitral matters. The firm offers experience in disputes across the globe, with recent activity in Asia, Europe and Latin America.

Strengths

“*Skadden has a very strong and consistent team. They truly work as a team and they really interact with other practices within Skadden to better support their arguments.*”

“*Their ability to meld legal expertise with business acumen was pivotal in guiding our strategy and achieving positive results. Their commercial insight was a crucial asset throughout the process.*”

“*Skadden’s team provides creative advice on complex matters and very quickly assesses the critical issues.*”

Work highlights Skadden represented Embraer, a Brazilian aerospace conglomerate, in ICDR arbitration against The Boeing Company. The dispute arises from Boeing’s wrongful termination of an agreement to purchase an 80% interest in Embraer’s Commercial Aviation Business.

Notable practitioners

Julie Bédard (see p.500) centers her highly acclaimed practice on complex commercial arbitrations and has notable experience with disputes concerning Latin America. **Strengths:** “*Julie is collaborative and careful, making sure both sides are heard, and is thoughtful in her analysis.*” “*With no doubt, she is a real leader in the market. She has such clarity to go deep into the analysis and provide valuable advice.*” “*Julie brings experience to the table; she is able to assess how the arbitrators*

will respond.” **Timothy Nelson** (see p.652)’s practice includes appearing in both investment treaty and commercial arbitrations. **Strengths:** “Timothy is great, he is smart and strategic.” “Timothy is fast on his feet and very clever.” “He’s very knowledgeable, thoughtful, and willing to work hard to succeed.” **John Gardiner** (see p.562) has a wealth of expertise spanning complex commercial and investment treaty arbitrations brought under a range of rules. **Strengths:** “John is an experienced lawyer with a calm demeanor. He has the ability to analyze matters creatively and quickly appreciate the critical issues.” **Jennifer Permesly** (see p.666) is particularly adept at handling Latin American-related disputes and has experience with both commercial and investor-state arbitrations. **Strengths:** “Jennifer is an exceptional legal mind with a keen grasp on complex matters. Her dedication, combined with her sharp insight, positions her among the best in the industry.” “She’s a very powerful advocate.”

Three Crowns LLP

What the team is known for Three Crowns is a highly respected arbitration boutique with excellent credentials in high-stakes investment treaty work and commercial arbitration matters. The team is noted for its skillful handling of energy sector arbitrations, in addition to housing strength in disputes within the finance and defense sectors. The firm calls upon an experienced roster of high-caliber attorneys in Washington, DC, London and Paris to offer expertise in major cross-border disputes and offers substantial experience acting for global corporations as well as sovereign states.

Strengths

“Three Crowns are extremely dedicated and professional. They’re always willing to go above and beyond to answer client inquiries and meet deadlines.”

“By securing positive outcomes, they have proven to be extremely knowledgeable and efficient.”

“Three Crowns are amongst the very few that are proper arbitration specialists, who understand arbitration inside out. They have outstanding individuals and recruit outstanding associates.”

Work highlights Three Crowns represented Burford Capital in an arbitration brought against Sysco Corporation in relation to a financing agreement under which Burford provided Sysco with up to \$140 million to fund certain antitrust claims.

Notable practitioners

Luke Sobota counsels high profile clients across big-ticket commercial and investment treaty arbitrations. **Strengths:** “Luke is an extremely intelligent lawyer, brilliant strategist, passionate and sophisticated advocate.” “Luke has the insight, courage and willingness to change course or adapt where needed. He is always mindful of the bigger picture.” “He comes across as someone you can completely trust to pursue your case in the best possible way, he has his clients interests at heart.”

Elizabeth Snodgrass (see p.706) is particularly well regarded for her expertise in the energy and mining sector and handles both commercial and investment treaty disputes. **Strengths:** “She is a highly experienced and knowledgeable advo-

cate; you always know Liz is in your corner and will work tirelessly in support of your objective.” “Elizabeth is extraordinarily analytical.” “Elizabeth is always rational, thoughtful and prepared.” Washington-based **Nicola Peart** is a special legal consultant at the firm, and has notable experience handling commercial and investment treaty arbitrations. **Strengths:** “Nicola’s attention to detail is amazing; she grasps very technical matters and breaks them down easily.” “Nicola is tremendously responsive and highly effective, whether it be at drafting, analysis or as part of the advocacy team.”

Band 3 International Arbitration: The Elite

Covington & Burling LLP

What the team is known for Covington & Burling’s particular areas of strength include international energy, infrastructure and pharmaceutical matters. The team acts for a wide range of clients across the globe, including multinational corporations and states, and is regularly engaged in major commercial arbitrations and on claimant-side investment treaty work, alongside additional expertise in areas including state-to-state disputes and arbitration-related litigation. It calls upon a strong group of advocates whose arbitration expertise is bolstered by frequent appointments as arbitrator.

Strengths

“Covington & Burling are great at mapping out the strategy and executing the actions.”

“Having worked with them in very complicated matters, they have proven to be absolute professionals. Their minds are razor-sharp.”

“Our experience with Covington & Burling, without exception, has been fantastic. They were client centered and proactive in their approach.”

Work highlights Covington secured a victory for Ukraine’s national energy company, Naftogaz, and six of its subsidiaries in an investment treaty claim against the Russian Federation over the seizure of assets in Crimea following Russia’s annexation of the peninsula.

Notable practitioners

Marney Cheek (see p.523)’s specific areas of strength include both investment arbitration and commercial proceedings. **Strengths:** “Marney is just brilliant; she is full of energy and is relentless in her legal thinking.” “Marney is an excellent lawyer.”

Nicole Duclos (see p.544) comes particularly recommended for her expertise in international commercial arbitrations, as well as her handling of enforcement proceedings. **Strengths:** “The experience of working with Nicole Duclos has been excellent. Not only is she a technically impeccable attorney, but her client service is close, considerate and extremely knowledgeable about the needs of the case.” “She’s an outstanding lawyer on arbitration matters.” **Miguel López Forastier** (see p.626) is praised for his expertise in investor-state arbitrations. He is adept at handling matters involving Latin America as well as those concerning the energy sector. **David Pinsky** (see p.669) has a wide-ranging disputes practice which sees him regularly engaged in commercial and investment treaty arbitration disputes and in related litiga-

tion work. **Strengths:** “I was impressed by David’s analytical skills, his client manner, how he manages to translate complex nuances into practical solutions.” “David has outstanding technical skills; he is an excellent technical lawyer.” **Allan Moore** (see p.646) centers his practice on commercial arbitrations, counting a host of multinational corporations among his clients.

Curtis, Mallet-Prevost, Colt & Mosle LLP

What the team is known for Curtis, Mallet-Prevost, Colt & Mosle is especially well regarded for its expertise in the representation of sovereign states and state entities in investor-state arbitrations, alongside growing expertise in commercial disputes and enforcement. The firm draws from a deep pool of internationally experienced practitioners, with notable strengths in handling oil and gas disputes. The team offers additional expertise in the construction, telecommunications and infrastructure sectors.

Strengths

“The Curtis team was very experienced and diverse, both in terms of geography and area of expertise. They worked remarkably well together.”

“Curtis provided a top notch service, addressing our concerns promptly and accurately in a professional manner.”

Work highlights Curtis secured a victory for the State of Kuwait in the ICSID arbitration brought by the group of three international construction companies. The case relates to a public infrastructure project in Kuwait, the Jamal Abdul Nasser Street Project, involving the construction of an elevated highway and associated structures linking major facilities.

Notable practitioners

George Kahale maintains his excellent reputation for state-side representation in investment treaty arbitrations. **Strengths:** “I was really impressed by George’s ability to pick up essential issues, explore the areas and develop the strategy that can help win a case.” “George is a real leader, he is decisive and speaks with authority.” **Claudia Frutos-Peterson** garners praise for her expertise in investment treaty arbitrations, while also offering strength in commercial claims. **Strengths:** “Claudia is an outstanding practitioner and specialist in investor-state disputes. Her advice to sovereigns is invaluable.” “Claudia is super specialized and she is good in handling client relationships. She makes clients comfortable. She is also a good team leader and people love working with her.” “She has a tremendous practice.”

Herbert Smith Freehills

What the team is known for Herbert Smith Freehills has a well-respected disputes group which is well placed to advise on complex and high-profile investment treaty and international commercial arbitrations under a broad array of institutional rules. It acts for an impressive roster of corporations and sovereign states and brings to bear extensive expertise in Latin America, as well as notable strength in matters concerning Europe, the Middle East and North Africa. The group is experienced in disputes spanning a broad range of sectors, including energy, hospitality, telecom-

munications, finance and mining.

Strengths

"Herbert Smith are very well respected; their capabilities cut across many areas of international arbitration."

"They've been doing phenomenal work and they have a good group."

Work highlights Herbert Smith acted for Andes Petroleum Ecuador in an ICDR arbitration, seeking to recover its 40% share of a \$1.06 billion arbitral award from Occidental Exploration and Production Company.

Notable practitioners

Christian Leathley (see p.618) is experienced in both commercial and investment treaty arbitrations, with notable experience in Latin America-related matters. **Strengths:** *"Christian is a real asset for everything we work on." "I am incredibly impressed by his ability to get to the practical issues that we are facing both legally and commercially. He is a great asset when dealing with complex matters."* **Amal Bouchenaki** has expertise in commercial and investment treaty arbitration and is particularly noted for her adept handling of matters related to Africa and Latin America. **Strengths:** *"Amal has good strategic sense of the case, she is able to bring a lot of cultural sensitivity working with tribunals and the client." "She's very switched-on and commercial."*

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright draws from a deep level of industry expertise in energy and mining arbitral matters, with wider strengths in maritime and construction work. The firm continues to undertake high profile and high value proceedings conducted under a range of institutional and ad hoc rules, as well as appearing in high-stakes enforcement proceedings. Its impressive client base includes a number of multinational corporations and sovereign states.

Strengths

"It's a very deep disputes team with excellent worldwide experience for all types of international disputes."

"Norton Rose helped navigating all the intricacies and administrative procedures; their great commercial approach provided the right balance."

"We are highly satisfied with Norton Rose lawyers, their service and advice."

Work highlights Norton Rose continued to act for the Republic of Kazakhstan with multiple enforcement proceedings in the US and abroad arising from a \$500 million Energy Charter Treaty award issued in an SCC proceeding concerning oil and gas leases.

Notable practitioners

Matthew Kirtland heads up Norton Rose's DC international arbitration practice. He has notable experience in handling arbitral enforcement litigation. **Strengths:** *"He is very strategic and is able to present complex cases in a calm way." "He has an excellent command of the facts."* **Mark Baker** divides his time between serving as counsel and sitting as arbitrator in commercial and investment treaty arbitrations. **Strengths:** *"Mark is an excellent international disputes lawyer and provides practical legal and commercial advice." "He has*

considerable intellectual depth and has an appreciation of arbitration as an art form. He has always been very impressive and thoughtful." "He is very strategic and thorough." **Kevin O'Gorman's** practice spans both commercial and investment treaty arbitrations, with standout expertise in energy-related disputes. **Strengths:** *"Kevin is an excellent international disputes lawyer and provides practical legal and commercial advice." "He has been brilliant – he's very helpful, practical and business minded."*

Reed Smith LLP

What the team is known for Reed Smith's distinguished dispute resolution team has deep experience in commercial arbitrations arising from Latin America, with notable capabilities in financial services disputes. It is also regularly engaged on arbitrations in the firm's core sectors of international trade, entertainment, energy and life sciences. The team offers wider strength in related litigation work, including litigation to compel arbitration, parallel proceedings and enforcement matters and fields strong multilingual capabilities across the practice.

Strengths

"Reed Smith team members are highly qualified, multilingual and multicultural."

"Reed Smith lawyers are competitive, very well prepared and sophisticated."

"Their team analysis and ability to find the right answers and strategy is remarkable!"

Notable practitioners

José Astigarraga is the global head of the practice. He is held in high regard for his expertise in complex and high value commercial disputes, fielding particular strength in Latin America matters. **Strengths:** *"Joseph is a unique lawyer; his varied knowledge and skills were evident at every step." "Jose is very smart, he has true depth and experience."* **Francisco Rodriguez** has broad expertise in the international arbitration sphere, handling both commercial and investment arbitrations. **Strengths:** *"Francisco is a complete lawyer, with excellent command of languages, extensive knowledge of international arbitration and different legislations in Latin America." "Francisco is both customer and detail focused."*

Vinson & Elkins LLP

What the team is known for Vinson & Elkins has a highly regarded international arbitration team, which leverages the firm's institutional expertise in the energy and infrastructure sectors to act for clients in some of the most complex commercial and treaty proceedings involving energy assets, pricing matters and construction claims. The team is experienced in handling arbitrations under a range of major rules including ICC, ICSID, ICDR and LCIA, among others.

Strengths

"V&E are skilled, experienced, competent, prompt and very much professional."

"I can't recommend the V&E arbitration team enough. Their effort, diligence and dedication to clients was second to none."

"They have been very responsive to all questions and issues, providing efficient and high quality advice."

Work highlights Vinson & Elkins represented the

Ministry of Oil of the Republic of Iraq in an ICC arbitration against the Republic of Turkey. The dispute concerns the operation of the Iraq-Turkey Pipeline, governed by treaties between Iraq and Turkey.

Notable practitioners

James Loftis maintains an excellent reputation for his expertise in international arbitrations concerning construction and oil and gas disputes. He offers experience in commercial and investor-state matters. **Strengths:** *"Jim is a reliable and credible voice." "James is very experienced, his strategic advice is sound and we rely on him in difficult situations." "He has very good experience in arbitration and its procedures."* **Camilo Cardozo** is particularly adept at advising on disputes concerning Latin America, with his practice spanning both commercial and investment treaty arbitrations. **Strengths:** *"Camilo always showed an ability to understand the client's case, even in complex aspects, taking into account the relevant economic aspects." "Camilo provided a fantastic vision and approach to the dispute." "Camilo is very knowledgeable and experienced lawyer. He is very good at strategy."* **Jose Sanchez** has a growing reputation for his work on international arbitrations, with particular experience with matters involving Latin America. **Strengths:** *"Jose is very well respected in international community and it is well deserved." "He is professional, always available and takes issues seriously."*

Band 4 International Arbitration: The Elite

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton is recognized for its significant expertise in representing sovereign states in arbitral disputes across a range of jurisdictions and a full array of arbitral rules, drawing upon an integrated global network of arbitration experts when advising on multijurisdictional disputes. Also acts on behalf of investors, and offers wider skills in commercial arbitration and related arbitral litigation matters. Handles disputes in a wide range of sectors, including oil and gas, telecommunications and banking.

Strengths

"They have an outstanding mixture of seasoned in-house professionals and excellent advisors."

"Cleary team has excellent advisors, who are very experienced and practical."

"Cleary's team are great strategic thinkers, planning many steps ahead. They are incredibly responsive and available."

Work highlights Cleary Gottlieb represented Sysco Corporation in an LCIA arbitration against affiliates of Burford Capital.

Notable practitioners

Ari MacKinnon (see p.629) centers his practice on commercial arbitrations arising from Latin America. He is also experienced in enforcement matters. **Strengths:** *"Ari is a very sophisticated counsel who is smart and easy to work with." "He is very smart and business friendly." "He's a complete professional, he considers the necessary commercial advice within his legal response."* **Jeffrey**

Rosenthal (see p.683) is an experienced litigator with particular strength in cross-border disputes. His practice includes serving as counsel in arbitration and handling the courtroom enforcement of awards. **Strengths:** “Jeff is an excellent advisor, very knowledgeable and responsive.” “Jeff has demonstrated repeatedly that he is a talented oral advocate; his written submissions are sharp, focused and effective, and that he has a lot of credibility and experience.” “Jeff is a vigorous advocate for his clients.”

Dechert LLP

What the team is known for Dechert is frequently engaged by sovereign states and multinational corporations to serve as counsel in both commercial and investor-state arbitrations. The team offers considerable strength in disputes arising in the energy, financial services and construction sectors, among others. The group offers additional expertise in internet governance work and arbitral enforcement proceedings.

Strengths

“Dechert provides a top notch service to their clients; they are thorough with great strategic thinking.”

“Dechert provides legal advice on the most intricate matters concerning international arbitration, with profound understanding of state related issues.”

Work highlights Dechert acted for MOL- Hungarian Oil and Gas Company in an ICSID arbitration against Croatia under the Energy Charter Treaty. The dispute arose from Croatia's treatment of MOL's investment of over \$1.5 billion in Croatia's formerly state-owned energy company.

Notable practitioners

Arif Ali acts for clients in both investment treaty and commercial arbitrations, with notable expertise in oil and gas and telecommunications matters. His practice also includes enforcing arbitral awards. **Strengths:** “Arif is highly capable as counsel.” “Arif is a good team strategist, he drives forward an excellent client relationship.” “Clients love him.” **Alexandre de Gramont** advises clients on investment treaty and commercial arbitrations under an array of rules, as well as tackling related courtroom proceedings. **Strengths:** “Alex is an excellent strategist who can bring to a successful conclusion even the most complex and long-running disputes. He comes up with many ingenious ideas.” “He has an ability to take a step back and see the big picture.” “Alex has a great legal mind, he is skilled in identifying the key issues.” **David Attanasio's** practice spans both commercial and investment treaty arbitrations, acting for sovereign states and corporations.

DLA Piper LLP

What the team is known for DLA Piper's team has a strong pedigree in both investment treaty and commercial disputes, leveraging the firm's impressive global platform to offer significant jurisdictional and cultural expertise in global disputes. The group is known for its expertise across a number of industries, including financial services, construction, energy and technology.

Strengths

“They listen to the client's preferences and worries and develop a strategy that meets those prefer-

ences and worries. We feel very comfortable with DLA by our side.”

“DLA delivered strong support and guidance through the process.”

“They grasp extraordinarily complex matters with ease. It's truly amazing.”

Work highlights DLA Piper represented Olin Holdings, a Cypriot dairy and juice factory investor, in its efforts to enforce an arbitration award against Libya issued pursuant to the Cyprus-Libya Bilateral Investment Treaty.

Notable practitioners

James Berger (see p.503) regularly represents a range of commercial clients in enforcement proceedings. **Strengths:** “He is smart, creative and simply does not stop before he obtains a result.”

Kate Brown de Vejar has significant experience in appearing in both commercial and investment treaty arbitrations. She is active in a range of sectors, including construction, energy and financial services. **Strengths:** “She is excellent counsel, highly responsive and practical.” **Kiera Gans** is experienced in acting on behalf of a range of parties involved in both commercial and international arbitrations. She is adept at handling arbitrations under various rules. **Strengths:** “Kiera Gans was able to expertly navigate a very complicated matter and was highly engaged working with the client and the experts to present a compelling case.” “She tries to find constructive solutions.”

Foley Hoag LLP

What the team is known for Foley Hoag demonstrates impressive expertise in representing sovereign states in investment treaty arbitrations held across the world, alongside strong credentials in public international law. The team regularly appears in state-to-state disputes before the ICJ and other international tribunals, alongside wider skills in international commercial disputes. The group is identified for its expert handling of disputes arising in the construction sector, with additional strengths in sectors including aviation, financial services and energy.

Strengths

“The Foley Hoag team demonstrates a high level of professionalism and dedication to the case. They diligently provide explanations and make sure that the client is aware of and completely understands every step on the way.”

“They are on top of the case and it is clear that they care about the client.”

“Foley Hoag has an excellent ability to handle complex and sophisticated matters through the depth of their expertise and very competent lawyers and staff.”

“They have great abilities in grasping the complexities quickly, drawing an appropriate defence and presenting it well to the tribunal.”

“The Foley Hoag team is very experienced in investor-state cases. They have good knowledge of the case law and the legal issues.”

Work highlights Foley Hoag represented Nepal in its first investment arbitration, brought by Axiata Investments and Ncell Private under the 1993 UK-Nepal Bilateral Investment Treaty against Nepal. The dispute concerned Nepal's imposition of capital gains tax on Axiata's acquisition of shares in Ncell, a Nepalese telecom company.

Notable practitioners

Daniel Schimmel earns excellent praise for his work as arbitrator in both commercial and investment arbitrations. **Strengths:** “Daniel is really impressive; thorough and excellent.” “He has a broad background and is a really good commercial arbitrator.” “Daniel conducted all the proceedings with great sensitivity, managing to keep proceedings well organized, handling tempers and hostility. He was diplomatic and sensitive in his decisions.”

Christina Hioureas has a growing reputation as both arbitrator and counsel, with particular experience in arbitrating international commercial disputes. **Strengths:** “Christina's work as an arbitrator is outstanding. She prepares for each hearing thoroughly and is a balanced and efficient arbitrator.” “She's extremely dynamic and very impressive.” **Constantinos Salonidis** is the global cochair of Foley Hoag's international litigation and arbitration department. He regularly acts for sovereigns in a range of investor-state disputes.

Strengths: “Mr. Salonidis demonstrates unwavering commitment, passion and a strong work ethic. He is extremely disciplined and proactive.”

Clara Brillembourg is noted for her experience representing states in investor-state disputes. She is co-chair of Foley Hoag's Latin America practice. **Strengths:** “Clara is very impressive in hearings, she knows every single detail of the case. She never ceased to impress me with her insights and strategies.” “Clara is incredibly talented and knowledgeable. The depth of her expertise, the quality and richness of her reasoning abilities, and her formidable cross-examination skills are assets to any arbitration file.” **Tafadzwa Pasipanodya** enjoys a growing profile for her international arbitration practice, with significant expertise in defending sovereigns in treaty claims. She chairs the firm's Africa practice. **Strengths:** “Tafi brings exceptional skills and talent to her work drawing on her rich education and training. She is truly knowledgeable and has a great ability to absorb large volumes of facts, including technical details. She is an efficient and formidable advocate.” “She is an excellent attorney and has an impressive handle of the case.”

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn & Crutcher demonstrates strength in handling disputes under wide-ranging major arbitral rules, including those of the ICC, ICSID and ICDR. Clients also benefit from the firm's hallmark pedigree in complex litigation, including significant expertise in enforcement and parallel litigation work.

Strengths

“In every turn, Gibson Dunn excelled.”

“Their team is extremely quick to absorb complex factual information and the nuances of local legal principles.”

“Everyone who worked with us was knowledgeable and added value.”

Work highlights

Gibson Dunn represented Corral in an ICSID arbitration against Morocco in relation to expropriation and the unfair treatment of Corral's multi-billion dollar investment in one of the largest oil refineries in Africa.

Notable practitioners

Rahim Moloo (see p.645) is held in high regard for his expert handling of commercial and investment treaty arbitrations. His practice also includes enforcing arbitral awards in the courts.

Strengths: “Rahim is smart and experienced, he provides sound legal strategy in the contentious matters.” “Rahim is a very thorough and insightful attorney.” “Rahim is a great leader, he keeps everyone on point and makes sure everyone is concentrating on the key issues.” “Rahim is able to navigate both general arbitration and enforcement work, which makes him great in giving strategic advice, knowing how to think about government relations, settlement and enforcement.” “Rahim is a true leader who worked tirelessly to help further our pursuit of justice.” New York-based **Charline Yim** (see p.740) has notable experience handling investment treaty and commercial arbitrations, often under the auspices of the ICC and ICSID. **Strengths:** “Charline is extremely professional, intelligent and responsive.” “Charline is a good advocate, I was really impressed.” “Charline does a great job, she provides great research and advice.”

Hogan Lovells US LLP

What the team is known for Hogan Lovells offers substantial experience in representing clients across the globe in both investment treaty and commercial arbitration hearings, with strengths in areas including energy, finance, automotive and telecommunications disputes. The team demonstrates strengths in proceedings conducted under the major institutional rules and in ad hoc hearings and leverages its wide network of dispute resolution practitioners to provide an integrated service to clients, with particular strengths in matters across Latin America and the Middle East.

Strengths

“We were impressed by the attorneys’ thorough grasp of a complex situation.”

“Hogan Lovells have an extremely strong team of subject matter experts with deep knowledge and hands-on experience.”

“Hogan Lovells goes the extra mile to provide a bespoke service and is responsive to the needs of the client. The team understands that every problem is the most important to the client and responds with the client’s sensitivities in mind.”

“The team was able to leverage each of the team members abilities to have an overall super-ability to attack the case in a focused manner.”

“The team as a whole works incredibly well together. They compliment each others’ strengths but at the same time are sensitive not to let the team dynamic generate expensive redundancies.”

Work highlights Hogan Lovells represented Espiritu Santo Holdings in an ICSID claim against Mexico for violation of the North America Free Trade Agreement after the Mexican Government indirectly expropriated concession to implement a taxi-hailing app and digital taximeter in the City of Mexico.

Notable practitioners

Oliver Armas centers his practice on commercial arbitrations, with experience acting for clients from a range of industries. **Strengths:** “Ollie quickly developed an insightful overview of the situation that grew even better over time.” “Ollie is

affable; he brings an uncanny level of commercial awareness.” “Ollie impressed me both with his legal and business acumen.” **Daniel González’s** practice spans both commercial and investment treaty disputes, and draws on wider litigation capabilities.

Strengths: “Dan is a savvy, articulate, well-spoken and highly experienced construction arbitrator and litigator. He is extremely knowledgeable, proactive and perceptive.” “David is an excellent trial lawyer, strong advocate and cross examiner.” **Richard Lorenzo** advises clients on both commercial and investment treaty disputes, with notable expertise in Latin America-related matters. **Strengths:** “Very glad to count on Richard to lead our case. Richard has proven to be very knowledgeable, aggressive and straightforward.” “Richard was able to deliver the topics at hand with enthusiasm, humor and confidence.” “Richard provides a sophisticated, strategic approach to matters, as well as attention to detail.”

Hughes Hubbard & Reed LLP

What the team is known for Hughes Hubbard & Reed has a heavyweight arbitration group, with impressive skill in commercial, investor-state and state-to-state disputes. The firm houses a strong bench of arbitration experts, many of whom are experienced in appearing as both advocates and arbitrators in arbitral proceedings under major institutional rules worldwide. The group offers expertise across sectors including construction, energy and pharmaceuticals.

Strengths

“Hughes Hubbard provide a sound understanding and a practical approach.”

Work highlights Hughes Hubbard & Reed represented Aeroport Belbek, a Crimean airport, in its arbitration against the Russian Federation under the Russia-Ukraine BIT for losses caused by its actions in Crimea after annexation.

Notable practitioners

John Townsend (see p.720) serves as both counsel and arbitrator, with particular expertise in investment treaty disputes. **Strengths:** “John is an excellent lawyer, very smart and responsive.” “I have an experience with him both as an advocate and arbitrator, he is a leading light.” “He has a really good reputation as an arbitrator.”

Gaela Gehring Flores (see p.564) offers particular strength in disputes involving Latin America and is adept at both commercial and investor-state claims. **Strengths:** “Gaela is super knowledgeable in Latin American matters.” **James Boykin** (see p.511) offers wide-ranging experience in commercial and investment treaty disputes, as well as in public international law. **Strengths:** “He’s a strong advocate.”

Remy Gerbay is held in high regard for his international disputes practice, winning particular plaudits for his expertise in investment treaty claims under the full gamut of institutional rules.

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel Urquhart & Sullivan is an expert dispute resolution firm fielding strong international arbitration capabilities, regularly handling major state-to-state, commercial and investment treaty proceedings on behalf of both sovereigns and corporate

clients. The firm calls upon a pool of experts in the USA, Europe and Asia to offer globally integrated services in cross-border disputes. Its varied client list includes both sovereign states and foreign investors.

Strengths

“The entire team dedicated to the case was very experienced and had a great ability to absorb specific characteristics of the business and the context, which involved multiple jurisdictions.”

“We were impressed by Quinn Emanuel’s commercial acumen. Their ability to understand the specific and highly unique circumstances of our industry, and particular situation, has been remarkable.”

“Quinn Emanuel brings an exceptional blend of commercial awareness and litigation capability.”

Work highlights Quinn Emanuel represents a group of creditors of TP Ferro Concesionaria S.A., and the insolvency administrator of the company, in relation to the termination of a concession agreement related to the construction and operation of a high speed international railway between France and Spain.

Notable practitioners

David Orta receives praise for his expertise across commercial and investment treaty disputes, in addition to his particular strength in Latin America-related matters. **Strengths:** “David knows details of the case to a granular level; he represents his clients well.” **Mark McNeill** has experience in both arbitration and litigation proceedings, including ICSID and UNCITRAL disputes. **Strengths:** “Mark is a strong oral advocate, he is very patient and good at explaining complex issues to the tribunal.” “I was impressed by Mark’s advocacy.” “Mark is a succinct and excellent communicator, I have a high degree of confidence in him.”

Sidley Austin LLP

What the team is known for Sidley Austin has an impressive range of experience in international arbitration proceedings, regularly representing governments, state-owned companies and private corporations in investor-state, state-to-state and commercial arbitrations. The firm calls upon a multitalented roster of attorneys skilled in arbitration proceedings and in related litigation, including handling the enforcement of arbitral awards. The team draws on the firm’s broad global footprint and complementary strengths in areas such as international trade and public international law to provide a fully integrated service to clients.

Strengths

“Sidley go the extra mile for you.”

“They have always exhibited competence and ability to navigate through complex issues.”

“Sidley’s team is very proactive in addressing potential issues.”

Work highlights Sidley Austin secured a high-profile victory for life sciences company I-Mab Biopharma in an ICC arbitration against Tracoon Pharmaceuticals.

Notable practitioners

Tai-Heng Cheng (see p.524) maintains an active practice serving as both counsel and arbitrator in international disputes relating to commercial and investment arbitrations. **Strengths:** “Tai-Heng is

effective and tenacious advocate. He is reasonable, responsive and collaborative with tribunal." "Tai-Heng is very studious, knowledgeable and reliable."

Greg Williams (see p.735) regularly acts for an array of commercial clients in ICC and JAMS arbitrations. **Strengths:** "Greg is smart, strategic and collaborative, and he has real eye for the budget." "Greg is thorough and strategic, and is a very good oral advocate." "He was absolutely first class; it was a sensitive case additional to the complex legal issues and he managed to excel in all the aspects."

WilmerHale

What the team is known for WilmerHale offers impressive expertise in commercial and treaty arbitration work, with extensive experience advocating for clients under a broad spectrum of institutional rules and in ad hoc settings. The team is particularly well versed in financial services, energy and IP arbitrations, which form part of its impressively broad-based arbitration practice. It houses an enviable bench of expert practitioners, frequently appearing in disputes seated across the USA, Europe, Asia and Latin America.

Strengths

"The work product has been very good and the team is responsive."

"The team is dedicated and performs as if such matters were made for them."

Notable practitioners

Rachael Kent's expertise includes both investment treaty and commercial arbitrations. She is also building a strong intellectual property practice. **Strengths:** "Rachael is a top notch attorney who is calm, measured and thorough." "Rachael is incredibly smart and technical. She can pick up incredibly complex matters and think beyond legal issues." "She is impeccably prepared and is very measured in her representation. She keeps her eyes on the tribunal, knows how to read them and how to find ways to assist. She does a great job representing the interests of her clients." "Her writing is clear and it portrays the client's position in the best demeanor." **Danielle Morris** acts for clients across the financial services, oil and gas and construction sectors in commercial and investment treaty arbitrations. **Strengths:** "Danielle is a sophisticated, brilliant mind who executes strategy without flinching." "Her unwavering professionalism and commitment to quality have remained evident throughout the entirety of the project, and her contributions have had a significant impact on ensuring the consistent delivery of high quality work."

Band 1 International Arbitration: Highly Regarded

Baker Botts L.L.P.

What the team is known for Baker Botts has a wide-ranging arbitration practice with noted strength in disputes concerning the CIS region, the Middle East and Latin America. It is active in a broad spectrum of sectors, including activity in intellectual property, energy and corporate disputes work, acting on commercial and investor-state arbitrations across the globe.

Strengths

"Baker Botts have an excellent arbitration team."

"They were efficient and well-organized."

"The team assembled for the project was excellent and knew every detail of the case."

"The Baker Botts team demonstrates a wealth of knowledge about the technical matters at issue in disputes, as well as the legal and financial implications."

Work highlights Baker Botts represented Global Industrial Investment Limited and China Fortune Land Development in an ICDR arbitration arising out of two investment funds.

Notable practitioners

Michael Goldberg (see p.568) attracts particular praise for his experience in disputes concerning the energy and chemical sectors. **Strengths:** "Michael is smart, forceful and efficient." "He is a great advocate and is both knowledgeable and personable." **Jennifer McCandless** (see p.636) has notable experience acting for states, with particular expertise in matters involving Latin America. **Strengths:** "She's really good." **Andrew Behrman** (see p.501) has a robust commercial disputes practice that sees him representing clients in a wide range of commercial international arbitration issues, particularly in the energy sector. **Strengths:** "Andrew is able to jump seamlessly from high-level strategic discussions to exploring the most minute technical details at issue in a case." "Andrew has done an excellent job and takes excellent directions from his clients."

BakerHostetler LLP

What the team is known for BakerHostetler offers clients an experienced group of advocates and arbitrators who appear in sophisticated commercial and investment treaty arbitrations. The team is also noted for its ability to tackle arbitral enforcement mandates.

Strengths

"BakerHostetler have shown superb competence in the field of international investment arbitration."

"The firm has extensive experience and a top tier team."

"BakerHostetler's core team is well-equipped to handle complex and sophisticated international commercial arbitrations."

"They are very responsible, professional and their work product is truly excellent."

"They have the ability to analyse complex facts and apply them commercially with cross-industry experience."

Work highlights BakerHostetler represented Latam Hydro, a US company and its Peruvian subsidiary, in ICSID dispute with the Republic of Peru arising from the government's interferences with Latam's development, construction and operation of a hydroelectric power plant.

Notable practitioners

Kenneth Reisenfeld (see p.677) acts as an arbitrator and counsel in both commercial and investment treaty matters. **Strengths:** "He is technically strong, strategic in planning, and tactical in handling an arbitration. I would have no hesitancy engaging him on a matter, either as an advocate or as an arbitrator." "Kenneth is flexible and highly responsive." "He has fantastic analytical skills and is a great team leader." **Sashe Dimitroff** (see p.542) is well regarded in the international arbitration field, where he is known for repre-

senting his clients in ICC, ICSID and LCIA disputes, among others. **Strengths:** "Sashe is a top attorney who understands the market as well as the legal requirements. He is focused on delivering exceptional value for all of our matters." "He has the ability to learn the material very quickly and craft an effective strategy for the arbitration." "Sashe has a good sense of a strategic judgment and is a fluent advocate."

Coolley LLP

What the team is known for Coolley has a highly experienced practice group with a strong pedigree in complex international disputes. The firm's hallmark strengths in technology and life sciences sees it regularly engaged in treaty and commercial claims in those sectors, alongside additional expertise in construction, energy and infrastructure.

Strengths

"Coolley is highly commercially aware and raise practical realities of what in-house counsel has to constantly account for."

"Coolley has a deep bench with experience and skill in international arbitrations."

"Their junior people have been high calibre, we're very happy with depth and the quality of the depth."

Work highlights Coolley acted for Odyssey Marine Exploration in an ICSID arbitration brought under Chapter 11 of the North American Free Trade Agreement against Mexico.

Notable practitioners

Rachel Thorn is routinely called upon by clients to appear in commercial and investment treaty arbitrations. She is able to handle disputes in an array of sectors, including life sciences and technology. **Strengths:** "Rachel is smart and organized, she is both great advocate and strategic thinker." "She is very talented and knowledgeable in business and commercial matters." "Rachel is one of a kind. She is smart, hard-working, compassionate and strategic." "She is very smart and able to effectively synthesize complicated issues for arbitration tribunals." **Marc Suskin** maintains a strong reputation for his representation of clients in investor-state and commercial arbitrations. **Strengths:** "He is incredibly knowledgeable about the quick changing landscape whilst being aware of the commercial realities of the businesses. He has a wonderful ability to raise questions and concerns before they become issues." "He knows his stuff and delivers excellent results." "Marc is goal-oriented and responsive."

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland houses a highly regarded international arbitration practice group with a strong pedigree in commercial, investment treaty and public international law matters. Its clients include an enviable array of leading multinationals and sovereigns, who also benefit from the firm's additional resources in award enforcement and parallel litigation.

Strengths

"Eversheds team consists of highly educated and experienced lawyers with a national and international perspective. They are able to understand local conditions and culture."

"The Eversheds team has individuals that specialize in all areas of the law and all geographic regions." "The unmistakable advantage of Eversheds is the depth and breadth of their team. They take the time to understand the needs of the client and they ensure that the entire team is briefed and up to date. Each member of the team contributes and is not just along for the ride."

Work highlights Eversheds acted for R.W. Chelsea Energie in an ICDR arbitration. The matter arises from the refurbishment and management of a power plant in Madagascar's capital, Antananarivo. The arbitration is valued in excess of \$50 million.

Notable practitioners

Meriam Al-Rashid (see p.490) is a standout lawyer with a key focus on investment treaty arbitration matters. **Strengths:** *"Meriam is responsive and has technical expertise." "She is incredible counsel."* **William O'Brien** (see p.656)'s areas of expertise include both serving as counsel and representing clients in the enforcement of arbitral awards. **Strengths:** *"Will's sound advice and pragmatic nature makes him a go-to lawyer for a variety of complex issues." "William O'Brien is a consummate professional who takes the time to understand the inner workings of his clients."*

Jones Day

What the team is known for Jones Day has a well-established team with notable expertise in commercial and investment arbitration, particularly in Latin America and the CIS region. It offers considerable strength in handling disputes arising from the construction, energy and mining sectors.

Strengths

"Jones Day's arbitration team is top-tier. In my cases with them, they were able to leverage their law firm size to bring in in-house specialist lawyers to contribute to complex specific matters as needed." "Every member of the team has their own specialization and strengths that can be utilized." "Jones Day is incredibly experienced and knowledgeable."

Work highlights Jones Day represented a Canadian uranium mining company World Wide Minerals in its investment treaty claims against the Republic of Kazakhstan, arising out of the expropriation of its mining assets in the late 1990s.

Notable practitioners

Melissa Stear Gorsline earns high praise for acting in investor-state arbitrations, as well as offering strength in complex international commercial disputes. **Strengths:** *"Melissa has a robust investor-state practice." "She explains everything in digestible and an easy to understand way." "Melissa is an excellent lawyer and a great strategic thinker."* **Steven Smith** regularly acts for clients in a broad array of commercial arbitrations. He is active in a range of industries such as energy, infrastructure and mining. **Strengths:** *"Steven is a seasoned international arbitration expert who has provided outstanding support." "He's an excellent advocate."*

Squire Patton Boggs

What the team is known for Squire Patton Boggs is held in particularly high regard for its sovereign-side international arbitration practice and

is regularly turned to for its pedigree in complex and high value investment treaty disputes. It fields notable strength in natural gas price review disputes, as part of its wide-ranging energy sector capabilities.

Strengths

"We rate Squire Patton Boggs highly in their ability to represent states in investment disputes." "Squire Patton Boggs were very prompt and available." "The firm were very quick to pick up on salient issues and to ask pertinent questions."

Work highlights Squire Patton Boggs represented Edison, an Italian utility company, in a new LCIA arbitration against Venture Global. The dispute concerned unfulfilled deliveries under a long term LNG supply agreement for LNG from the Calcasieu Pass facility in Louisiana.

Notable practitioners

Stephen Anway regularly acts for states in investment treaty disputes as well as handling commercial mandates. His practice includes a focus on natural gas arbitrations. **Strengths:** *"Stephen is a highly experienced and knowledgeable professional in the field of investment arbitration dispute resolution." "He is fantastic at counsel work."* **Douglas Pilawa** is noted as a capable associate, involved in wide variety of matters involving both energy, investor-state and commercial arbitration aspects. **Strengths:** *"A very competent professional, with a keen mind and the ability to identify the issues in complex arbitration matters."*

Band 2 International Arbitration:] Highly Regarded

A&O Shearman

What the team is known for A&O Shearman's international arbitration practice features a wealth of experience in complex treaty and commercial claims, under the full gamut of institutional rules. The team acts for an enviable array of sovereign clients and multinational corporations, with a particularly strong reputation for its expertise in the technology and energy sectors. On 1st May 2024, Allen & Overy merged with Shearman & Sterling to form A&O Shearman.

Notable practitioners

Chris Ryan brings to bear significant cross-border experience in both litigation and arbitration, including the enforcement of awards. **Strengths:** *"Chris is a tremendously practical advisor." Patrick Pearsall* (see p.665) is particularly noted for his expertise in treaty arbitrations, in which he draws on impressive experience as Chief of Investment Arbitration in the US State Department. He also takes on commercial arbitrations. **Strengths:** *"Patrick has a strong knowledge of the investment treaty arbitration issues." "He has always impressed me with his strategic thinking and his understanding of commercial law."*

Alston & Bird LLP

What the team is known for Alston & Bird is recognized for its strong international disputes group and deep experience in enforcing arbitral awards in state courts. The team offers strength in both commercial and investment treaty arbi-

trations, with expertise in disputes held under a broad range of institutional rules.

Strengths

"They are a great team, I found them professional and flexible." "The whole arbitration process has been very well conducted by the firm."

Work highlights Alston & Bird represented Kenya Uganda Railway Holdings in UNCITRAL arbitration against Uganda arising from the expropriation of a railway and the wrongful termination of a concession agreement.

Notable practitioners

Alexander Yanos (see p.739) is praised by clients for his expert handling of investor-state arbitrations and commercial disputes. He is also capable of handling enforcement mandates. **Strengths:** *"Alex is highly experienced in the field, he is a really good speaker and has great practical skills." "Alex is practical and whip smart, he has great tactical sense on what important arguments are." "His grasp of the case has been fantastic and he is really good on his feet." Matthew Richardson* (see p.680) centers his practice on commercial arbitrations and is particularly adept at handling matters concerning intellectual property. **Strengths:** *"Matthew was affable and effective."*

Baker McKenzie

What the team is known for Baker McKenzie offers a global platform with a strong roster of US arbitration counsel, offering a wealth of expertise in handling international disputes on behalf of national governments and multinational corporations. It provides solid experience in construction, energy and corporate dispute, alongside additional expertise in the enforcement of arbitral awards.

Strengths

"Baker McKenzie has a very diverse team which is able to answer all the commercial needs of a corporation." "Exceptional communication and transparency by explaining risks and strategies, while actively working to protect our interests." "Baker McKenzie is a very organized team of specialized lawyers."

Notable practitioners

Dallas based partner **Nicholas Kennedy** (see p.604) handles an array of commercial arbitrations under JAMS, AAA and LCIA rules. **Strengths:** *"Nicholas has a great knowledge of the law, he is intelligent and has great demeanor." "Nicholas is always efficient, and has never disappointed us."*

Crowell & Moring LLP

What the team is known for Crowell & Moring offers clients a well-regarded group of advocates with experience in wide-ranging multijurisdictional disputes. The firm has notable strength in investment treaty arbitration, as well as handling commercial claims and the enforcement of awards.

Strengths

"Crowell & Moring are very attentive and responsive to the needs of their clients." "Crowell & Moring has a strong command of all the issues involved in investment treaty arbitration." "They have been wonderful at explaining the pro-

cess to non-lawyers, and clearly communicating the process at every step.”

“Their team understood and honed into the core root causes and differentiated issues that are real and those that are noise.”

Work highlights Crowell & Moring acted for Alberta Petroleum Marketing Commission in an arbitration against the United States Government pursuant to NAFTA legacy claims under the Canada-US-Mexico Agreement.

Notable practitioners

Ian Laird is highly sought after for his investor-state arbitration knowledge and experience under different treaty rules. **Strengths:** “He is knowledgeable, well-versed and professional. He has an in-depth knowledge of the issues and the players. He does a wonderful job of answering our questions and communicating well.” “He’s a strong, seasoned professional with a responsive approach.” “His service, sophistication and awareness have always been excellent.”

Mayer Brown LLP

What the team is known for Mayer Brown has substantial experience acting on behalf of clients across the world in commercial and investment treaty matters. The team’s wide-ranging expertise includes disputes arising from the energy and pharmaceutical industries, as well as the enforcement of awards.

Strengths

“Mayer Brown has excellent knowledge of the industry and commercial perspectives, which are extremely relevant to the entire view of the case and deciding strategy.”

“The firm has a large international footprint which gives it significant global reach. The lawyers in the group are highly skilled and have a deep understanding of international law.”

“Mayer Brown team possesses a comprehensive range of expertise that seamlessly combines technical knowledge with legal acumen.”

Notable practitioners

Michael Lennon (see p.620) draws on experience in both courtroom litigation and arbitration proceedings to handle a range of cross-border disputes. His practice includes notable strength in enforcement mandates. **Strengths:** “Michael is meticulous and industrious.” **Ted Howes** (see p.590) heads the firm’s US international arbitration group. His long-standing practice includes particular strength in commercial arbitrations. **Strengths:** “He exemplifies excellence as an international arbitration advocate, consistently demonstrating forward-thinking strategies and presenting creative arguments.” “Ted has the ability to dig into a case and find details or solutions that would have been overlooked by others. He knows how to build a case and argue it.”

Paul Hastings LLP

What the team is known for Paul Hastings provides extensive coverage nationally and internationally, leveraging a strong pool of disputes experts. The team offers broad experience in international commercial arbitrations, with significant expertise in the pharmaceutical, technology and automotive sectors. The firm is particularly well placed to handle arbitrations arising from

Asia and Latin America.

Strengths

“Their ability to understand highly sophisticated science, apply complex legal issues, and distill it into a persuasive and easy to understand presentation is superb.”

“It’s a highly talented and diverse team that was able to address all issues in the matter.”

“The teams attention to detail was impressive.”

Work highlights Paul Hastings delivered a complete victory on behalf of Daiichi Sanko in multi-billion-dollar AAA life sciences arbitration against US biotech company Seagen. The dispute arose from a disagreement regarding the ownership of alleged improvements made by Daiichi Sankyo relating to Seattle Genetics’ drug conjugation technology.

Notable practitioners

Joseph Profaizer (see p.673) is particularly adept at handling commercial arbitrations, with notable expertise in acting for clients in the pharmaceutical, mining and technology sectors. **Strengths:** “His responsiveness is swift and he provides focus and attention no matter what time of day or day of the week which makes him not only a vital resource, but incredibly reliable.” “Joe is an exceptionally gifted arbitration attorney. He knows all of the intricate nuances of arbitration procedure, and he is a skilled tactician who is always thinking several moves ahead of his adversaries.” “Joe is professional, he presents well and in an organized fashion.” **Jonathan Hamilton** is noted for his prowess in Latin America-related matters. His practice is centered on investment treaty arbitrations, and he counts both investors and states among his clients. **Strengths:** “Jonathan sees the whole picture, managing all the components of international arbitration well.” “Jonathan is a self confident, strong advocate.”

Winston & Strawn LLP

What the team is known for Winston & Strawn is recognized for its full-service international arbitration practice, which is well equipped to handle a wide range of investment treaty and commercial disputes. The attorneys field expertise in the oil and gas and technology sectors, and offer experience in arbitrations arising out of Europe, the Middle East and the Americas.

Strengths

“I am very impressed with the sophistication of their work. They are handling very complex matters under great time pressure and were successful both in their legal analysis and approach towards the clients.”

“They’re very knowledgeable and efficient.”

Work highlights Winston & Strawn represented Suntech Power International in a dispute filed under the Energy Charter Treaty to recover damages from the Republic of Italy arising from Italy’s removal of feed-in-tariffs that severely damaged SPI’s investments in solar plants in Italy.

Notable practitioners

Ricardo Ugarte has substantial experience in advocating in both commercial and investment arbitrations. **Strengths:** “Ricardo brings the team together to make the strongest possible case for the client.” “He’s very good at all aspects of the job; client care and substance.”

Other Ranked Lawyers

Stanimir Alexandrov garners praise for his work as an arbitrator in both investment treaty and commercial disputes. **Strengths:** “He was good at asking smart and thoughtful questions.”

George Bermann is widely respected in the market and is a popular choice for both commercial and investor-state disputes. **Strengths:** “George is a leading expert in jurisdictional matters in arbitration; he is a very respected leader.”

Frances Bivens (see p.506) of Davis Polk & Wardwell draws from her experience as a litigator and is well versed in enforcing arbitral awards. She has also developed a sophisticated arbitration practice where she acts as counsel in commercial arbitrations. **Strengths:** “Frances has been absolutely terrific in terms of understanding business needs and finding practical solutions.” “Frances has a fantastically strategic mind.”

Thomas Brewer centers his practice on commercial arbitrations and is particularly adept at handling disputes concerning IP. **Strengths:** “Thomas is really good as a co-arbitrator. He is very experienced, focused and gets to the point.”

Charles Brower’s wealth of experience spans commercial and investment arbitrations, and he is considered a leading member of the global Bar.

Lee Caplan of ArentFox Schiff leverages experience both at UNCITRAL and at the US Department of State when advising on high-stakes investment treaty arbitrations. **Strengths:** “Lee is sharp and focused when providing legal advice, while being an extremely calm, friendly and likeable character, which is an excellent quality from a client’s perspective in building trust and confidence.” “Lee has the unique combination of being both highly practical and highly cerebral in his disputes practice.” “Lee is a high quality lawyer, complete with integrity and technical understanding.”

Stephanie Cohen has a growing reputation as an arbitrator and is particularly noted for her handling of commercial disputes. **Strengths:** “Stephanie is a very hard working, meticulous, well prepared and diligent arbitrator.” “Stephanie asked thoughtful questions, she did an impressive job getting to the bottom of things.”

Mark Cymrot maintains an active practice both as arbitrator and counsel for international disputes, with particular expertise in commercial matters. He is also skilled at confirming arbitral awards at state courts. **Strengths:** “Mark is an exceptionally effective lawyer.” “Mark is someone I would not hesitate to recommend as an arbitrator. He was always well prepared and very analytical, able to identify key issues in the cases quickly, making substantial contributions to the case.” “He has tremendous experience.”

Robert Davidson of JAMS is an experienced arbitrator with particular expertise handling commercial disputes under a broad range of institutional rules, including those of the ICC, LCIA and ICDR. **Strengths:** “Robert is a thoughtful and wise leader.” “He conducts a fair and efficient process, and is very collegial. He’s a great arbitrator to have for complex cases.” “Robert is a sound thinker; he is wise and experienced.”

Steven Davidson regularly acts for major companies in enforcement proceedings. **Strengths:**

"Steve is amazing in handling complex cases and allocating the right resources to make sure the case has the best team behind it." "Steven is very experienced in the enforcement field and he has a lot of creative ideas."

Donald Francis Donovan is widely regarded as one of the senior eminences of the international arbitration Bar, commanding respect for his track record in counsel and arbitrator-side roles in some of the most complex and high value international disputes. **Strengths:** *"I have high regard for him, he is a smart guy and his written work is thorough and put together." "He is a force as an arbitrator and is willing to grapple with the most complex issues." "He is exceptionally shrewd." "Donald is knowledgeable and pragmatic in creating solutions to unique procedural problems."*

Matthew Draper (see p.2312) of Draper & Draper has significant experience sitting as an arbitrator in both commercial and investment arbitrations. **Strengths:** *"He is straightforward, does not engage in hyperbole, and has a lot of credibility." "Matthew is collegiate and well prepared." "Matt has proven he can handle complex matters."*

Hagit Elul acts as counsel for a wide range of clients involved in international disputes, including those from the energy and pharmaceutical sectors. **Strengths:** *"Hagit is confident in her advocacy, and is very on top of the details and strategic considerations." "She is very thoughtful and always thinking ahead, her explanation is always persuasive and understandable." "Hagit is a really excellent lawyer – a strategic thinker who is savvy in commercial arbitrations." "She is very strategic, very smart in terms of how she looks at a case and very diligent in digging up supporting case law for the position of the client. She is aware of the business goal and always has that in mind, which I find to be very valuable."*

John Fellas of Fellas Arbitration is an excellent choice for arbitral roles in complex cases, drawing upon extensive experience in high-value treaty and commercial claims over the course of his career. **Strengths:** *"John was remarkable, he ran the arbitration well and fairly." "He is excellent." "He always manages to be insightful, on top of things and good humored."*

Andrew Finn (see p.553) is the head of Sullivan & Cromwell's international arbitration and global dispute resolution group. He has an expanding commercial and investor-state practice. **Strengths:** *"Andrew is a rising star." "Andrew is on top of things, diligent and responsible."*

Marc Goldstein centers his practice on commercial arbitrations and is active in a range of sectors such as construction, energy and mining. **Strengths:** *"Marc is really fair and thorough as an arbitrator, I like him." "Marc has an immense knowledge of US arbitration law and is incredibly bright. It has been a wonderful experience." "He really took control of the arbitration process with exceeding focus on the details."*

Horacio Grigera Naón maintains a respected arbitration practice, with notable experience in disputes arising from Latin America. **Strengths:** *"He has a great and well-deserved reputation."*

Martin Gusy (see p.575) of Bracewell is regularly turned to by both sovereign and corporate clients for his expertise in investment treaty

arbitration claims, as well as commercial disputes. **Strengths:** *"Martin is an incredibly talented attorney. He comes prepared and goes to the heart of the matter." "Martin is very creative and is always thinking outside the box." "Martin brought deep knowledge of rules and procedure, while being detail oriented and thoughtful." "I genuinely enjoy working with him. He is very responsive, a great strategic thinker and is always prepared." "Martin has an excellent ability to clearly understand a clients needs, think about a pragmatic approach to achieve it. He also negotiates with adversaries very well."*

Grant Hanessian (see p.578) of Hanessian ADR has a wealth of experience with investment treaty and commercial arbitrations, with notable expertise with matters involving Latin America, Eastern Europe and Russia. **Strengths:** *"Grant is experienced, respected and has steeped in knowledge about international arbitration." "Grant is independent and open minded." "He understands the issues and he is both commercial and practical in his approach." "His approach is so informed on both the legal and practical side."*

Miriam Harwood is particularly noted for her expertise in investment treaty arbitrations and is experienced in acting for both states and investors. She is also skilled in handling commercial arbitrations. **Strengths:** *"Miriam really impressed me in how hard she prepared and how detailed she was, she goes out to bat for the clients and looks at every possible argument." "She is excellent, honest and straightforward. I'd have no hesitation in appointing her as counsel." "She's an excellent arbitration lawyer especially in the investment treaty area."*

Jean Kalicki remains one of the market's leading arbitrators for both commercial and investment treaty disputes. **Strengths:** *"Jean is just terrific- she is very smart and extremely well prepared." "She has been fantastic as always." "She was phenomenal. She couldn't have been more prepared and asked thoughtful questions."*

Mark Kantor is held in high regard for his long-standing international disputes practice.

Co-founder of the firm **Michael Kim** is recognized for his contribution to the arbitration space. He is particularly adept handling enforcement proceedings. **Strengths:** *"Michael brings a holistic approach to his enforcement practice." "He is at the cutting edge of the market."*

Louis Kimmelman draws on long-standing experience acting as counsel in commercial and investor-state disputes in his practice as an independent arbitrator. **Strengths:** *"I think highly of him, he takes the position seriously and is very engaged."*

Brian King of 3 Verulam Buildings is widely considered a leading choice for commercial and investment arbitration proceedings, particularly those in the construction and energy fields. **Strengths:** *"I trust Brian's judgement, he would be my top choice for the arbitrator. He is diligent, puts in time and understands the arguments." "Brian is excellent, smart and experienced. He is extremely well prepared." "He is truly open minded and independent, well prepared and extremely bright."*

Floriane Lavaud (see p.617) of Withers Bergman LLP acts for corporations and states, often in the

Middle East, in a range of investment arbitrations. She also advises clients on international law issues. **Strengths:** *"She understands the complexities of the quantum issues without losing sight of the bigger picture, and her emotional IQ is off the charts. Her clients love her, her teams love her and the consultants who work with her love her." "I have been really impressed with Floriane."*

Ben Love of Bois Schiller Flexner is increasingly recognized for his handling of international commercial and investment arbitrations. **Strengths:** *"Ben has a strong ability to develop creative arguments." "Ben has the ability to see the big picture and provide useful, business-minded and practical advice." "Ben Love is an international law expert and is well-experienced in all aspects of investor-state arbitration."*

Viren Mascarenhas has a growing reputation for his adept handling of arbitration matters and acts for clients on both investment treaty and commercial arbitrations. **Strengths:** *"Viren is a talented, smart and quick on his feet. He is a lawyer you want in your corner." "His attention to detail and commitment made him stand out- he was always thinking of next steps and briefing us often." "Viren is bright, capable and a really strong advocate. He is someone who has deep understanding of investment treaty arbitration, and has vast experience in the field."*

Mark Morrill (see p.647) is an experienced arbitrator and a popular choice for commercial disputes. **Strengths:** *"Marc is an excellent arbitrator, he is very smart and collegiate. He's terrific to work with." "He is very thorough and knowledgeable in the cybersecurity field." "He has great asset management skills." "Marc is exceptionally good, very wise and very able."*

Joseph Neuhaus (see p.653) has a considerable level of experience handling highly complex and high-value international disputes to bring to bear in arbitrator roles. **Strengths:** *"Joseph is thorough and exceptionally bright. He's very knowledgeable about the arbitration matters." "Joe is an exceptionally thoughtful and considerate arbitrator."*

Michael Nolan brings to bear significant expertise in both commercial and investor-state arbitrations when serving as an arbitrator in a range of international disputes. **Strengths:** *"He drafts everything so well."*

William Park's practice includes both commercial and investment treaty arbitrations. He comes recommended for his long-standing disputes expertise. **Strengths:** *"William is a real pleasure to work with."*

John Pierce (see p.668) centers his practice on commercial arbitrations and is particularly adept at handling matters in the commercial, energy and intellectual property sectors. **Strengths:** *"John has an excellent multi-cultural understanding which is a huge plus." "John is bright and an excellent advocate." "John has been easy to work with, and is both prepared and responsive."*

Elliot Polebaum (see p.670) is held in high regard for his cross-border expertise and experience appearing as arbitrator in commercial cases. **Strengths:** *"Elliot is incredibly impressive as a presiding arbitrator, he writes really quick awards and has a good grasp on commercial issues." "He is very put together and very proactive, he really sought*

consensus. I genuinely believe in his abilities, he was not afraid to delegate and it helped the awards be heard more efficiently." "Elliot has superb analytical skills, good judgment and is extremely efficient as an arbitrator." "He is phenomenal. He quickly identifies the key issues, writes superlatively, is always responsive and is easy to work with." "Elliot is both measured and thoughtful, he is a very smart and experienced arbitrator."

New York-based arbitrator **Lucy Reed** is routinely appointed in complex investor-state and commercial arbitrations. She brings previous experience as President of the SIAC Court to her arbitral practice. **Strengths:** "She has got an extraordinary depth of experience, is pragmatic and can grapple with most complex issues. She is really willing to dig into tricky issues."

Lisa Richman (see p.680) regularly represents a broad range of clients in commercial arbitral proceedings. **Strengths:** "She's an excellent advocate with stellar knowledge of ICC arbitration procedures." "Lisa is a phenomenal lawyer and person. She is responsive, hard working, understands a broad range of non-legal issues and is well received by everyone in our organization." "Lisa is highly knowledgeable about the intricacies of ICC arbitrations." "She goes above and beyond, is always professional and I would highly recommend her to anyone."

David Rivkin has a wealth of experience acting as counsel and sitting as an arbitrator in both investment treaty and commercial arbitrations. **Strengths:** "David has an encyclopedic knowledge of the players and of the legal frameworks in key jurisdictions. He is very experienced; his experience cuts across the key industries." "He runs matters efficiently, bringing innovative approaches to the cases."

Claudia Salomon has vast experience in complex international disputes, acting as arbitrator in both commercial and investor-state mandates. She is currently serving as the President of the International Chamber of Commerce. **Strengths:** "Claudia was extremely engaged, diligent and well informed."

Lawrence Schaner (see p.691) is a respected arbitrator adept at sitting under a variety of major arbitration rules, including SCC, ICDR, ICC and UNCITRAL. **Strengths:** "Larry was really well prepared and well organized. He really thought about how to organize competing considerations." "He is

an excellent arbitrator. If I had an arbitration claim, he would be my first choice as an arbitrator." "Lawrence is thoughtful and deliberate, he is measured about reaching conclusions and examining things from different perspectives." "I think Larry is an excellent arbitrator, he is thoughtful, he connects well with partners, he has solutions to the problems that the parties have raised."

Eric Schwartz (see p.694) draws on a wealth of experience from his time as Secretary General of the ICC International Court of Arbitration and is adept at sitting as an arbitrator under other major arbitration rules. **Strengths:** "Eric is a very smart and experienced arbitrator." "His drafting is masterful and he's just a pleasure to be in a tribunal with." "Eric brings a sophisticated understanding to cases, he cuts through the noise and gets to the crux of matters. His demeanor as a chair in the significant international arbitration is what everyone should aspire to."

Peter Sherwin (see p.700) is noted for his expert handling of commercial arbitrations as well as enforcing arbitration awards. He is particularly experienced in acting for clients in the hospitality, manufacturing and technology sectors. **Strengths:** "I would gladly work with Peter again. He is consistently very professional and effective." "Peter is very smart and savvy commercial arbitration counsel. He is very talented and an excellent advocate."

Richard Silberberg of Dorsey & Whitney is a popular choice for clients requiring an arbitrator for commercial disputes, and is particularly active in the sports industry. **Strengths:** "He has a deep understanding of arbitration and has consistently exhibited all the qualities of an excellent arbitrator. Parties in the arbitration are lucky to have him as an arbitrator." "Richard was whip smart, efficient and exercised firm control." "He maintained control of the arbitration process without being overbearing or rigid." "As a result of his measured and fair way of conducting proceedings, Richard garners absolute trust from the participants."

Robert Smit is an experienced arbitrator who frequently handles big-ticket commercial claims. **Strengths:** "Robert was extremely engaged and asked excellent questions." "Robert is exceptionally smart, neutral and fair." "He is a creative thinker and delves deeply into the facts and the law."

Edna Sussman (see p.713) is a highly experienced commercial arbitrator who handles complex dis-

putes across sectors such as manufacturing and medical devices. **Strengths:** "Edna has an unflappable presence." "Edna is thoroughly prepared, she is always sensitive to the subject matter and has a keen appreciation to the rules of the practice."

Daniel Tan of Dan Tan Law is an impressive advocate who draws particular praise for his expertise in arbitrations involving Asia. He is known for handling both ICC and ICSID arbitrations, as well as for the enforcement of awards. **Strengths:** "Daniel is an excellent oral advocate who has a strong commercial sense." "He is detailed, knowledgeable, practical and communicative. He never seems anxious and his written skills and advocacy skills are second to none." "Dan was extremely well prepared, he was savvy and navigated the matter with great wisdom and understanding."

New York-based partner **Matthew Weldon** (see p.733)'s practice at K&L Gates focuses on the enforcement of significant arbitral awards. He also represents clients in commercial and investment treaty arbitrations across various industries.

Strengths: "He's an astute tactician, a gifted technical lawyer, is great with clients and a popular and likeable team player. Matt gets the best of out his team in very complex disputes." "Matt showed a good working knowledge of international arbitration practices and rules, he was a good advocate for his client." "Matt is meticulous, easy to work with, intelligent and very hard working."

Anne Marie Whitesell takes appointments as arbitrator in significant international arbitrations. She is currently Professor and Faculty Director on International Arbitration and Dispute Resolution.

Richard Ziegler of AcumenADR LLC is regarded as a go-to arbitrator for international commercial disputes. **Strengths:** "Richard Ziegler is a phenomenal commercial arbitrator." "I would appoint him in a heartbeat. He was just brilliant, he came incredibly prepared and asked the hardest questions." "Mr. Ziegler is an outstanding choice as a neutral arbitrator in complex commercial disputes, including in the life sciences industry." "He has been a real pleasure to work with, he is a really good writer and editor, and is willing to reconsider his views when presented with different arguments, which is admirable. He is truly independent."

International Trade Nationwide

International Trade: Export Controls & Economic Sanctions	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Goldstein Corinne A <i>Covington & Burling LLP*</i>
Christensen Larry E <i>Law Offices of Larry E. (ORL) ◇</i>	Meltzer Ronald <i>WilmerHale</i>
Flowe Jr Benjamin H <i>Berliner Corcoran & Rowe LLP</i>	Reynolds III John B <i>Davis Polk & Wardwell LLP*</i>
Leading Individuals	
Band 1	
Barker John <i>Arnold & Porter</i>	McClafferty Eric R <i>Kelley Drye & Warren LLP*</i>
Carnegie Les <i>Latham & Watkins LLP*</i>	O'Toole Timothy P <i>Miller & Chevalier Chartered*</i>
Flanagan Peter L <i>Covington & Burling LLP*</i>	O'Toole Morgan Cortney <i>Husch Blackwell LLP</i>
Georgi Kay C <i>ArentFox Schiff LLP</i>	Osborn Jacob <i>Goodwin*</i>
Krauland Edward <i>Step toe LLP</i>	Propst Stephen <i>Hogan Lovells US LLP</i>
Lichtenbaum Peter <i>Covington & Burling LLP*</i>	Schisa Will <i>Davis Polk & Wardwell LLP*</i>
Nightingale Greta <i>O'Melveny & Myers LLP</i>	Shane John R <i>Wiley</i>
Peters Beth <i>Hogan Lovells US LLP</i>	Thomsen II Roszel C <i>Thomsen & Burke LLP (ORL) ◇</i>
Rathbone Meredith <i>Step toe LLP</i>	Townsend Tahlia <i>Wiggin and Dana LLP</i>
Wall Christopher R <i>Pillsbury</i>	Volkman Eric S <i>Latham & Watkins LLP*</i>
Wolf Kevin <i>Akin</i>	Wolff David (DJ) <i>Crowell & Moring LLP</i>
Band 2	
Aiello LeBeau Josephine <i>Wilson Sonsini Goodrich</i>	Wysong Wendy <i>Step toe LLP*</i>
Lee Judith <i>Gibson, Dunn & Crutcher LLP*</i>	Zucker Jeremy <i>Dechert LLP</i>
Mannino Melissa B <i>BakerHostetler LLP*</i>	Band 5
Marquardt Paul <i>Davis Polk & Wardwell LLP*</i>	Borkovic Anne <i>Akin</i>
Smith Adam <i>Gibson, Dunn & Crutcher LLP*</i>	Brown Cripps Stephanie <i>Freshfields Bruckhaus</i>
Smith John E <i>Morrison Foerster*</i>	Burke Richard <i>White & Case LLP</i>
Snyder Jeffrey L <i>Crowell & Moring LLP</i>	Burton Michael L <i>Jacobson Burton Kelley PLLC</i>
Stinebower Cari N. <i>Winston & Strawn LLP (ORL) ◇</i>	Contini Kerry <i>Baker McKenzie*</i>
Strosnider Kimberly A. <i>Covington & Burling LLP*</i>	Egan Brian <i>Skadden, Arps, Slate, Meagher & Flom LLP*</i>
Band 3	
Cinelli Giovanna M <i>Morgan, Lewis & Bockius LLP</i>	Elliott Richard S <i>Paul, Weiss, Rifkind, Wharton (ORL) ◇*</i>
Clark Harry L <i>Orrick, Herrington & Sutcliffe LLP</i>	Faulk Ginger <i>Eversheds Sutherland (US) LLP*</i>
Fisch Eytan <i>Skadden, Arps, Slate, Meagher & Flom LLP*</i>	Fayhee Ryan <i>Akin*</i>
Fischer Nancy A <i>Pillsbury</i>	Fleming Brian <i>Step toe LLP</i>
Flicker Scott M <i>Paul Hastings LLP</i>	Hansson Leigh <i>Reed Smith LLP</i>
Jacobson Douglas <i>Jacobson Burton Kelley PLLC</i>	Hutman Aaron <i>Pillsbury</i>
Kim Janet <i>Baker McKenzie</i>	Johnson David R <i>Vinson & Elkins LLP (ORL) ◇</i>
King Kevin <i>Cooley LLP</i>	Kovarovics Susan M C <i>Akin*</i>
Matheny Richard <i>Goodwin*</i>	Levine David J <i>McDermott Will & Emery LLP (ORL) ◇*</i>
McBride Thaddeus R <i>Bass, Berry & Sims PLC*</i>	Linney Barbara <i>BakerHostetler LLP*</i>
McCarthy Thomas J <i>Akin</i>	M.S. Guerrero Francesca <i>Thompson Hine LLP (ORL) ◇*</i>
McGuinness Jeanine <i>Orrick, Herrington & Sutcliffe LLP</i>	McKenzie John F <i>Baker McKenzie*</i>
Mortlock David <i>Willkie Farr & Gallagher LLP (ORL) ◇*</i>	Mosman Britt <i>Willkie Farr & Gallagher LLP (ORL) ◇</i>
Savage Christine <i>King & Spalding LLP*</i>	Nunnenkamp Kenneth <i>Morgan, Lewis & Bockius LLP</i>
Szubin Adam J <i>Sullivan & Cromwell LLP*</i>	Poling Jonathan <i>Akin</i>
Band 4	
Adams Ama <i>Ropes & Gray LLP*</i>	Rezendes Maura <i>A&O Shearman (ORL) ◇*</i>
Baj Alexandra <i>Step toe LLP</i>	Seymour Anne E <i>Wilson Sonsini Goodrich & Rosati</i>
Becker Stephan E <i>Pillsbury</i>	Slack Robert <i>Fenwick (ORL) ◇</i>
Brayton-Lewis Cristina <i>White & Case LLP</i>	Soliman Tamer <i>Mayer Brown LLP*</i>
Duffy Melissa <i>Fenwick (ORL) ◇</i>	Stafford Powell Alison <i>Baker McKenzie</i>
Dukic Aleksandar <i>Hogan Lovells US LLP</i>	Timura Christopher <i>Gibson, Dunn & Crutcher LLP*</i>
Erb Nicole <i>White & Case LLP</i>	Torres Olga <i>Torres Trade Law, PLLC (ORL) ◇*</i>
Fisher-Owens Daniel <i>Berliner Corcoran & Rowe LLP*</i>	Van Grack Brandon L <i>Morrison Foerster*</i>
Gershberg Michael <i>Fried, Frank, Harris, Shriver (ORL) ◇</i>	Yousef Nabeel <i>Freshfields Bruckhaus Deringer</i>
Kadel Eric <i>Sullivan & Cromwell LLP*</i>	Zolanz Michael <i>Dentons LLP (ORL) ◇*</i>
Kleinfeld George <i>Clifford Chance US LLP</i>	Up-and-coming individuals
Kuntamukkala Ajay <i>Hogan Lovells US LLP</i>	C Hanifin Brendan <i>Ropes & Gray LLP*</i>
Lowell Michael <i>Reed Smith LLP</i>	Galdes Andrew <i>Latham & Watkins LLP*</i>
Mancuso Mario <i>Kirkland & Ellis LLP*</i>	Muranovic Lana <i>BakerHostetler LLP*</i>
	Ross Rebecca <i>Cooley LLP</i>
	Associates to watch
	Chang Samuel <i>Cleary Gottlieb Steen & Hamilton LLP*</i>
	Hutchison Talya <i>Paul Hastings LLP</i>

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

International Trade
Export Controls & Economic Sanctions
The Elite
Leading Firms
Band 1
Akin
Covington & Burling LLP
Hogan Lovells US LLP
Step toe LLP
Band 2
Latham & Watkins LLP
Band 3
Arnold & Porter
Baker McKenzie
Davis Polk & Wardwell LLP
Gibson, Dunn & Crutcher LLP
Pillsbury
Wilson Sonsini Goodrich & Rosati
Band 4
ArentFox Schiff LLP
Cooley LLP
Crowell & Moring LLP
Dechert LLP
Freshfields Bruckhaus Deringer
Goodwin
Morrison Foerster
O'Melveny & Myers LLP
White & Case LLP
WilmerHale

The editorial is in alphabetical order by firm name.

Akin

What the team is known for Akin possesses a team of talented attorneys noted for their capabilities in customs, CFIUS, export controls and economic sanctions work. The areas of expertise cover ITAR, EAR, tariff classification and country of origin marking. The firm is proficient in trade remedies and trade policy issues, regularly working with leading domestic and foreign companies, as well as national governments. The team is also experienced in handling international mandates, supported by offices in Europe and Asia.

Strengths

"The team is collaborative and client-oriented in really trying to understand and accommodate the client's needs."

"Akin has a large team with extensive knowledge and experience."

"The team has a thorough understanding of the regulations and a practical approach to compliance."

"Akin has subject matter experts who deliver timely responses and respected advice."

"The firm's broad expertise means they can capably identify all relevant legal issues for their clients, and deliver reliably sound recommendations."

Work highlights Akin continued to advise Key-sight Technologies on the company's activities in China and Russia to ensure compliance with US exports and sanctions laws.

Notable practitioners

Lars-Erik Hjelm is a highly regarded customs practitioner with experience in matters such as classification, valuation and country of origin.

International Trade Export Controls & Economic Sanctions Highly Regarded
Leading Firms
Band 1
Alston & Bird LLP
BakerHostetler LLP
Cleary Gottlieb Steen & Hamilton LLP
Clifford Chance US LLP
Kelley Drye & Warren LLP
King & Spalding LLP
Kirkland & Ellis LLP
Miller & Chevalier Chartered
Morgan, Lewis & Bockius LLP
Paul Hastings LLP
Reed Smith LLP
Ropes & Gray LLP
Sullivan & Cromwell LLP
Wiley
Band 2
Bass, Berry & Sims PLC
Berliner Corcoran & Rowe LLP
Debevoise & Plimpton LLP
Dorsey & Whitney LLP
Eversheds Sutherland (US) LLP
Holland & Hart LLP
Hughes Hubbard & Reed LLP
Husch Blackwell LLP
Jacobson Burton Kelley PLLC
Orrick, Herrington & Sutcliffe LLP
Seward & Kissel LLP
Wiggin and Dana LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Strengths: “Lars is very thorough in his analysis and is able to draw upon his prior experience to guide our company to successful outcomes.” **Kevin Wolf** brings to bear previous government experience in assisting clients with export controls and economic sanctions concerns. **Strengths:** “Kevin is an expert in this space.” “He is incredibly knowledgeable on both the statutes and the industry.” “Kevin has encyclopedic knowledge.” **Matthew Nicely** regularly handles trade disputes, and his clients include governments and companies. He is particularly strong at handling antidumping and countervailing duty matters. **Strengths:** “Matthew is a great trade lawyer who is smart and strategic.” “Matthew offers great advice.” **Stephen Kho** undertakes a host of policy and regulatory work for his global client base. He also represents clients in antidumping and Section 301 cases. **Strengths:** “His responses are very prompt and address our concerns and interests accurately.” “He listens to his clients, assesses their needs and outlines strategies for success.” **Thomas McCarthy** frequently advises on export control matters. He regularly works with clients in the defense and technology spaces. **Strengths:** “He is an excellent lawyer with a lot of in-depth knowledge and experience.” “Tom has deep experience with regulatory enforcement agencies.” **Christian Davis** is a key partner in the team and handles CFIUS matters. He is experienced in working with clients from the technology, energy and defense sectors. **Strengths:** “Christian provides excellent knowledge, understanding and responsiveness.” “It is always a pleasure to work with Christian and I appreciate his balanced, nuanced advice.” **Bernd**

International Trade: CFIUS Experts
Leading Firms
Band 1
Covington & Burling LLP
White & Case LLP
Band 2
Kirkland & Ellis LLP
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP
WilmerHale
Band 3
Cooley LLP
Davis Polk & Wardwell LLP
Freshfields Bruckhaus Deringer
Goodwin
Hogan Lovells US LLP
Latham & Watkins LLP
Wilson Sonsini Goodrich & Rosati
Band 4
Akin
Cleary Gottlieb Steen & Hamilton LLP
Morrison Foerster
O'Melveny & Myers LLP
Orrick, Herrington & Sutcliffe LLP
Paul Hastings LLP
Pillsbury
Steptoe LLP

Janzen is a trusted trade practitioner noted for his strength in the litigation space. His clients include corporations and governments. **Strengths:** “He always provides an excellent service.” “We are in excellent hands with Bernd's leadership.” **Suzanne Kane** co-manages the customs practice group at Akin. She advises clients on import controls, tariffs, valuation and duty-free claims. **Strengths:** “Suzanne is a great partner. She invests in getting to know the client, their objectives and their obstacles.” “She is really sharp and on top of things.” **Anne Borkovic** is noted for advising clients on trade control issues. Her clients include those in the technology and healthcare sectors. **Strengths:** “She is well regarded and has a strong specialty in ITAR matters.” “Her knowledge of the US export control regulations is impressive and has allowed us to collaborate quickly and efficiently on solutions.” “Anne has deep expertise.” **Ryan Fayhee** (see p.551) serves clients across a range of industries, including financial services, private equity, technology, aerospace, telecommunications and others. **Strengths:** “Ryan is a very capable attorney and has a good vision on how to deal with government.” “He has strong expertise in export controls.” **Susan Kovarovich** (see p.613) regularly advises clients on compliance with ITAR and EAR. She often works with those in the defense, manufacturing and aerospace industries. **Strengths:** “Susan is an excellent adviser. She is easy to work with, very responsive and very knowledgeable.” **Jonathan Poling** has an extensive international trade practice. He often advises on export control matters. **Strengths:** “He is an outstanding attorney.” **Katherine Padgett** (see p.660) is noted for her strong abilities advising on the CFIUS implications of transactions. **Strengths:** “She is very knowledgeable and very thoughtful in her analysis.” “Katherine is a pleasure to work with and incredibly responsive.” **Sarah Sprinkle** (see p.709) is recognized for her strong practice advising

foreign governments on complex trade disputes. **Strengths:** “Sarah is a really smart lawyer.”

Alston & Bird LLP

What the team is known for Alston & Bird LLP has a skillful team of practitioners who cover customs, export controls and economic sanctions issues for a host of clients. The firm works on issues concerning ITAR, EAR and OFAC, and its lawyers advise a range of domestic and international entities. Features sector expertise in areas such as energy, private equity, manufacturing and steel.

Strengths

“They are excellent in their understanding of legal matters and how they relate to our company.”

“The lawyers at Alston & Bird are true experts in the field of international trade.”

“The partners in the firm are excellent to work with and are extremely helpful with various challenges.”

Work highlights Alston & Bird LLP advised a Web3 technology and services company on all aspects of international trade, including sanctions, export controls and anti-money laundering.

Notable practitioners

Jason Waite (see p.728) has a broad range of experience in the customs space. He regularly advises clients on seeking exclusions and customs classifications, among other matters. **Strengths:** “He is responsive, thoughtful and represented us well with opposing parties and governmental officials.” “Jason is a trusted adviser on international trade issues.” **Lian Yang** (see p.739) has a broad trade practice that includes advising clients on customs matters. She advises on tariff classifications and country of origin issues, among other matters. **Strengths:** “She is knowledgeable, relatable, responsive and makes an effort to understand the particular needs of our company.” “Lian is a sharp, experienced and skilled attorney.”

ArentFox Schiff LLP

What the team is known for ArentFox Schiff LLP has an experienced team that excels in trade remedies, customs, export controls and economic sanctions. The firm's areas of focus include ITAR-related issues and trade litigation concerning steel, solar panels and lumber. The team's clients include multinational manufacturers, defense companies and financial institutions.

Strengths

“Their knowledge of the subject matter is significant and critical to our business.”

“They have a very deep understanding of current and emerging regulations.”

“The team members are very responsive to our needs.”

Work highlights ArentFox Schiff LLP continued to advise Crown Holdings on a range of international trade matters, including export controls, sanctions, imports and other compliance regulations.

Notable practitioners

Kay Georgi is a top choice for export controls and economic sanctions issues. Her clients include numerous Fortune 500 companies. **Strengths:** “She is practical, strategic and effective.” “Kay is very committed, a great communicator, and incredibly strong in export controls and sanctions.” **Matthew Clark** is skilled in a variety of trade remedy

and trade policy matters. He is experienced in acting for international governments. **David Hamill** is a respected practitioner who handles a range of customs matters. His clients include manufacturers, importers and distributors.

Strengths: “David is always available and provides practical guidance.” **Matthew Nolan** regularly acts on trade remedy litigation, including anti-dumping and countervailing duty cases. His clients include governments and major corporations.

Strengths: “He is very intelligent, thorough and easy to work with.” “Matthew is well known in the space.” **John Gurley** is particularly experienced in handling trade remedy litigation. He advises on antidumping and countervailing duty cases, among other matters. **Strengths:** “John is a very good, well-respected lawyer who is active on solar issues.” “John navigates the issues well.” **Nancy Noonan** has a notable trade remedies practice, advising clients in the aluminum, solar, steel and lumber industries, among others. **Strengths:** “Nancy is extremely smart and handles trade work well.” “Nancy provides an excellent service.”

Arnold & Porter

What the team is known for Arnold & Porter demonstrates strength in export controls and economic sanctions matters, including EAR, OFAC and ITAR issues. The firm is adept at securing export authorizations and developing compliance strategies. Arnold & Porter has an impressive track record in trade remedy proceedings, with expertise spanning across products such as steel, lumber, paper and grains. The team is also experienced in representing national governments.

Strengths

“Arnold & Porter has a dedicated team to advise on complex transactional matters.”

“The firm provides expert advice with a long track record of successful interactions with the US government.”

“The team are quick and efficient.”

Work highlights Arnold & Porter represented the Province of Alberta as respondent in a US countervailing duty case on imports of softwood lumber from Canada.

Notable practitioners

John Barker wins widespread acclaim for his export controls practice, representing clients from a range of industries. He also works on FCPA matters. **Strengths:** “John is insightful, offers superb responsiveness and is pragmatic.” “John does a terrific job. He is very hardworking, very responsive and has tremendous knowledge.” **David Park** is head of the firm’s international trade group and works with both a domestic and international client base. His specialty lies in trade remedies disputes, including antidumping and countervailing duty cases. **Strengths:** “David has a strong sense of dedication to his clients and goes above and beyond to ensure that their needs are met.”

Baker McKenzie

What the team is known for Baker McKenzie has a deep bench with extensive expertise in customs, export controls and economic sanctions. The firm offers services in trade enforcement and compliance, and OFAC and ITAR matters. The team is experienced in handling sanctions matters

relating to Iran. The firm is well supported by an integrated network of global offices. Its client base includes those in the energy, financial services, healthcare and telecommunications sectors.

Strengths

“They are very knowledgeable and have great relationships with their clients.”

“We always receive a clear response that points us in the right direction.”

“They are always well prepared for conversations and discussions.”

Work highlights Baker McKenzie represented Smart Glove, a leading Malaysian glove manufacturer, in responding to a withhold release order by US Customs.

Notable practitioners

Janet Kim handles a range of export controls and economic sanctions matters. She often works with clients such as financial services and construction companies. **Strengths:** “She is coordinated, proactive in her approach and puts clients first.” “Janet deeply understands our business and is able to provide business-friendly and practical advice that we can put directly into action.” **Chandri Navarro** (see p.651) draws on her extensive experience to effectively guide clients through an array of customs and trade compliance matters.

Strengths: “Chandri is very knowledgeable. She has strong experience in customs and trade compliance matters.” “She is a good lawyer who offers timely and relevant advice.” **Kerry Contini** (see p.532) regularly advises clients on the full range of export controls and economic sanctions issues. She works on trade compliance programs, risk assessments and licensing matters, among other issues. **Strengths:** “Kerry is extremely responsive and is able to quickly analyze and give practical legal advice.” “Kerry is knowledgeable, communicative and a pleasure to work with.”

Rod Hunter ably assists clients with CFIUS matters utilizing his valuable governmental experience. **Strengths:** “Rod is a great strategic thinker and he is detail-oriented.” **John McKenzie** (see p.638) garners praise for his trade regulations practice and he regularly advises on export controls work. He also handles customs-related matters. **Strengths:** “John is very professional on cross-border transactions and international trade regulations.” “John is a great lawyer.”

Alison Stafford Powell handles a range of trade control matters. Her clients include telecommunications companies and private equity funds. **Strengths:** “She is responsive, knowledgeable and well connected.” “Alison understands our business and provides appropriate advice.” **Justin Becker** is an associate in the team who regularly assists with trade remedy and trade policy matters. **Christine Streatfeild** (see p.712) is active on a range of trade work, with notable experience representing clients before the ITC. **Strengths:** “Christine is excellent – she is timely, thorough and knowledgeable.” “She is very thoughtful, very methodical and insightful.”

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BakerHostetler LLP

What the team is known for BakerHostetler LLP has an established practice noted for its capabilities in trade remedies and policy matters. The firm is well versed in antidumping and countervailing

duty proceedings. BakerHostetler’s sector expertise covers steel and softwood lumber, among others. The team regularly handles customs work, including audits and investigations, and is adept at advising on OFAC, EAR and ITAR matters.

Strengths

“BakerHostetler has a deep bench of talent and expertise.”

“The firm provides quality work in a timely manner.”

“The team provide us with a great balance of legal advice that addresses all of our commercial concerns.”

Work highlights BakerHostetler LLP advised Pentair Filtration Solutions on customs issues, including the application of China Section 301 tariffs.

Notable practitioners

Melissa Mannino (see p.631) is known for her capabilities in export controls and economic sanctions issues. She regularly works with technology companies. **Strengths:** “Melissa has a very good combination of CFIUS and export controls knowledge, as well as great government experience.”

Matthew Caligur (see p.518) advises clients on a full range of customs matters, with activity in industries such as healthcare, technology and construction. **Strengths:** “Matthew is a pleasure to work with. He is very responsive to our needs and always provides detailed, quality output.” **Michael Snarr** (see p.706) has a broad trade practice advising clients from a range of industries. He often counsels on customs compliance and trade disputes at the WTO. **Strengths:** “He is a phenomenal attorney to work with.” “Michael is very diligent and a greatly trusted adviser.”

Elliot Feldman (see p.553) works on trade disputes and is noted for his experience in the lumber sector. He regularly advises clients at the ITC and on NAFTA matters. **Strengths:** “Elliot is diligent, careful and a trusted adviser.” “Elliot is a very smart attorney.” **Barbara Linney** (see p.624) has a broad export and sanctions practice advising clients from a range of industries including defense, aerospace, energy, medical devices and technology. **Strengths:** “Barbara’s guidance and expertise is very constructive, especially when we need to see the bigger picture and take action.” “Her understanding of the requirements and how to implement these for practical business solutions is impressive.”

Lana Muranovic (see p.648) is highly thought of by clients for her expertise in export controls compliance matters. **Strengths:** “Lana is a trusted adviser whose breadth of knowledge on the ever-changing landscape of export compliance is truly valued.” “She is extremely collaborative, on top of things and highly specialized.”

Lana Muranovic (see p.648) is highly thought of by clients for her expertise in export controls compliance matters. **Strengths:** “Lana is a trusted adviser whose breadth of knowledge on the ever-changing landscape of export compliance is truly valued.” “She is extremely collaborative, on top of things and highly specialized.”

Justin Becker is an associate in the team who regularly assists with trade remedy and trade policy matters. **Christine Streatfeild** (see p.712) is active on a range of trade work, with notable experience representing clients before the ITC. **Strengths:** “Christine is excellent – she is timely, thorough and knowledgeable.” “She is very thoughtful, very methodical and insightful.”

Barnes, Richardson & Colburn LLP

What the team is known for Barnes, Richardson & Colburn LLP is well equipped to handle the full range of matters relating to customs law. The firm offers expertise in tariff classifications, valuations, investigations and audits. The team’s clients range from sole proprietorships to large multinational corporations.

Strengths

“The team are always responsive and helpful.”

“They have demonstrated strong technical aptitude on a wide variety of topics.”

International Trade: CFIUS Experts

Senior Statespeople

Senior Statespeople: distinguished older partners

Kassinger Theodore O'Melveny & Myers LLP

Reynolds III John B Davis Polk & Wardwell LLP*

Leading Individuals

Band 1

Fagan David N Covington & Burling LLP*

Griner G Christopher Squire Patton Boggs (ORL) ◇

Jalinous Farhad White & Case LLP

Mir Aimen Freshfields Bruckhaus Deringer

Plotkin Mark E Covington & Burling LLP*

Schlager Ivan A Kirkland & Ellis LLP*

Tuesley Malcolm Simpson Thacher & Bartlett LLP*

Band 2

Carnegie Les Latham & Watkins LLP*

Chambers Damara L Latham & Watkins LLP*

Flicker Scott M Paul Hastings LLP

Heifetz Stephen Wilson Sonsini Goodrich & Rosati

Kabealo John Kabealo PLLC (ORL) ◇

Leiter Michael Skadden, Arps, Slate, Meagher & Flom*

Salladin Anne Hogan Lovells US LLP

Band 3

Baker Stewart Steptoe LLP

Beahn John Milbank LLP (ORL) ◇

Chipman Jason WilmerHale

Cooley Shawn Weil, Gotshal & Manges LLP (ORL) ◇*

Curran Brian Hogan Lovells US LLP

Egan Brian Skadden, Arps, Slate, Meagher & Flom LLP*

Hague Lucille Kirkland & Ellis*

Kimball Christopher J. Cooley LLP

Mancuso Mario Kirkland & Ellis LLP*

Marquardt Paul Davis Polk & Wardwell LLP*

Matheny Richard Goodwin*

McGuinness Jeanine Orrick, Herrington & Sutcliffe LLP

Mildorf Karalyn White & Case LLP

Powell Benjamin WilmerHale*

Band 4

Adams Ama Ropes & Gray LLP*

Capito Charles Morrison Foerster*

Davis Christian C Akin

Fischer Nancy A Pillsbury

Gafni Jonathan Linklaters (ORL) ◇*

Gruenspecht Joshua Wilson Sonsini Goodrich & Rosati

Mendenhall James Sidley Austin LLP*

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

"They have a number of experienced professionals with a variety of skills, which is helpful in tackling a range of challenges."

Notable practitioners

Matthew McGrath is managing partner of the firm and has over 30 years of experience in the trade field. He advises clients on issues such as tariff classification and customs audits. **Lawrence Friedman** works with clients such as importers and exporters on a range of compliance issues. His practice covers audits, investigations and penalty proceedings, among other matters. **Strengths:** "Lawrence is an excellent practitioner." "Lawrence is a pleasure to work with."

Bass, Berry & Sims PLC

What the team is known for Bass, Berry & Sims PLC represents a range of clients in export controls and economic sanctions matters. The team is experienced in handling EAR, OFAC and ITAR

issues.

Strengths

"The team are extremely client-oriented and respectful of deadlines."

"Bass Berry's service is excellent. They are technically sound, pragmatic and prompt."

"The firm is very responsive and has a good understanding of the desired outcomes."

Work highlights Bass, Berry & Sims PLC assisted Nissan with a sensitive review of potential economic sanctions issues related to the company's supply chain.

Notable practitioners

Thaddeus McBride (see p.635) assists clients with issues regarding ITAR and EAR, among other matters. He regularly works with technology and financial services clients. **Strengths:** "Thad is a very good attorney who provides pragmatic solutions in a highly complex area." "He is very knowledgeable, has a good command of the regulations

International Trade: Customs

Leading Firms

Band 1

Akin

Sidley Austin LLP

Band 2

Crowell & Moring LLP

Faegre Drinker

Band 3

Baker McKenzie

Barnes, Richardson & Colburn LLP

Band 4

Alston & Bird LLP

ArentFox Schiff LLP

BakerHostetler LLP

Braumiller Law Group, PLLC

Cassidy Levy Kent

King & Spalding LLP

Miller & Chevalier Chartered

Sandler, Travis & Rosenberg

Senior Statespeople & Eminent Practitioners

Senior Statespeople: distinguished older partners

Peterson John M Neville Peterson LLP (ORL) ◇

Sandler Gilbert Lee Sandler, Travis & Rosenberg

Eminent Practitioners

McGrath Matthew T Barnes, Richardson & Colburn

Leading Individuals

Band 1

Friedman Lawrence Barnes, Richardson & Colburn LLP

Hjelm Lars-Erik A Akin

Murphy Ted Sidley Austin LLP*

Band 2

Braumiller Adrienne Braumiller Law Group, PLLC

Brew John B Crowell & Moring LLP

Band 3

Baisburd Yohai Cassidy Levy Kent

Foote John M. Kelley Drye & Warren LLP

Jacobs Brenda Jacobs Global Trade (ORL) ◇

Mintzer Sydney Mayer Brown LLP*

Mojica Richard A. Miller & Chevalier Chartered*

Murphy Kathleen Faegre Drinker

Quinter Peter Gunster (ORL) ◇

Siegel Rabinowitz Laura Greenberg Traurig (ORL) ◇

Taylor J Michael King & Spalding LLP*

Thorson Maureen Wiley

Band 4

Caligur Matthew W BakerHostetler LLP*

Guzman Nicolas Faegre Drinker

Hamill David ArentFox Schiff LLP

Kane Suzanne Akin

Klestadt Peter Grunfeld, Desiderio, Lebowitz, Silverman

Lewis Craig A Hogan Lovells US LLP

Navarro Chandri Baker McKenzie*

Rucker William Randolph Faegre Drinker

Sawyer James Faegre Drinker

Sitkowski Mollie Faegre Drinker

Snarr Michael S BakerHostetler LLP*

Waite Jason Alston & Bird LLP*

Yang Lian Alston & Bird LLP*

Associates to watch

Weaver Casey Morgan, Lewis & Bockius LLP

and is very responsive."

Berliner Corcoran & Rowe LLP

What the team is known for Berliner Corcoran & Rowe LLP is an established boutique noted for its strength in the economic sanctions and export

International Trade Trade Remedies & Trade Policy		International Trade: Trade Remedies & Trade Policy	
Leading Firms		Senior Statespeople	
Band 1		Senior Statespeople: distinguished older partners	Novick Robert T WilmerHale
Akin		Esserman Susan Steptoe LLP	
Hogan Lovells US LLP		Leading Individuals	
Sidley Austin LLP		Band 1	Pickard Daniel Buchanan Ingersoll & Rooney PC (ORL) ◇
Steptoe LLP		Brightbill Timothy C Wiley	Ross David WilmerHale
Band 2		Rosenthal Paul C Kelley Drye & Warren LLP	Stoel Jonathan Hogan Lovells US LLP
Cassidy Levy Kent		Shoyer Andrew W Sidley Austin LLP *	Vaughn Stephen P King & Spalding LLP *
Kelley Drye & Warren LLP		Band 2	Band 5
White & Case LLP		Cannon Kathleen Kelley Drye & Warren LLP	Alves Mary Jane Cassidy Levy Kent
Wiley		Kaplan H Deen Hogan Lovells US LLP	Baisburd Yohai Cassidy Levy Kent
Band 3		Nicely Matthew Akin	Becker Stephan E Pillsbury
ArentFox Schiff LLP		Osendarp Joanne Blank Rome LLP	Campbell Jay White & Case LLP
Covington & Burling LLP		Price Alan H Wiley	Cannon Jr. James R. Cassidy Levy Kent
Curtis, Mallet-Prevost, Colt & Mosle LLP		Band 3	DeFrancesco Robert Wiley
King & Spalding LLP		Drake Elizabeth Schagrin Associates	El-Sabaawi Laura Wiley
Morris, Manning & Martin, LLP		Durling James P Curtis, Mallet-Prevost, Colt & Mosle LLP	Ellis Neil Law Office of Neil Ellis PLLC (ORL) ◇
WilmerHale		Kho Stephen Akin	Feldman Elliot J BakerHostetler LLP *
Band 4		Levy Jack A Rock Creek Trade LLP (ORL) ◇	Fischer Nancy A Pillsbury
Arnold & Porter		Mendoza Julie C Morris, Manning & Martin, LLP	Getlan Myles S Cassidy Levy Kent
BakerHostetler LLP		Park J David Arnold & Porter	Gurley John M ArentFox Schiff LLP
Blank Rome LLP		Porter Daniel L Curtis, Mallet-Prevost, Colt & Mosle LLP	Kessler Jeffrey WilmerHale
Grunfeld, Desiderio, Lebowitz, Silverman		Spak Gregory White & Case LLP	Lentz Amy Steptoe LLP
Mayer Brown LLP		Spak Walter White & Case LLP	Magnus John Tradewins LLC (ORL) ◇
Mowry & Grimson PLLC		Veroneau John K Covington & Burling LLP *	Maruyama Warren Hogan Lovells US LLP
Picard Kentz & Rowe LLP		Band 4	McConkey Matthew J Mayer Brown LLP *
Pillsbury		Aranoff Shara Covington & Burling LLP *	Noonan Nancy A ArentFox Schiff LLP
Schagrin Associates		Beline Thomas Cassidy Levy Kent	Parnes Eric Blank Rome LLP
Trade Pacific, PLLC		Bond David E White & Case LLP	Snarr Michael S BakerHostetler LLP *
* Indicates individual with profile.		Clark Matthew J ArentFox Schiff LLP	Trendl Thomas Steptoe LLP
◇ (ORL) = Other Ranked Lawyer.		Emerson Eric Steptoe LLP	Weld Christopher B. Wiley *
Alphabetical order within each band. Band 1 is highest.		Grimson Jeff Mowry & Grimson PLLC	Wessel Jared Hogan Lovells US LLP
		Herrmann John M. Kelley Drye & Warren LLP	Yeo Matthew Steptoe LLP
		Janzen Bernd Akin	Up-and-coming individuals
		Lewis Craig A Hogan Lovells US LLP	Becker Justin R. Baker McKenzie
		McCullough Matthew Curtis, Mallet-Prevost, Colt	Ringel Brooke Kelley Drye & Warren LLP *
		Mowry Kristin Mowry & Grimson PLLC	Sprinkle Sarah Akin *
		Nolan Matthew ArentFox Schiff LLP	Streitfeld Christine Baker McKenzie *
		Orava Stephen J King & Spalding LLP *	

controls space. The firm is adept at representing clients across industries, including the defense space. The team is well positioned to assist with matters concerning compliance and enforcement.

Strengths

"The team has talented individuals."

Notable practitioners

Benjamin Flowe is noted for his considerable experience in export controls and economic sanctions. **Strengths:** "He is a legendary lawyer in the space." **Daniel Fisher-Owens** (see p.555) has a strength guiding clients through compliance with OFAC regulations. He has extensive experience in representing technology manufacturers. **Strengths:** "Daniel is a very good lawyer who is very quick and technical."

Blank Rome LLP

What the team is known for Blank Rome LLP is an emerging presence in the international trade space. The firm has excellent trade remedies experience, with notable strengths in antidumping and countervailing duties.

Strengths

"The firm and its members are very attuned to the current commercial environment."

"Blank Rome can assist with worldwide matters and has many area specialists."

"The team provides very concrete and helpful advice."

Notable practitioners

Joanne Osendarp cochairs the firm's international trade group. She focuses on trade remedy litigation. **Strengths:** "Joanne always does a very good

job and is always well prepared." "Joanne is a very prominent attorney." **Eric Parnes** regularly advises clients on trade disputes such as antidumping and countervailing duty proceedings. His clients include governments and multinational corporations. **Strengths:** "Eric is up to speed on the key issues and offers great advice." "Eric is very experienced and extremely responsive."

Braumiller Law Group, PLLC

What the team is known for Braumiller Law Group is an experienced team in customs with a wide variety of abilities. The firm has strengths in import tariffs, product classification, licensing, market access and more.

Strengths

"The firm is very responsive and offers very practical advice."

"The team have hands-on experience in customs clearance."

Work highlights Braumiller Law Group advised a multinational shipping and logistics organization on navigating an intricate web of customs and other governmental agency necessities.

Notable practitioners

Adrienne Braumiller has a wide-ranging practice that includes advising on customs investigations

and penalty assessments. She works frequently with aerospace, defense and manufacturing clients. **Strengths:** "She is very knowledgeable, approachable and has great expertise and connections in the space." "Adrienne is very responsive."

Cassidy Levy Kent

What the team is known for Cassidy Levy Kent is a boutique practice with a strong pedigree in trade remedies. The firm represents an impressive roster of clients that includes trade associations, multinational corporations and provincial governments. The team is experienced in representing US petitioners and foreign respondents, and the lawyers regularly advise on customs matters, including compliance issues and investigations.

Strengths

"They are very pragmatic, client-oriented and great to work with."

"The team are fully available and understand the needs of the client."

"Cassidy Levy Kent are very technically sound and diligent in providing thorough legal analysis."

Work highlights Cassidy Levy Kent filed antidumping and countervailing duty petitions, on behalf of Chemtrade Chemicals, against unfairly traded imports of sodium nitrite from India and

Russia into the USA.

Notable practitioners

Yohai Baisburd works on fraud investigations and internal compliance programs, among other matters. He also supports clients on customs classification and exemptions. **Strengths:** “Yohai provides quality advice on day-to-day transactional issues as well as litigation.” “Yohai is great to work with. He is very collaborative, smart and good at explaining complex procedures.” **Thomas Beline** represents both foreign government and US companies in trade disputes. He regularly acts in antidumping and countervailing duty cases. **Strengths:** “He is generous with his time and provides advice that goes beyond just the legal aspects.” **Mary Jane Alves** has a notable practice in antidumping cases and supply chain issues. She represents clients from a range of sectors including chemicals, steel and electronics. **Strengths:** “Mary Jane is extremely thorough and provides excellent guidance.” “Mary Jane is very strong, very reliable and I think highly of her.” **James Cannon** is a trade litigation specialist who acts on antidumping and countervailing duty matters. His client base includes those in the food, chemical and metals sectors. **Strengths:** “Jim is an excellent lawyer.” “I thoroughly enjoy working with Jim.” **Myles Getlan** frequently works with clients on trade remedies litigation. He has diverse sector expertise which covers, among others, the agriculture, chemicals and energy industries. **Strengths:** “Myles has excellent knowledge of the subject matter and is great to work with.” “He is very knowledgeable, has a lot of experience in this area and has good client skills.”

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP works with clients on a range of trade control matters, including export controls and economic sanctions issues. The firm frequently guides clients through CFIUS reviews. The team's expertise covers a range of sectors, including technology, transportation and banking.

Strengths

“The Cleary Gottlieb team are very responsive and helpful in addressing our questions.”

“Cleary Gottlieb are very good at understanding complex issues and are excellent in providing their advice.”

“The team is comprised of very skilled lawyers.”

Work highlights Cleary Gottlieb Steen & Hamilton LLP represented a Malaysian petrochemical company concerning economic sanctions and export controls related to Iran sanctions.

Notable practitioners

Chase Kaniecki (see p.600) maintains a strong practice in the CFIUS area. He has a broad client base covering the likes of banks, automotive manufacturers and investment funds. **Strengths:** “He is well versed in the law and how to deal with the CFIUS committees.” “Chase is very pragmatic, has good experience with CFIUS, manages expectations and has a practical approach.” **Samuel Chang** (see p.523) assists clients in a range of export controls and sanctions matters, on both the regulatory and enforcement sides. **Strengths:** “Sam is very attentive, helpful in his advice and strongly committed to understanding our needs.” “Sam is

wonderful to work with. He is very engaged and responsive to our questions.”

Clifford Chance US LLP

What the team is known for Clifford Chance LLP advises on trade compliance matters such as export controls and economic sanctions. The team is experienced in handling OFAC, BIS and DDTC-related issues. The firm works with a broad range of clients, including international banks, logistics companies and technology corporations.

Strengths

“Clifford Chance has a strong team.”

Notable practitioners

George Kleinfeld has an expansive trade practice focusing on export controls and economic sanctions. He often works with financial institutions.

Strengths: “George is very supportive, helpful and I have a high regard for him.” “George is a very strong lawyer.”

Cooley LLP

What the team is known for Cooley LLP has strong skills in handling trade controls work, including EAR, OFAC and ITAR matters. The firm is also adept at assisting clients through the CFIUS review process.

Strengths

“The firm provides an excellent level of service and responsiveness.”

“The firm understands commercial implications and works diligently to explore options within the regulatory framework.”

“They are a delight to work with.”

Notable practitioners

Christopher Kimball counsels clients on the full range of CFIUS issues. He often works with clients in the technology and finance sectors. **Strengths:** “Chris is a great lawyer. He is commercial, responsive and a go-to for CFIUS questions.” “He is excellent and does a really good job at communicating with CFIUS.” **Kevin King** advises on the full range of ITAR, EAR and OFAC-related matters. He has extensive experience in working with startups.

Strengths: “Kevin is extremely practical and client-oriented.” “He is very responsive, helpful and makes it easy for the client.” **Dillon Martinson**

has a notable CFIUS practice, advising clients on both mandatory and voluntary CFIUS filings. **Strengths:** “Dillon is fantastic and passionate about helping his clients navigate the CFIUS process.” “His experience has provided tremendous value.” **Rebecca Ross** enjoys a growing reputation within the market. She is noted for advising clients on matters including sanctions, compliance and licensing. **Strengths:** “Rebecca is incredibly dedicated to her clients and extremely well versed in export controls.” **Sarah Oliai** is a key associate in the team who assists clients with navigating the CFIUS review process. **Strengths:** “Sarah is very responsive, helpful and makes things easy for us.” “She is professional and knowledgeable.”

Covington & Burling LLP

What the team is known for Covington & Burling LLP remains at the forefront of international trade work, acting for an enviable roster of domestic and international clients. The firm is adept at handling economic sanctions, export controls,

trade remedies and policy issues. Its lawyers are experienced in representing clients before the ITC, among other agencies. The firm maintains a leading CFIUS practice, regularly assisting with matters in the telecommunications, cybersecurity, aerospace and defense sectors. Covington & Burling houses a deep bench of talented attorneys, including several former government officials, and its strength in matters of economic sanctions is bolstered by a strong white-collar criminal practice.

Strengths

“The team are able to advise on extremely complex and rapidly changing circumstances.”

“Covington & Burling provide absolute top-tier responsiveness and levels of service.”

“Covington's team regularly advises on complex export control and sanctions matters and provides nuanced and carefully considered advice.”

Work highlights Covington & Burling LLP jointly advised Brookfield and Cameco on securing CFIUS and related approvals for the pending \$7.9 billion acquisition of Westinghouse.

Notable practitioners

Corinne Goldstein (see p.569) boasts an impressive trade practice that sees her handle both export controls and economic sanctions work. She is particularly well thought of for her deep knowledge of OFAC. **Strengths:** “Corinne is a very impressive attorney and does a lot of high-profile work.” “She is very practical and knows how to inform and justify her advice.” **David Fagan** (see p.550) wins widespread acclaim for his expert handling of CFIUS reviews. He is also adept at advising on issues such as FOCI mitigation. **Strengths:** “He gives very strong advice and is a top-notch lawyer.” “David is one of the best attorneys in the country and has done incredible work.” **Peter Flanagan** (see p.556) is a seasoned practitioner who regularly assists clients with issues relating to trade controls. He often works with clients in the oil and gas, pharmaceutical and defense industries.

Strengths: “Peter is a trusted lawyer and adviser in international trade work and we highly value his advice and support.” “He is very calm, very precise and very practical about what the client needs to do.” **Peter Lichtenbaum** (see p.623) is a leading lawyer in the trade controls space. He is particularly experienced in working with aerospace and defense clients. **Strengths:** “Peter is a leading lawyer and very experienced in regulatory work.” “He has decades of experience, which gives him a very helpful perspective on issues.” **Mark Plotkin**

(see p.670) comes highly recommended for his expertise in the CFIUS space. His clients include defense and technology companies. **Strengths:** “Mark has a great insight and approach to clients dealing with CFIUS.” “Mark is a preeminent CFIUS lawyer and creates incredible outcomes with the regulator.” **Kimberly Strosnider** (see p.713) serves as cochair of the firm's international trade controls group. She is well regarded for her extensive counseling work and advising on economic sanctions. **Strengths:** “Kimberly is well versed in our business and provides excellent, balanced guidance on incredibly complex matters.” “She is very accommodating and we really love working with her.” **John Veroneau** (see p.727) maintains an active trade practice and is noted for his work in

the policy arena. His client base includes manufacturers and trade groups. **Strengths:** "John is a very strong lawyer." **Shara Aranoff** (see p.492) is known for her strength in trade remedy litigation. She regularly handles antidumping and countervailing duty cases. **Strengths:** "Her ability to provide great advice and develop insights is fantastic." "Shara has encyclopedic knowledge of regulations and is a strong advocate on contentious matters." **Heather Finstuen** (see p.554) has a growing practice advising both US and international clients on securing CFIUS approval. Expertise also includes the mitigation of FOCl. **Strengths:** "Heather is very knowledgeable, practical and thoughtful in her approach to all matters." "Heather is a strong, important and reliable adviser." **Jonathan Wakely** (see p.728) regularly assists clients with CFIUS reviews. He advises automotive and pharmaceutical companies, among others. **Strengths:** "Jonathan is a very insightful legal and policy adviser." "Jonathan is an industry veteran."

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP has a strong standing in the customs realm, advising on matters such as classification, valuation and origin issues, as well as litigation. The firm has a robust export controls and sanctions practice, providing counsel on issues including license applications, compliance and government investigations. The team's extensive client base includes those in the telecommunications, transportation, insurance and aerospace sectors. It also works with retailers, manufacturers and financial institutions, among others.

Strengths

"The firm is always able to give fast, concise sanctions advice for complex commercial matters."

"The team provides thorough responses to our questions."

"The team combines great technical guidance with practical industry recommendations."

Work highlights Crowell & Moring LLP represented The Home Depot before the Court of International Trade in a Section 301 import duties matter.

Notable practitioners

John Brew comes highly recommended for his customs compliance practice and strong knowledge of trade agreements. He cochairs the trade practice at the firm. **Strengths:** "John is a pleasure to work with, strong in customs law and listens to the clients' needs." "He has a real depth of expertise and provides accurate, actionable advice."

Jeffrey Snyder focuses on trade controls work such as EAR and ITAR-related issues. His key clients include software companies. **Strengths:** "He always provides swift and effective advice." "Jeff is very experienced in the space." **David (DJ) Wolff** has notable experience in areas including anti-boycotting, anti-money laundering and export controls. **Strengths:** "DJ has a detailed and pragmatic approach which is extremely helpful when trying to determine a path forward." "He is a terrific lawyer – very knowledgeable and detail-oriented."

Curtis, Mallet-Prevost, Colt & Mosle LLP

What the team is known for Curtis, Mallet-Prevost, Colt & Mosle LLP is recognized in trade remedies and is particularly active on trade issues involving Asian countries. Its other areas of focus include WTO litigation and bilateral trade negotiations. The team is adept at defending foreign exporters. The firm is experienced in a range of sectors, including steel and uranium.

Strengths

"The Curtis team are highly responsive in all aspects of our engagements."

"The firm has a strong team with extensive knowledge."

"The team has a very good, commercial approach."

Work highlights Curtis, Mallet-Prevost, Colt & Mosle LLP represented the Government of Oman in trade matters relating to its exports of steel nails to the USA.

Notable practitioners

James Durling is recommended for his strength in trade remedies litigation. He has extensive experience in working for foreign governments and manufacturers. **Strengths:** "James has lengthy experience and a deep understanding of antidumping." "James offers very good representation and is easy to work with." **Daniel Porter** handles the full spectrum of trade disputes. He acts on behalf of international and domestic-based clients. **Strengths:** "He delivers work very well and we really appreciate him." "Daniel is an excellent lawyer." **Matthew McCullough** acts in antidumping and countervailing duty proceedings, and frequently works with national governments. He splits his time between the firm's DC and Geneva offices. **Strengths:** "Matthew is a great lawyer."

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP works with financial institutions and corporations on high-stakes export controls and economic sanctions issues. The firm's areas of expertise include OFAC licensing, compliance and enforcement. The team is accomplished at handling CFIUS filings, and regularly works with clients in the defense and pharmaceutical sectors.

Strengths

"The team are very thoughtful and practical."

"Davis Polk are able to handle complex sanctions matters with quality and efficiency."

"Davis Polk are easy to communicate with, responsive and work cooperatively."

Work highlights Davis Polk & Wardwell LLP continued to advise NBCUniversal on economic sanctions and export controls compliance relating to distribution agreements, international investments and other activities.

Notable practitioners

John Reynolds (see p.678) is an expert in handling trade controls work and is particularly well regarded for his capabilities in sanctions matters. Reynolds is also experienced in advising on CFIUS reviews. **Strengths:** "John is a great adviser – he's very practical and has great relationships with the regulators." "He is a shining star in the space and a very good lawyer." **Paul Marquardt** (see p.632) is well equipped to aid clients through CFIUS

reviews. He also handles export control and economic sanction matters. **Strengths:** "Paul is a respected attorney and provides reliable, credible advice." "Paul is a terrific lawyer who is very smart and responsive." **Will Schisa** (see p.692) is recognized for his capabilities in handling export controls and economic sanctions matters. His clients include financial institutions. **Strengths:** "Will is a really smart and considerate lawyer." "Will is someone you can rely on and is an excellent counsel."

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP handles a wide range of economic sanctions and export controls work. Clients include financial institutions, insurers and private funds.

Strengths

"The team are always attentive, respond in a timely fashion and are very available."

"Debevoise has extremely intelligent attorneys who think practically about issues."

"The Debevoise team approach every question with thoughtfulness and practicality."

Notable practitioners

Rick Sofield represents both domestic and international companies in all aspects of CFIUS work.

Strengths: "Rick is very analytical, has good government experience and offers a great sounding board for his clients." "He has superb knowledge of an area of regulation that is constantly evolving and has many components."

Dechert LLP

What the team is known for Dechert LLP is able to advise on the full range of trade controls work. Its clients include wealth funds and technology companies. The team is adept at handling cross-border matters, supported by a network of international offices.

Strengths

"Dechert always bring a commercial lens to their advice."

"The lawyers draft well, develop great strategies and are very strong."

Work highlights Dechert LLP advised GIC, a Singaporean sovereign wealth fund, on sanctions and export compliance considerations related to its investment activities.

Notable practitioners

Jeremy Zucker handles the full spectrum of trade controls work. He often assists clients with conducting internal audits for EAR and ITAR compliance. **Strengths:** "Jeremy is a great lawyer who provides a rare combination of legal knowledge and commercial awareness." "He understands our requirements and is a strong lawyer."

Dorsey & Whitney LLP

What the team is known for Dorsey & Whitney LLP is noted for its capabilities in export controls and economic sanctions work. The team handles OFAC, EAR and ITAR matters, among others.

Strengths

"The team is highly capable and informative."

"The firm demonstrates a high level of knowledge and skill."

"Dorsey & Whitney coordinate well with our team and provide detailed analysis and explanations that

are easy to understand and apply."

Work highlights Dorsey & Whitney LLP advised BE Meyers in an internal investigation regarding apparent violations of the anti-boycott provisions of the EAR.

Notable practitioners

Justin Huff assists clients with CFIUS reviews. His clients include technology companies and private equity firms. **Strengths:** "Justin is commercial, practical and has good relationships with the government. He is really dedicated to his clients and a pleasure to work with." "Justin is a really good attorney and is very concise in his advice."

Lawrence Ward is experienced in both export controls and economic sanctions and is noted for his expertise in the technology sector. **Strengths:** "He is very knowledgeable, responsive and provides good advice." "Lawrence provides substantive and practical advice."

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland LLP works on a host of trade controls issues, including OFAC, EAR and ITAR matters. The team is experienced in advising on matters concerning Iran and Cuba, among other countries.

Strengths

"The firm is very responsive to our inquiries."

"The team are very efficient and detailed."

"Eversheds are helpful and understand our business."

Notable practitioners

Ginger Faulk (see p.551) is a practitioner in export controls and economic sanctions. She regularly acts for clients in the energy, defense and software industries. **Strengths:** "Ginger provides high levels of service in trade restrictions and economic sanctions work." "She is well regarded and has a strong specialty in ITAR matters."

Faegre Drinker

What the team is known for Faegre Drinker Biddle & Reath LLP has a broad trade practice, experienced in acting on a range of customs issues. The team is adept at handling CBP compliance matters. Its clients include transportation companies and electronics retailers.

Strengths

"The firm has a very capable and communicative team."

"The lawyers are very knowledgeable and have an efficient approach."

"Faegre Drinker has a deep bench of experts."

Notable practitioners

Kathleen Murphy sits in the firm's Chicago office and handles a range of customs matters. She regularly advises corporate clients on compliance matters, among others. **Strengths:** "Kathleen is an excellent and extremely responsive lawyer."

Nicolas Guzman works on a variety of customs matters. He often handles tariff classification and country of origin work. **Strengths:** "Nicolas is a valuable resource. He is solutions-oriented and an expert on all things trade." "His ability to communicate complex terms is impressive." **William Randolph Rucker** is recommended for his customs work, advising global and multinational clients on litigation and regulatory compliance, among other areas. **Strengths:** "His commercial awareness and

level of sophistication are truly admirable." "He is a very knowledgeable individual and his expertise is invaluable." **James Sawyer** works with clients on a host of customs matters. He often advises on tariff classification and valuation issues, among other mandates. **Strengths:** "James provides outstanding service and has in-depth knowledge on a wide array of international trade compliance matters." "He is a lifeline for clients in this space and is great at answering questions." **Mollie Sitkowski** counsels clients on the full range of import and export issues. She has extensive experience handling matters concerning classification and rules of origin. **Strengths:** "Mollie has an in-depth knowledge of international export requirements and easily simplifies complex regulatory concepts."

Freshfields Bruckhaus Deringer

What the team is known for Freshfields Bruckhaus Deringer has a robust CFIUS practice handling reviews of large US-bound investments and acquisitions. The firm often works with technology companies, manufacturers and financial services corporations. It provides further expertise in export controls and sanctions matters.

Strengths

"They have an extremely competent team that navigates complex and nuanced issues with ease."

"Freshfields offers very quick and efficient advice."

"The firm has an experienced and effective team."

Work highlights Freshfields Bruckhaus Deringer advised Coupa Software on the CFIUS and DCSA review of its acquisition by a consortium, including the private equity firm Thoma Bravo and the Abu Dhabi Investment Authority.

Notable practitioners

Aimen Mir handles the CFIUS review process for a host of well-known clients. He frequently works with technology companies and manufacturers.

Strengths: "Aimen is exceptional. He understands CFIUS and runs things very well." "Aimen is very insightful. He understands the law as well as the dynamics of CFIUS."

Stephanie Brown Cripps works with clients on issues such as export controls and economic sanctions. She also advises on AML issues. **Strengths:** "Stephanie provides excellent, practical legal advice in sanctions and tailors her advice to our needs." "She is extremely knowledgeable and thorough."

Christine Laciak regularly advises clients on CFIUS matters. She works with companies in chemicals, healthcare and electronics, among other clients. **Strengths:** "Christine is highly knowledgeable, skilled and able to guide us through the CFIUS process seamlessly." "Christine provides excellent analysis on how to respond to questions from CFIUS, as well as understanding the regulations." **Nabeel Yousef** has a robust trade practice and often works on export controls and economic sanctions matters.

Strengths: "Nabeel is a good, technical lawyer covering both export controls and sanctions." "He is excellent at finding creative solutions to difficult questions and he is extremely commercial." **Colin Costello** showcases considerable strengths in national security and CFIUS reviews. **Strengths:** "He provides great analysis of the CFIUS process and has a wealth of knowledge." "He has very strong government and private practice experience."

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn & Crutcher LLP is highly adept in economic sanctions and export controls matters, regularly working with Fortune 500 companies from the aerospace, automotive and manufacturing sectors. The firm has a growing bench of attorneys, including ex-OFAC and National Security Council employees. Its expertise spans US, EU and UN trade controls. The trade compliance offering is bolstered by the firm's leading white-collar crime practice.

Strengths

"They are very efficient at getting good, practical answers."

"The team have a thorough understanding of the international sanctions regimes and are able to find appropriate, commercial solutions."

"The team are very responsive and nimble."

Work highlights Gibson Dunn & Crutcher LLP advised Amazon and its subsidiary Twitch Interactive on economic sanctions compliance, specifically related to the sanctions imposed regarding Russia and Belarus.

Notable practitioners

Judith Lee (see p.619) cochairs the practice and has strong skills in export controls and economic sanctions issues. She frequently advises clients in the technology and financial sectors. **Strengths:**

"Judith is very sharp, very engaging and highly respected in the sanctions Bar." "Judith is a strong lawyer with good experience."

Adam Smith (see p.704) is highlighted by peers for his expertise as it relates to economic sanctions. He works with both foreign and domestic clients. **Strengths:**

"Adam combines detailed knowledge of the law and regulations with outstanding business judgment."

"Adam is very practical." **Christopher Timura** (see p.719) has a strong sanctions practice advising clients in sectors such as venture capital, banking and technology. **Strengths:** "He is very knowledgeable and offers great advice." "He is very experienced and has a broad practice in export controls and sanctions."

Goodwin

What the team is known for Goodwin is well known for its broad trade practice advising clients on export controls, sanctions and the CFIUS review process. It has extensive experience in counseling clients on compliance with OFAC and ITAR regulations. The team regularly represents both foreign and domestic corporate clients from a range of industry sectors.

Strengths

"The team is very responsive to our requests and needs."

"The Goodwin team is very strong and we have been very happy with the depth and breadth of expertise."

"The firm offers integrated export controls and CFIUS capabilities. They are easy to work with and focused on getting the right answer."

Notable practitioners

Richard Matheny (see p.634) takes on a variety of work across the trade space, regularly undertaking export controls, economic sanctions and CFIUS matters. **Strengths:** "Richard is a great professional, very available and provides strong

advice.” *“Richard offers great work and a strong client service. He always provides technical advice with a practical understanding.”* **Jacob Osborn** (see p.659) regularly advises clients on compliance with export controls and sanctions regimes. He also counsels clients through the CFIUS review process. **Strengths:** *“He is well connected and has a deep understanding of the legal issues.”*

Grunfeld, Desiderio, Lebowitz, Silverman & Klestadt LLP

What the team is known for The New York-based team at Grunfeld, Desiderio, Lebowitz, Silverman & Klestadt LLP is adept at handling trade remedy litigation. The team regularly works on high-value antidumping and countervailing duty cases.

Strengths

“The firm has a very strong team who have in-depth knowledge of international trade law.”

“The firm is responsive and clear with its advice and direction.”

“They are quite experienced in handling trade remedy cases and have a good sense on commercial matters.”

Work highlights Grunfeld, Desiderio, Lebowitz, Silverman & Klestadt LLP represented the Government of Sri Lanka in the countervailing duty investigation of certain steel nails from Sri Lanka.

Notable practitioners

Peter Klestadt handles the full spectrum of customs issues, regularly appearing for clients before administrative bodies such as the CBP, FDA and ICE. He is based in the firm’s New York office. **Strengths:** *“Peter is a very knowledgeable lawyer.”*

Hogan Lovells US LLP

What the team is known for Hogan Lovells has a formidable team offering in-depth knowledge of export controls and economic sanctions. The firm’s expertise spans issues relating to UAVs, nuclear energy and 3-D printing. The team is considered the first port of call for many when it comes to trade remedies and policy issues, ably handling overseas matters given its extensive global footprint. Hogan Lovells is also adept at advising on the CFIUS review process, and frequently advises biotechnology and defense companies.

Strengths

“The team always provides excellent service levels and responsiveness.”

“Hogan’s ability to handle complex matters is exceptional.”

“They clearly understand our business and are very aware of changes in the industry, which they keep their clients informed on.”

Work highlights Hogan Lovells successfully represented Kinder Morgan in recouping over \$75 million in Section 232 tariffs on certain steel pipe imports.

Notable practitioners

Beth Peters maintains a leading trade controls practice, advising on export controls and economic sanctions. She advises a host of clients, including financial institutions and universities.

Strengths: *“Beth is a leading lawyer and very experienced in regulatory work.”* *“Beth is very impressive. She is a go-to attorney to reach out to.”*

Deen Kaplan focuses on assisting clients with trade remedy litigation. He often handles Canadian matters. **Strengths:** *“Deen has outstanding knowledge, client service and an ability to develop strategies.”* *“Deen is a very skilled and helpful practitioner.”*

Anne Salladin advises clients on CFIUS reviews. She often works with companies in the technology, defense and aerospace sectors.

Strengths: *“She is extremely well versed in CFIUS and provides tailored advice to her clients.”* *“Anne has great professional relationships with CFIUS. She is very experienced, responsive and knows the regulations.”*

Brian Curran advises a wealth of clients on CFIUS-related issues. He regularly works with companies in the life sciences, aerospace and technology sectors. **Strengths:** *“His technical knowledge and commercial awareness sets him apart.”* *“Brian knew what was needed to get the job done quickly, efficiently and to a high standard.”*

Aleksandar Dukic has broad experience assisting with complex sanctions issues. He works with a range of national and international companies.

Strengths: *“Aleksandar is very knowledgeable and has a wealth of experience. He is grounded, efficient and always gives practical advice.”* **Ajay Kuntamukkala** handles a range of export controls and economic sanctions matters. He frequently advises on China-related issues.

Strengths: *“Ajay is very knowledgeable, keeps his clients informed and has good relationships with OFAC.”* *“Ajay has very deep experience and can provide counsel on many complex technical questions.”* **Craig Lewis** is noted for his abilities in antidumping and countervailing duty cases. He also counsels clients on customs compliance matters. **Strengths:** *“Craig does an excellent job in addressing matters in a clear and concise way.”* *“Craig is a very skilled attorney.”*

Stephen Propst comes recommended for his highly regarded exports and sanctions practice. He works with both domestic and international clients. **Strengths:** *“Stephen is adept at understanding the problem and quickly spots issues and solutions.”* *“Stephen is strong and knowledgeable in this space.”*

Jonathan Stoel works with clients such as producers and exporters on a host of trade remedy disputes. He often handles matters at the WTO and the DOC. **Strengths:** *“Jonathan always provides a wealth of information and is great at explaining complicated scenarios in a clear manner.”* *“He has amazing written skills as well as great relationships across the board.”*

Warren Maruyama is well known for handling trade policy matters. He regularly advises clients on free trade negotiations, among other matters. **Strengths:** *“Warren has a really good understanding of trade policy.”*

Jared Wessel handles a range of trade remedy work. He regularly works with clients on antidumping and countervailing duty proceedings. **Strengths:** *“Jared has extremely strong technical skills and deep trade relationships.”* *“Jared is a great attorney.”*

Zachary Alvarez assists clients with CFIUS-related matters including mitigation agreements and foreign ownership review.

Strengths: *“Zach is knowledgeable and helpful in navigating CFIUS issues.”*

Holland & Hart LLP

What the team is known for Holland & Hart LLP is a well-regarded trade shop noted for its strength

in export controls and economic sanctions. The firm is recognized for its strength assisting clients with compliance matters. The team works across a range of sectors including defense, financial services and technology.

Notable practitioners

Steven Pelak is head of the firm’s international trade export controls practice and is a key contact.

Hughes Hubbard & Reed LLP

What the team is known for Hughes Hubbard & Reed LLP is well regarded for its strength in the trade controls space. The firm handles a wide range of work, including export controls and economic sanctions matters.

Notable practitioners

Sean Reilly is cochair of the sanctions, export controls and money laundering practice based in Washington, DC.

Husch Blackwell LLP

What the team is known for Husch Blackwell LLP has solid skills in representing clients in export controls and economic sanctions matters. The firm’s lawyers have expertise in the technology, manufacturing and transportation sectors, among others.

Strengths

“The team have a practical approach and provide relevant market updates regularly.”

“Husch Blackwell have strong subject matter knowledge and think like a client to provide the most useful work product.”

“The firm shows a high level of commercial and legal acumen.”

Notable practitioners

Cortney O’Toole Morgan regularly advises clients on the full spectrum of export controls-related issues. Her expertise covers EAR, ITAR and OFAC.

Strengths: *“It’s great to work with Cortney; she is very helpful and informative.”* *“Cortney is fantastic. Her advice is very practical and she has great professional relationships.”*

Jacobson Burton Kelley PLLC

What the team is known for Jacobson Burton Kelley PLLC has an international trade team noted for its work in the export controls and economic sanctions space with a client base that includes financial institutions.

Notable practitioners

Douglas Jacobson works on a range of trade controls matters, including export controls and economic sanctions. **Strengths:** *“Douglas is very experienced and a very good lawyer.”* **Michael Burton** handles the full range of work including matters relating to EAR, ITAR and OFAC. He works with both domestic and international clients.

Strengths: *“Michael is a very strong lawyer.”*

Kelley Drye & Warren LLP

What the team is known for Kelley Drye & Warren LLP is a prominent group with substantial expertise in trade remedies. The firm has a proven track record in antidumping and countervailing duty cases before the ITC. The team is particularly strong in representing petitioners, with a client base including steel manufacturers and trade

associations. The firm is experienced in advising on major trade bills and international trade negotiations and frequently works with clients on export controls and economic sanctions matters.

Strengths

"The firm has an incredible depth of talent who are readily available to assist us."

"I have always been very impressed with the high skill level of the team."

"The firm understands nuances and implications for a wide variety of companies on a number of competing and connected issues."

Work highlights Kelley Drye & Warren LLP assisted Newmont Goldcorp with improving its compliance program and reducing its trade compliance risk.

Notable practitioners

Paul Rosenthal is a go-to lawyer for antidumping and countervailing duty cases. He has broad experience in representing domestic manufacturers. **Strengths:** *"His ability to absorb critical details and artfully weave them into powerful closing arguments is truly impressive."* *"Paul has the magnificent ability to sum up complex thoughts and notions in succinct and compelling ways."*

Kathleen Cannon handles a variety of trade remedies matters, including antidumping and countervailing duty issues. She regularly handles matters for US manufacturers. **Strengths:** *"Kathleen is a very impressive trade attorney. Her knowledge of the law and its nuances is deep and impressive."* *"Kathleen is a very good attorney and well known in the space."* **John Foote** handles customs work, among other areas. He is noted for his strength in the field of forced labor issues. **Strengths:** *"John has very specialized knowledge and is a good person to work with."* *"John is very strong and good for clients with concerns in this space."*

John Herrmann has extensive experience in both trade remedies and trade policy work. He works with clients such as manufacturers and industry associations. **Strengths:** *"He is smart, responsive and knowledgeable."* *"John has a great reputation. He is collaborative and very good to work with."*

Eric McClafferty (see p.636) handles both export controls and economic sanctions work. His sector experience covers the technology, aerospace and semiconductor industries, among others. **Strengths:** *"Eric is incredibly knowledgeable and is able to explain complex issues clearly, as well as recommend paths forward."* *"Eric is a really bright trade compliance lawyer. He is very practical, insightful and has good judgment."* **Brooke Ringel** (see p.680) has a growing practice, primarily advising clients on trade remedies litigation. **Strengths:** *"Brooke is an excellent lawyer with superior communication, research and strategy skills."* *"She is knowledgeable and well organized."*

King & Spalding LLP

What the team is known for King & Spalding LLP has a noted practice that demonstrates strength in trade remedies and is particularly well regarded for its representation of petitioners. The firm maintains a strong bench with partners experienced in antidumping and countervailing duty disputes. The team also handles export controls and economic sanctions work, often advising clients in the aerospace, defense, energy and life

sciences sectors. The firm is also experienced in handling customs work and regularly advises on a range of compliance matters.

Strengths

"The King & Spalding team is very adept at handling complex matters in international trade."

"The team is very knowledgeable and great to work with."

"They are subject matter experts and provide a great level of service."

Work highlights King & Spalding LLP assisted clients in the financial services sector with responding to subpoenas issued by OFAC for transactions relating to countries subject to US sanctions.

Notable practitioners

Christine Savage (see p.691) focuses her practice on economic sanctions and export controls. She is experienced in guiding clients through internal compliance audits. **Strengths:** *"She is always very responsive, provides excellent advice and is a huge help."* *"Christine is an excellent adviser who is business-oriented and practical."* **Michael Taylor** (see p.716) handles customs compliance matters, among other areas of work. He also assists clients with customs classification issues. **Strengths:** *"Michael is always on the lookout for things we need to know as a client."*

Stephen Orava (see p.658) chairs the trade team at the firm and handles a range of disputes. He often handles antidumping and countervailing duty cases. **Strengths:** *"Stephen is very strategic and versed in matters pertaining to international trade."* *"He is extremely knowledgeable of the situation and provides guidance on how we should proceed."*

Stephen Vaughn (see p.726) regularly assists manufacturers with complex antidumping and countervailing duty cases in international courts. He also works on trade policy matters. **Strengths:** *"Stephen has in-depth knowledge of the trade commission, trade laws and how to present a case."* *"He is very prominent, plugged in and a solid lawyer."*

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis has strong capabilities in guiding clients through CFIUS reviews. The team regularly works with leading financial institutions and US-based manufacturers. The firm frequently advises clients on compliance with complex OFAC and EAR regulations.

Strengths

"The team is extremely strong when it comes to responsiveness."

"The lawyers have very deep knowledge of international trade."

"Kirkland & Ellis have a very nuanced ability to deal with complex situations."

Work highlights Kirkland & Ellis led the CFIUS process for Brookfield Infrastructure's 49% investment in expanding Intel's semiconductor operations in Arizona.

Notable practitioners

Ivan Schlager (see p.692) is viewed as a leading name in the CFIUS space. He acts across a range of industries including manufacturers, technology companies and others. **Strengths:** *"Ivan is an exceptional lawyer. He is very commercial, very well connected and informed."* *"Ivan is very colle-*

gial, knowledgeable and effective." **Lucille Hague** (see p.576) is a rising star at the firm and gains widespread praise for her expertise in the CFIUS space. **Strengths:** *"Lucille is a really good attorney. She is great to work with and very collegial."* *"She knows the regulations and is very practical."* **Mario Mancuso** (see p.630) has substantial knowledge of the CFIUS space, supported by a deep understanding of export controls and economic sanctions. **Strengths:** *"Mario is a very strong and very experienced attorney."* *"Mario is fantastic; he is deeply experienced and respected in the field."*

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP provides comprehensive counsel across the export controls and economic sanctions space. The firm's areas of focus include EAR, ITAR and EU controls law. The team continues to work with an impressive client base consisting of numerous Fortune 500 companies, and is well positioned to advise corporate, private equity and sovereign wealth fund clients. The firm is experienced in handling national security-related work, including CFIUS reviews and FOCI mitigation.

Strengths

"The attorneys at Latham & Watkins provide excellent advice and take care to understand our complex business."

"The firm's collaborative approach is clear and they provide comprehensive responses and guidance."

Work highlights Latham & Watkins LLP secured OFAC authorization for Duolingo to provide its language-learning app in Syria, which is the subject of a US embargo.

Notable practitioners

Les Carnegie (see p.520) is well known in the space for his exports controls and economic sanctions practice. He also has a strong capabilities in advising clients on the CFIUS process. **Strengths:** *"Les is incredible. He is always prepared, extremely knowledgeable of the regulations and can provide answers to complex questions quickly."* *"He leverages his deep understanding of the law, rock-solid judgment and unique commercial mindset to help organizations navigate thorny sanctions and CFIUS issues."* **Damara Chambers** (see p.522) is recommended for her expertise as it pertains to CFIUS reviews. She has experience advising technology and energy companies, among others. **Strengths:** *"Damara is an outstanding lawyer who advised us very effectively."* *"She is incredibly smart and understands how CFIUS will come out on things."*

Eric Volkman (see p.728) works on export controls and economic sanctions matters. He advises both US and international clients. **Strengths:** *"Eric is an outstanding resource who knows the space and politics well."* *"Eric is a good, practical lawyer."* **Zachary Eddington** (see p.546) capably assists clients with a variety of CFIUS filings, including for clients in the automotive and pharmaceutical industries. **Strengths:** *"Zach is helpful and very easy to work with."* **Andrew Galdes** (see p.562) assists clients with a range of trade control issues. He often handles OFAC, EAR and ITAR-related matters. **Strengths:** *"Andrew is very well connected in the space."* *"Andrew is very hands-on and provides really good guidance."*

Mayer Brown LLP

What the team is known for Mayer Brown LLP is adept at handling trade remedies work, including antidumping and countervailing duty investigations. Its client base includes both petitioners and respondents. The team is experienced in advising on international matters, including in China, India, Brazil and Mexico.

Strengths

"Mayer Brown are very helpful in assisting with the rapidly evolving and highly complex US regulations."

"The firm possesses a high level of expertise and analytical skills."

"Mayer Brown has a demonstrated ability to lead cases to a successful conclusion."

Work highlights Mayer Brown LLP continued to represent the Aluminum Extruders Council in the US government's Section 232 investigation into the national security implications of aluminum imports into the USA.

Notable practitioners

Sydney Mintzer (see p.644) has a well-regarded customs practice. He has deep experience assisting clients with Section 232 and Section 301 compliance and exclusions. **Strengths:** *"Sydney is a very knowledgeable customs lawyer who offers useful legal advice which incorporates the realities of business." "He is business-minded, efficient and provides sophisticated advice."* **Timothy Keeler** (see p.603) heads Mayer Brown's CFIUS practice and co-leads the firm's international trade practice. He advises clients on all aspects of CFIUS work. **Strengths:** *"Tim is a fantastic lawyer. He is pragmatic, very professional and always available." "He is very practical, easy to work with and commercially sensitive to his clients."* **Matthew McConkey** (see p.637) frequently works on trade remedy cases. His expertise covers antidumping and countervailing duty matters. **Strengths:** *"Matthew is a great lawyer who delivers excellent results on behalf of his clients." "He is very experienced, dedicated and always able to provide good solutions."* **Tamer Soliman** (see p.707) advises clients in a wide range of export controls and sanctions matters, with related strengths in national security issues. **Strengths:** *"Tamer is very smart, experienced and has good judgment." "Tamer is very commercial and responsive."*

Miller & Chevalier Chartered

What the team is known for Miller & Chevalier Chartered has a robust team that is capable of handling a variety of export controls and economic sanctions matters. It regularly represents clients before OFAC and BIS. The firm is also noted for its strength in customs work.

Strengths

"The firm demonstrates a sophisticated and nuanced understanding of international trade."

"Miller & Chevalier are always abreast of the swiftly changing laws and regulations."

"The team are responsive and accommodating to our needs."

Work highlights Miller & Chevalier Chartered filed a claim on behalf of a Turkish petroleum trading company whose cargo was seized by the DOJ due to alleged violations of US sanctions on Iran.

Notable practitioners

Richard Mojica (see p.645) has a broad customs-based practice. He regularly advises clients on customs classification and Section 301 exclusions. **Strengths:** *"Richard is a fantastic attorney with a good view of how to mitigate risks." "He is a really pragmatic, practical lawyer and brings a very thoughtful approach to compliance."* **Timothy O'Toole** (see p.657) is well regarded for his work with financial services companies. He counsels on compliance with the US sanctions regime. **Strengths:** *"Tim is extremely responsive, concise and practical in his delivery." "Tim is responsive and knows sanctions inside and out."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP houses an impressive team capable of assisting clients with a host of trade controls issues. The firm regularly works with defense, aerospace and satellite companies, among others.

Strengths

"The team are very proactive and good at delivering on tasks in a timely manner."

"Morgan Lewis provides very good and supportive subject matter experts."

"The firm is thorough and ensures our team understands regulatory requirements."

Work highlights Morgan, Lewis & Bockius LLP continued to provide representation to an individual in an effort to have them removed from the OFAC Specially Designated Nationals list, on both legal and policy grounds.

Notable practitioners

Giovanna Cinelli handles both export controls and economic sanctions matters. She frequently works with clients in the manufacturing sector. **Strengths:** *"Giovanna is a wonderful attorney."* **Kenneth Nunnenkamp** is an experienced trade controls practitioner who regularly handles OFAC, EAR and ITAR-related work. He counts manufacturers and defense companies as key clients. **Casey Weaver** is an associate who assists with a range of customs matters. She often advises on Section 232 and 301 exclusions.

Morris, Manning & Martin, LLP

What the team is known for Morris, Manning & Martin, LLP has recognized strength in trade remedies, including antidumping and countervailing duty disputes. The firm is regularly called upon to assist with high-profile cases concerning steel, lumber and solar panels. The team is adept at handling cases before entities such as the DOC and ITC. The firm enjoys a solid reputation for its representation of corporations, state-owned enterprises and foreign governments.

Strengths

"They have a deep understanding of the law, the administrative process and the political context in which they operate."

"Morris, Manning & Martin is a great practice."

"The team have a strong understanding of complicated matters."

Work highlights Morris, Manning & Martin, LLP advised Canfor Corporation on multiple antidumping matters relating to imports of softwood lumber from Canada to the USA.

Notable practitioners

Julie Mendoza is experienced in trade disputes and acts for a range of clients, including foreign manufacturers. She works on antidumping and countervailing duty proceedings, among other matters. **Strengths:** *"Julie provides great client service." "Julie is a very good lawyer."*

Morrison Foerster

What the team is known for Morrison Foerster has a well-regarded practice known for its deep experience handling CFIUS reviews. Its expertise also covers FIRREA and FARA. The firm's client base includes high-profile investment funds, which it regularly advises on export controls and economic sanctions issues.

Strengths

"The firm offers a strong combination of substantive expertise in export controls and sanctions and deep experience with government investigations and enforcement matters."

"Morrison Foerster provides unique perspectives and insights on sanctions issues."

"Morrison Foerster has a deep bench with broad expertise."

Work highlights Morrison Foerster continued to advise the Office of the Ukrainian President following the Russian invasion of Ukraine. The team advised on regulatory issues and provided guidance with US government engagement.

Notable practitioners

John Smith (see p.705) has a well-rounded economic sanctions-based practice. He brings to bear over a decade of experience working as a director at OFAC. **Strengths:** *"John has a deep understanding of the inner workings of OFAC and a unique perspective on OFAC issues." "John goes to great lengths to understand what the client wants and needs."* **Charles Capito** (see p.520) routinely counsels clients on a range of trade issues. He is especially known for guiding clients on CFIUS risk and the approval process. **Strengths:** *"Charles is very responsive, very effective and knows how to explain the law." "Charles is an excellent CFIUS practitioner who knows the industries and players very well."* **Brandon Van Grack** (see p.725) has a strong practice on the national security side of trade, assisting clients with sanctions, export controls and foreign investments. **Strengths:** *"Brandon is a great lawyer - highly responsive and a great communicator." "His experience and judgement are excellent and I thoroughly enjoy working with him."* **James Brower** (see p.514) frequently guides clients through matters relating to CFIUS and national security. **Strengths:** *"James is an excellent attorney with great client skills and substantive expertise." "He is very practical and knowledgeable."*

Mowry & Grimson PLLC

What the team is known for Mowry & Grimson PLLC is a boutique noted for its presence in the trade remedies space. The firm is well versed in handling matters concerning antidumping and countervailing duties. The team is able to act on behalf of a host of clients, including private companies and government organizations.

Strengths

"Mowry & Grimson has experienced practitioners who understand US trade laws and their impacts on

their client base."

"The firm's service levels are always well calibrated to our needs, and the team is incredibly nimble and responsive."

"The team have intellectual firepower and are savvy client advisers."

Notable practitioners

Jeff Grimson has a robust trade remedies practice. He has deep knowledge of antidumping and countervailing duty matters. **Strengths:** "Jeff is able to take very complicated concepts and distill them for a corporate, non-lawyer audience." "Jeff is well versed in his field. He is always responsive to questions and provides meaningful assistance."

Kristin Mowry is a recognized figure in the trade litigation space. She regularly represents clients in WTO proceedings. **Strengths:** "Kristin combines strong legal acumen with an extremely strong command of the overall political context in which trade cases are conducted." "She tailors her work product to the needs of the client."

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP routinely advises on compliance issues arising from export controls and economic sanctions. The firm is experienced in handling OFAC and ITAR issues. The team works with a diverse range of clients, such as financial institutions, tire manufacturers and technology companies. It is also experienced in handling CFIUS filings, as well as issues relating to DDS.

Strengths

"We always receive impeccable information and advice from O'Melveny."

"O'Melveny has a very good international trade practice."

"They are very responsive and give good, practical advice."

Work highlights O'Melveny & Myers LLP continued to represent TSI Semiconductors Corporation in the CFIUS clearance of its acquisition by Bosch.

Notable practitioners

Theodore Kassinger continues to be recognized as a leading light in the CFIUS arena. **Strengths:** "Ted is a wonderful attorney. He is deeply experienced and very easy to work with." "Ted is a top-notch attorney who is very well connected in the space." **Greta Nightingale** has an impressive trade practice which sees her handle complex sanctions matters, among other issues. She also works on CFIUS matters. **Strengths:** "Greta is a very prominent sanctions lawyer and is very well regarded by the OFAC Bar." "Greta is terrific and continues to be a leader in the space." **David Ribner** undertakes work on behalf of clients from a range of sectors. He focuses on CFIUS-related issues. **Strengths:** "David is an excellent technical attorney and is easy to work with." "David's ability to grasp complex issues very quickly is very impressive."

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick advises clients on the gamut of compliance issues including OFAC and EAR matters. The firm regularly represents US-based manufacturers, technology companies and energy companies, among others. Additionally, the team advises a range of clients

on the CFIUS aspects of major transactions.

Notable practitioners

Harry Clark is an experienced practitioner who handles export controls and economic sanctions work. He also regularly handles CFIUS reviews.

Strengths: "Harry gains successful results and is pleasant to work with." "His responses are well thought out and he is incredibly reliable." **Jeanine McGuinness** is highlighted for her experience across the trade space. She regularly acts for clients on export controls, economic sanctions and CFIUS issues. **Strengths:** "Jeanine is a smart and careful lawyer who is easy to work with." "Jeanine is a very impressive lawyer."

Paul Hastings LLP

What the team is known for Paul Hastings LLP has a notable practice that handles trade controls and CFIUS work. The team's expertise covers EAR and ITAR, among other regulations. The firm's clients include chemical companies, private equity firms and aerospace corporations.

Strengths

"The team at Paul Hastings provide very strong advice on complex matters."

"The firm's lawyers are very good – they're very responsive and provide very good counsel."

"They combine a really good combination of practical and commercial advice."

Work highlights Paul Hastings LLP advised Mitsubishi Corporation on the impacts of US sanctions on its operations in Venezuela and Myanmar, as well as compliance with Russia sanctions.

Notable practitioners

Scott Flicker is skilled across the international trade space and regularly acts on both trade controls and CFIUS matters. **Strengths:** "Scott has very good international connections and provides very direct, commercial advice." "Scott knows how the agencies work, has a lot of experience and provides business-friendly advice." **Talya Hutchison** regularly advises foreign-owned clients on the many facets of US export controls and sanctions compliance. **Strengths:** "Talya is a very responsive and very helpful attorney." "She is knowledgeable and thoughtful."

Picard Kentz & Rowe LLP

What the team is known for Picard Kentz & Rowe LLP is best known for its work in the trade remedy space. The firm is noted for its work with petitioners and its capabilities in cases centered on lumber.

Strengths

"Picard Kentz & Rowe is a very strong and recognized petitioner firm."

"The firm is terrific."

"Picard Kentz & Rowe is a strong boutique that is engaged in the space."

Notable practitioners

Andrew Kentz is a key contact in Washington, DC.

Pillsbury

What the team is known for Pillsbury has a broad international trade offering, excelling in economic sanctions and export controls work. The firm is adept at handling OFAC licensing issues and has expertise that covers issues relating to Cuba and Venezuela. The team regularly handles CFIUS

reviews on behalf of clients from a range of sectors. The firm is experienced in advising clients on trade remedies and policy matters.

Strengths

"Pillsbury provides thorough and timely responses." "The firm is able to leverage true market experts for some of the trickiest markets on earth."

"The Pillsbury team understands the complexities and impacts resulting from sanctions and export controls."

Work highlights Pillsbury acted as outside US counsel to the Government of Mexico on WTO and NAFTA matters relating to trade remedies proceedings, international investment arbitrations and more.

Notable practitioners

Christopher Wall maintains a leading export controls and economic sanctions practice. He often works with companies in the aerospace sector. **Strengths:** "Christopher is highly analytical, incredibly responsive, and his knowledge of the sanctions regimes is top notch." "He is terrific and gives excellent opinions." **Nancy Fischer** has a broad trade practice that sees her work on trade controls and trade remedy matters. She also advises on CFIUS reviews. **Strengths:** "She is very experienced, she handles complex matters and you get a straight opinion from her about how to move forward." "Nancy is always available, always helpful and very focused on the end result." **Stephan Becker** heads the group's international trade practice, undertaking a host of work across the space. He provides counsel on compliance with export controls, economic sanctions and trade policy. **Strengths:** "He has a holistic approach and provides business-oriented advice." "Stephan is a very smart and impressive attorney."

Aaron Hutman represents clients in numerous industries in export controls and economic sanctions matters. Industries include finance, defense and energy. **Strengths:** "Aaron is a fantastic lawyer. He leverages deep experience across a broad array of issues to deliver workable advice." "Aaron is a unique, versatile and highly competent professional who promptly responds to queries." **Matthew Rabinowitz** is noted for his skills in the CFIUS review process. He regularly handles China-related deals. **Strengths:** "Matt is very responsive and has a high level of expertise in CFIUS compliance." "Matt provides great support in managing complex CFIUS filings with clear, practical guidance."

Reed Smith LLP

What the team is known for Reed Smith LLP has an experienced trade team that handles a range of export controls and economic sanctions work. The team frequently advises on OFAC, EAR and ITAR-related issues, with expertise that covers the energy, life sciences and shipping sectors, among others.

Strengths

"The team are very pragmatic and knowledgeable about commercial realities."

"Reed Smith has a broad, extensive team in the compliance space."

"The team are commercially brilliant as they truly understand the sector."

Notable practitioners

Michael Lowell often works with clients on OFAC

and EAR-related trade controls matters. He is experienced in representing clients from sectors such as financial services, defense and aerospace. **Strengths:** “He is brilliant in providing commercial and pragmatic advice.” “Michael is incredibly responsive, practical, understands the pace clients need to work at and helps minimize risk.” **Leigh Hansson** has a broad export controls practice often advising on sanctions compliance and investigations. She has a strong client base in the private equity, finance and manufacturing sectors. **Strengths:** “Leigh is a vital resource when it comes to communicating with the US sanctions authorities.” “Leigh always provides commercial-practical advice.”

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP is adept at assisting clients with trade compliance matters. The team regularly works with those in the life sciences, energy and healthcare arenas.

Strengths

“The firm has the resources to tackle large matters in a timely manner.”

“The attorneys at Ropes & Gray have been tremendously helpful with assisting us.”

“They are adept at quickly understanding complex situations and providing practical advice.”

Notable practitioners

Ama Adams (see p.489) has a strong export controls and economic sanctions practice, and is also noted for her CFIUS expertise. Adams advises clients in a range of industries, including financial services, biotechnology, manufacturing and technology, among others. **Strengths:** “Ama is an extremely responsive and helpful attorney.” “She is excellent and guides clients through the controls and regulations.” **Brendan Hanifin** (see p.517) routinely acts on regulatory and transactional trade matters for a variety of clients, including those in the energy, finance and life sciences industries. **Strengths:** “Brendan offers sophisticated advice on a variety of trade and sanctions matters.” “Brendan is always available to answer queries in a commercial manner.”

Sandler, Travis & Rosenberg

What the team is known for Sandler, Travis & Rosenberg is a boutique practice with strong capabilities in customs matters. The firm offers services in investigations, regulatory audits, country of origin and valuation, among others.

Strengths

“The firm is a terrific boutique customs practice.”

Notable practitioners

Gilbert Lee Sandler is a trusted figure among the customs Bar. His Miami-based practice sees him handle a broad variety of work including compliance and trade agreement matters.

Schagrin Associates

What the team is known for Schagrin Associates demonstrates a particularly strong practice in antidumping and countervailing duty litigation. The team is adept at advising clients on trade negotiations and has strong experience working before US government agencies.

Notable practitioners

Elizabeth Drake is commended for her representation of petitioners in contentious trade matters.

She handles antidumping and countervailing duty cases. **Strengths:** “Elizabeth is a very good and very smart litigator.”

Seward & Kissel LLP

What the team is known for Seward & Kissel LLP has an experienced team that advises on economic sanctions, export controls and anti-money laundering issues. The firm often works with clients from the shipping industry, as well as investment management companies.

Strengths

“Seward & Kissel has a very strong and experienced team.”

“They handle the cross-border aspects of matters very well.”

“The firm has a broad team of experts.”

Notable practitioners

Bruce Paulsen is a key contact in New York.

Sidley Austin LLP

What the team is known for Sidley Austin LLP has a highly impressive practice, particularly admired for its prowess in WTO litigation. The team is also experienced in handling trade remedy disputes, with members often engaged in countervailing and antidumping cases. The firm is adept at advising on complex customs matters, often working with leading multinationals, among others.

Strengths

“Sidley has subject matter experts in all areas of trade compliance.”

“Sidley provides timely updates on regulatory issues affecting our industry.”

“Sidley’s deep bench ensures seamlessness in their client service.”

Work highlights Sidley Austin LLP continued to represent the New Brunswick Lumber Producers in all aspects of the US softwood lumber antidumping and countervailing duty proceedings.

Notable practitioners

Ted Murphy (see p.649) assists clients with a variety of customs issues, including compliance programs. He also handles matters such as CBP investigations. **Strengths:** “Ted is an amazing lawyer in the customs space.” “Ted has encyclopedic knowledge of the law and is a go-to for high-stakes customs issues.” **Andrew Shoyer** (see p.701) is a go-to practitioner for issues centered on trade and investment agreements. His clients include trade associations and multinational corporations.

Strengths: “Andrew is a well-respected attorney who provides strategic legal analysis and advice.” “He is a great lawyer and very experienced.” **James Mendenhall** (see p.641) has broad experience representing foreign entities on the CFIUS process for investments into the USA. He often works for private equity funds. **Strengths:** “He is incredibly knowledgeable and really understands how CFIUS operates.” “He is a strong CFIUS and trade practitioner who can guide the client through difficult situations.”

Strengths: “Andrew is a well-respected attorney who provides strategic legal analysis and advice.” “He is a great lawyer and very experienced.” **James Mendenhall** (see p.641) has broad experience representing foreign entities on the CFIUS process for investments into the USA. He often works for private equity funds. **Strengths:** “He is incredibly knowledgeable and really understands how CFIUS operates.” “He is a strong CFIUS and trade practitioner who can guide the client through difficult situations.”

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is experienced in handling reviews before CFIUS and DDS, supported by a premier

M&A practice. The firm is active on behalf of multinational corporations, state-owned enterprises and investment funds. Clients include software and manufacturing companies.

Strengths

“The team provides sophisticated, nuanced and commercial advice.”

“Their attorneys are very knowledgeable and have a deep understanding of the key issues.”

“The team demonstrate deep technical and commercial expertise.”

Notable practitioners

Malcolm Tuesley (see p.722) handles issues such as CFIUS reviews and FOCI mitigation. He chairs the national security regulatory practice at the firm. **Strengths:** “He is a very knowledgeable lawyer and can navigate tricky situations.” “He is one of the guiding lights of the CFIUS Bar.” **Mark Skerry** (see p.704) is particularly adept at handling the regulatory side of large cross-border transactions. **Strengths:** “Mark consistently delivers practical advice and commercial solutions.”

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates has a strong national security practice housing respected practitioners who offer in-depth expertise in matters such as compliance, reviews and investigations. The team continues to work with a diverse collection of US and international companies, aided by its phenomenal strength in M&A. The firm is particularly adept at advising on matters involving Chinese and European entities.

Strengths

“The team demonstrates an understanding of the commercial reality and provides strong legal advice.”

“The whole team are capable of providing practical advice based on their experience as regulators and advising similarly situated companies.”

“They have an insightful team and help us make good business decisions.”

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates advised Apollo on the CFIUS elements of its pending \$8.1 billion acquisition of Univar Solutions, a specialty chemicals and ingredients distributor.

Notable practitioners

Michael Leiter (see p.620) advises a range of clients on the CFIUS aspects of M&A. He regularly works with clients in the private equity and financial services space, among others. **Strengths:** “Michael is an extremely adept lawyer and has great experience. He understands national security issues very well and is very collaborative.” “Michael is handling some of the most challenging matters going and he is excellent.” **Eytan Fisch** (see p.554) has a strong trade practice that largely sees him focus on economic sanctions work. **Strengths:** “Eytan is exceptionally approachable, a subject matter expert and a strategic thinker.” “He is very practical, useful and has a great ability to obtain the relevant information.” **Brian Egan** (see p.546) has a well-rounded trade practice. He assists clients with issues concerning export controls, economic sanctions and CFIUS reviews. **Strengths:** “Brian is effective, incredibly knowledgeable and very

well connected.” “He is very thoughtful, extremely collaborative and good to work with.” **Katie Clarke** (see p.527) is noted for her skills in assisting clients with CFIUS reviews. **Strengths:** “Katie understands CFIUS, its agencies and our approach as a client.” “Her lawyering style and approach is very strong and she plays a constructive role.”

Steptoe LLP

What the team is known for Steptoe LLP continues to be a powerhouse group providing an exceptional offering across a range of areas. The team is vastly experienced in complex WTO disputes, advising both sovereign and nonsovereign clients. The firm regularly works on export controls and economic sanctions issues, including compliance, risk management and enforcement issues concerning OFAC and ITAR. Also proficient in CFIUS filings and FOCI mitigation, frequently acting for well-known defense, energy and telecommunications companies. Steptoe maintains offices in Beijing, Brussels and London, which means it is able to handle cross-border matters with ease.

Strengths

“They are an excellent team and have a very holistic approach to handling matters.”

“Steptoe is among the most well-regarded law firms in the international trade space.”

“The team are extremely competent and proactively advise on all potentially relevant legal matters.”

Work highlights Steptoe LLP continued to represent the British Columbia Lumber Trade Council in the decades-long dispute over imports of lumber from Canada into the USA.

Notable practitioners

Susan Esserman is noted for her work on trade policy. **Strengths:** “Susan is a strong practitioner and we think very highly of her.” **Edward Krauland** continues to be a top-tier practitioner in the trade controls space. His clients include European and Chinese entities. **Strengths:** “He is a leading lawyer and very experienced in regulatory work.” “Edward is extremely experienced, knows our business very well and is very comprehensive in his approach.” **Meredith Rathbone** heads the international trade and regulatory compliance group, focusing her practice on export controls and economic sanctions. **Strengths:** “Her dedication and expertise have been instrumental in achieving our legal objectives.” “Meredith is very responsive, knowledgeable and a pleasure to work with.” **Stewart Baker** is experienced in guiding clients through the CFIUS review process. He is well known for his work with European and Asian clients. **Alexandra Baj** is noted for her skills in trade controls work. She has experience working with clients from a host of sectors, including defense, software and nuclear. **Strengths:** “She is my go-to on any challenging issue involving US government agencies.” “She is acutely aware of clients’ circumstances and looks to find solutions that go above and beyond.” **Eric Emerson** focuses his excellent trade practice on trade remedy litigation. He has particular expertise in matters involving China. **Strengths:** “Eric has a great deal of experience dealing with some of the most complex case issues.” “He navigates a variety of business environments and cultures well.” **Wendy Wyssong**

(see p.739) is noted for her strength in matters relating to export controls. She splits her time between the firm’s DC and Hong Kong offices.

Strengths: “Wendy is an impressive lawyer and has a really good view of managing global risk.” “Wendy is a very strong attorney.” **Brian Fleming** handles economic sanctions and export controls work, as part of a broader trade practice. His clients include corporations and individuals. **Strengths:** “He is very practical, he has great contacts and clients love working with him.” **Amy Lentz** has an extensive trade disputes practice. She regularly works for foreign governments on complex WTO cases. **Strengths:** “Amy is a fabulous attorney who is always insightful.” “Amy is a fantastic lawyer.” **Thomas Trendl** often works with industry associations and government on a range of antidumping matters. He regularly appears at the WTO, ITC and DOC. **Strengths:** “Tom’s knowledge of international trade matters and his ability to explain complex issues are incredible.” “He is a strong lawyer in this space.” **Matthew Yeo** frequently acts for clients in trade disputes before the WTO. He also represents clients before the ITC and DOC.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP is well regarded for its experience in the export controls and economic sanctions space. The firm works with a range of clients, including financial institutions.

Strengths

“The export controls and sanctions team understand our business, the industry and our commercial motivations.”

“Sullivan & Cromwell’s team have a clear understanding of the commercial interests of their clients.”

“The team provide meaningful answers to difficult questions.”

Work highlights Sullivan & Cromwell LLP advised Wells Fargo on a sanctions enforcement matter before OFAC and the Federal Reserve relating to provision to global trade customers of software used to process trade transactions with sanctioned parties.

Notable practitioners

Adam Szubin (see p.715) has strong skills in OFAC matters. His clients include financial institutions. **Strengths:** “Adam is a great lawyer. He has a rich background in government which makes his insights valuable.” “Adam is great for the big problems.” **Eric Kadel** (see p.599) is particularly strong at handling economic sanctions matters, including OFAC-related issues. **Strengths:** “He is very calm, efficient and responsive.” “Eric is a very thoughtful and thorough attorney.”

Trade Pacific, PLLC

What the team is known for Trade Pacific, PLLC is a notable boutique trade practice, proficient in antidumping and countervailing duties, customs and trade policy.

Strengths

“Trade Pacific does a fantastic job in putting a team together.”

“Trade Pacific is a well-known boutique.”

Notable practitioners

Robert Gosselink is a key contact in Washington,

DC.

White & Case LLP

What the team is known for White & Case LLP is highly regarded for its strength in trade remedies and regularly called upon by domestic and international clients to assist with antidumping and countervailing duty cases. The firm is adept at handling export controls and economic sanctions work, including OFAC-related matters. The team has a strong standing in the CFIUS arena and is considered a go-to firm for CFIUS reviews and FOCI mitigation. White & Case works with a host of industry-leading clients from sectors such as energy and natural resources, financial services and specialty metals.

Strengths

“The White & Case team has in-depth knowledge of the subject matter and industry.”

“The firm has a great understanding of the intricacies of CFIUS, and the lawyers are extremely practical.”

“The team is extremely responsive and helpful.”

Work highlights White & Case LLP advised Flexjet, a subscription-based private aviation company, on CFIUS aspects of its entry into a \$3.1 billion business combination agreement with Horizon Acquisition Corporation II.

Notable practitioners

Farhad Jalinous is lauded for his capabilities in CFIUS reviews. He has extensive experience in assisting private equity funds on US investments. **Strengths:** “Farhad has a strong command of the regulatory landscape and consistently provides strong advice on complicated matters tailored to meet our commercial objectives.” “He is very well connected, very experienced and has a global understanding of the space.” **Karalyn Mildorf** represents clients in the full spectrum of CFIUS matters. She often works with financial institutions and sovereign wealth funds. **Strengths:** “Karalyn is extremely professional, quick and timely with her responses.” “Karalyn has a great and flourishing CFIUS practice.” **Gregory Spak** is recognized for his expert handling of trade remedies litigation. He regularly works with manufacturers and pharmaceutical companies. **Strengths:** “Greg comes up with strong solutions, is very experienced and communicates well.” “Greg provides an excellent service.” **Walter Spak** is known for his broad trade remedies practice. He works on high-profile WTO antidumping cases, among other matters. **Strengths:** “Walter provides superior insight during strategic discussions and provides exceptional customer service.” “He is a very impressive and incredibly well-respected attorney.” **David Bond** has an extensive trade remedies practice. He often works with foreign corporations and governments on antidumping and countervailing duty cases. **Strengths:** “David is fast, sharp and sees hidden problems.” “David is a very well-respected attorney.” **Cristina Brayton-Lewis** has extensive experience providing guidance on matters concerning compliance with sanctions regimes. **Strengths:** “Cristina is an excellent trade attorney who provides actionable advice in a timely manner.” “Cristina is extremely responsive, and provides sophisticated analysis and strong written work product.” **Nicole Erb** cochairs the

international sanctions practice at the firm. She regularly works with foreign states and financial institutions. **Strengths:** “Nicole is a true expert. She is commercially minded, very personable and a pleasure to work with.” “She is very intelligent, has very deep experience and balances the enforcement and compliance sides of things very well.”

Keith Schomig is noted for his handling of CFIUS and FOCl proceedings. His clients include those in the defense industry. **Strengths:** “Keith is a bright attorney.” **Richard Burke** works for a range of corporate clients on complex exports-related issues. He frequently advises on compliance with sanctions regimes. **Strengths:** “Richard is a great lawyer who has a high level of expertise and is business-oriented.” “He is really pleasant to work with and discuss various ideas with.” **Jay Campbell** has an impressive name in the trade remedies arena, representing clients such as producers, importers and governments. His expertise covers steel and wind towers, among other products. **Strengths:** “Jay has taken the time to understand our business and situation fully, which has been a huge advantage in our dealings.” “Jay is extremely strong and has an exceptional ability to grasp complicated technical information quickly.”

Wiggin and Dana LLP

What the team is known for The trade team at Wiggin and Dana LLP is highlighted for its strength in trade compliance matters. Its lawyers frequently handle issues relating to ITAR, OFAC and EAR.

Strengths

“They have a lot of experience and are very efficient.”

“They are a very knowledgeable and capable team of lawyers.”

“The team has vast knowledge regarding the relevant commercial factors.”

Work highlights Wiggin and Dana LLP advised 6K Inc on US export controls, including on the classification of its products and technology in the context of several filings with CFIUS.

Notable practitioners

Tahlia Townsend is highlighted by sources for her strong trade controls practice. She regularly handles OFAC-related matters. **Strengths:** “She is knowledgeable and provides amazing feedback.” “Tahlia has deep legal knowledge of international trade.”

Wiley

What the team is known for Wiley has an accomplished team of attorneys best known for handling import relief, unfair trade and WTO proceedings. The firm is noted for its capabilities in representing petitioners. The team is also highly regarded for advising clients in the steel industry and works with entities in sectors such as renewable energy and agriculture. Wiley is experienced in handling trade control matters, including OFAC and ITAR issues.

Strengths

“The team is very strong and has sophisticated knowledge.”

“They are extremely aware of commercial situations and always help us understand how it will impact our organization.”

“Wiley successfully navigates through complex international trade matters.”

Work highlights Wiley assisted Nucor Corporation with filing over 10,000 objections to Section 232 steel exclusion requests.

Notable practitioners

Timothy Brightbill handles a range of trade remedy litigation, including antidumping and countervailing duty disputes. **Strengths:** “Tim has always been very responsive and provided excellent service and accurate answers.” “Tim is a leading trade professional.” **Alan Price** fields extensive experience acting for clients in trade remedy litigation and investigations. **Strengths:** “Alan is very responsive and has good knowledge of the markets and products we operate in.” “Alan is an expert on international trade issues.” **Maureen Thorson** has a wealth of experience advising clients on a range of customs matters. She often counsels on compliance programs. **Strengths:** “Maureen is extremely informed, capable and responsive.” “Her advice is always well thought out and detailed.”

John Shane attracts praise for the breadth of his knowledge in export controls and economic sanctions. He is well known for advising clients on OFAC, EAR and ITAR issues. **Strengths:** “Jack is extremely knowledgeable and responsive. He has a real talent for synthesizing a complex regulatory regime and providing practical, actionable advice.” “Jack is fabulous to work with. He is down to earth, highly responsive and a collaborative expert in his field.” **Robert DeFrancesco** has a notable practice in trade remedy proceedings, with a particular emphasis on both antidumping and countervailing duty proceedings. **Strengths:** “Robert is a tremendously smart and talented attorney.” “Robert does strong petitioner work, has good government experience and is very commercial.” **Laura El-Sabaawi** is an up-and-comer in the trade remedy area. Her clients include those in the steel and solar panel sectors. **Strengths:** “Laura provides an excellent service and is both very knowledgeable and helpful.” “Laura has been delightful to work with and is very responsive.” **Christopher Weld** (see p.733) assists clients with a broad array of trade issues, including trade remedies, policy and anti-money laundering. **Strengths:** “Chris is a great writer, extremely responsive and a solutions-focused attorney.” “Chris is an extremely helpful and knowledgeable lawyer.”

WilmerHale

What the team is known for WilmerHale has strong capabilities in trade remedies and policy, including WTO disputes and trade negotiations. The team regularly represents Fortune 100 companies and industry groups. The firm offers expertise in economic sanctions and export controls issues, including matters pertaining to OFAC and money laundering compliance requirements. The team is highly skilled in the CFIUS review process and often works with leading names in the energy, semiconductor and telecommunications sectors.

Strengths

“The firm’s attorneys maintain a deep and thorough understanding of complex and rapidly changing regulations.”

“WilmerHale is a very client-focused firm with fantastic responsiveness.”

“The team has the ability to approach a matter practically and logically.”

Work highlights WilmerHale advised Univar Solutions on CFIUS implications related to its acquisition by Apollo for \$8.1 billion.

Notable practitioners

Ronald Meltzer brings a breadth of experience to bear when acting on export controls and economic sanctions matters. He has extensive experience in OFAC-related matters. **Strengths:** “Ron is very responsive and provides excellent customer service.” “He is extremely knowledgeable and up to date with current regulations.” **Robert Novick** has a wealth of experience in trade policy matters in a diverse range of sectors, including aerospace, energy and consumer goods. **Strengths:** “Robert is a very strategic and brilliant lawyer.” **Jason Chipman** maintains a respected CFIUS practice which frequently sees him handle matters in the life sciences space. **Strengths:** “Jason is really knowledgeable about CFIUS matters and understands it from a commercial perspective.” “Jason has very good government experience. He understands the regulations and is really good to work with.”

Benjamin Powell (see p.672) routinely advises on CFIUS proceedings and boasts additional expertise in data security and privacy. His clients include those in the banking, energy and defense sectors. **Strengths:** “He has good insights into the nature of CFIUS.” “Ben is very good to work with.”

David Ross focuses on trade policy matters. He regularly advises clients on WTO and trade agreement issues. **Strengths:** “David is a thoughtful counsel on top-priority issues.” “David has strong relationships and first-rate legal acumen.” **Jeffrey Kessler** has a strong trade practice, advising both large private companies and foreign governments on US trade remedies and policy. **Strengths:** “Jeffrey is a highly astute, strategic leader who is able to manage complex projects and issues.” “He is a wonderful lawyer with a great commercial mind.”

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati possesses substantial experience in export controls and economic sanctions matters, including compliance and enforcement issues. The firm is well placed to handle ITAR, OFAC and EAR work. The team is also experienced in guiding clients through the CFIUS review process. Its client base includes well-known names in the technology, financial services and defense sectors.

Strengths

“The team has strong depth and breadth in export controls and sanctions.”

“Their advice is decisive, actionable and very reliable.”

“The lawyers have a great amount of knowledge and experience in handling complex and sophisticated matters.”

Work highlights Wilson Sonsini Goodrich & Rosati assisted a US manufacturer of experimental life-saving medical devices in obtaining licences to supply to a facility in Belarus.

Notable practitioners

Josephine Aiello LeBeau is particularly well regarded for her work with technology companies on trade controls. She often works with clients on

compliance with OFAC regulations. **Strengths:** “Josephine strikes a great balance between legal analysis and practical business solutions.” “Josephine brings particularly deep subject matter expertise, technical sophistication and real-world experience.” **Stephen Heifetz** is an established CFIUS practitioner who handles a range of national security-related matters. He often works for investment funds and technology companies. **Strengths:** “He is extraordinarily knowledgeable, responsive and offers great practical guidance.” “Stephen is a great lawyer who provides a reliable service to help us resolve legal issues.” **Joshua Gruenspecht** assists clients with CFIUS matters. He regularly works with technology companies and investment funds on securing CFIUS clearance for large deals. **Strengths:** “He has a firm grasp of the intricacies of CFIUS and how to most effectively and efficiently help his clients.” “Josh is an expert in CFIUS and provides excellent, timely advice.” **Anne Seymour** has a notable practice advising clients on export controls and economic sanctions matters in a variety of sectors, including software and technology. **Strengths:** “Anne’s expertise and commercial awareness is a comfort when navigating complex trade controls.” “Anne is an excellent and very knowledgeable lawyer who does a great job at explaining complex matters.”

Other Ranked Lawyers

John Beahn of Milbank LLP works with banking, finance and technology clients on a range of trade issues. He often advises on CFIUS reviews and compliance matters. **Strengths:** “John can unpick complex issues very well.” “John knows all the regulations and connects them to the client’s strategy and business interests.” “He is very knowledgeable and strategic.”

Tony Busch (see p.517) of Winston & Strawn LLP is an associate with broad capabilities across international trade, including sanctions, export controls, national security regulations and transactions. **Strengths:** “Tony puts in extra effort to understand the intricate details of every complex transaction.” “He is very helpful with identifying relevant risks and figuring out measures to mitigate these.”

Larry Christensen is an experienced practitioner who advises on export controls and economic sanctions work. He is adept at handling issues relating to OFAC, ITAR and EAR.

Shawn Cooley (see p.532) of Weil, Gotshal & Manges LLP has experience advising both private equity and corporate clients on CFIUS-related issues concerning US-bound investments and acquisitions. **Strengths:** “Shawn is a very thoughtful and experienced lawyer. He maintains good relationships with CFIUS and knows his way through the regulations.” “He is very practical and a problem solver.”

Melissa Duffy of Fenwick has a strong export controls-based practice advising a wide range of corporate clients. She often assists with compliance counseling. **Strengths:** “Melissa has deep understanding of export control regulations, clear communication and usable guidance.” “Melissa is a trusted adviser who provides timely and practical

advice.”

Alexis Early assists clients with CFIUS reviews. Her sector expertise covers insurance, energy and defense, among others. **Strengths:** “Alexis is a pleasure to work with and has a strong command of the law.” “She is responsive, very organized and very smart.”

Doreen Edelman of Lowenstein Sandler LLP routinely advises clients through the CFIUS review process. She is experienced in working with those in the biotechnology and healthcare sectors, among others. **Strengths:** “Doreen is a very well-rounded lawyer with a good client base.”

Richard Elliott (see p.547) of Paul, Weiss, Rifkind, Wharton & Garrison LLP acts for clients on a range of matters, including trade controls issues and CFIUS reviews. He regularly works for financial institutions. **Strengths:** “Richard knows CFIUS backward and forward.”

Neil Ellis is noted for his skill in acting for international clients in trade remedy cases. He works on antidumping and countervailing duty cases, among other matters.

Robert A (see p.560) **Friedman** (see p.560) of Holland & Knight LLP has a notable practice advising clients on the CFIUS considerations of transactional matters. **Strengths:** “He is extremely knowledgeable and delivers thoughtful advice.” “He is very bright and has a lot of experience with CFIUS.”

Jonathan Gafni (see p.561) chairs the US foreign investments team at Linklaters. He is experienced in handling CFIUS reviews. **Strengths:** “Jon is thoughtful and has a very good grasp of the regulations.” “He is very detail-oriented and knows which arguments will resonate with the agencies.” “Jon is a very good CFIUS practitioner.”

Michael Gershberg of Fried, Frank, Harris, Shriver & Jacobson LLP has a broad trade practice counseling clients on ITAR and other export control compliance issues. **Strengths:** “Michael is extremely responsive, provides business-oriented advice and is always willing to think creatively.”

Christopher Griner of Squire Patton Boggs is widely regarded as a go-to practitioner in the CFIUS field. He has extensive experience in advising investment funds on acquisitions. **Strengths:** “Chris is very knowledgeable and an oracle of US national security regulations.” “He invests a lot of time in his clients.” “Chris has vast experience and command of the issues.” “He is an expert. He is the go-to attorney in his field no matter how complex the legal aspects of a problem.” “He is the don of CFIUS.”

Brenda Jacobs of Jacobs Global Trade & Compliance LLC handles all manner of customs issues and is experienced in acting for both domestic and international clients.

David Johnson of Vinson & Elkins LLP concentrates his practice on export controls and economic sanctions. He works on compliance matters and on OFAC-related cases. **Strengths:** “David is a very sharp and experienced attorney.” “He is wonderful and a thoughtful lawyer.”

Randall Johnston (see p.597) has an impressive international trade practice. She is particularly noted for her strength advising clients on CFIUS reviews of transactions. **Strengths:** “Randall understands the facts of the case, coordinates with clients very well and is enjoyable to work with.”

“She is such a talented and knowledgeable lawyer.”

John Kabealo of Kabealo PLLC has extensive experience in the CFIUS space guiding clients through the whole process. His client base features entities in the technology, finance and manufacturing industries. **Strengths:** “John has a high level of knowledge and expertise.” “He provides pragmatic guidance in high-stakes situations.” “John is an incredible resource who is capable in all matters.”

Nicholas Klein (see p.609) of DLA Piper LLP is cochair of the firm’s CFIUS and global FDI practice. He capably advises both domestic and foreign clients on CFIUS concerns. **Strengths:** “Nick is knowledgeable and easy to work with. You can rely on him for practical and sound guidance.” “Nick’s a valued counselor whose advice is both appropriate and balanced.”

David Levine (see p.621) of McDermott Will & Emery has over 35 years of experience in the international trade space. He works on the full range of export controls and economic sanctions issues. **Strengths:** “David is incredibly knowledgeable. He provides pragmatic and strategic advice.”

Jack Levy of Rock Creek Trade LLP is experienced in handling both trade remedies litigation and trade policy issues. He often works on antidumping and countervailing duty proceedings. **Strengths:** “Jack brings strategic thought, produces great outcomes and is amazing on his feet.” “He is a very impressive attorney.”

Francesca Guerrero (see p.628) of Thompson Hine LLP is noted for her excellent export controls and sanctions compliance practice across a variety of industries. **Strengths:** “Francesca is an excellent attorney who understands our business and provides actionable advice.”

John Magnus of Tradewins LLC is identified by his peers for his robust trade policy practice. He also handles trade remedies cases.

Nathan Mitchell (see p.644) of Paul, Weiss, Rifkind, Wharton & Garrison LLP is an up-and-coming practitioner in the CFIUS space. He has particular expertise advising on cybersecurity issues.

David Mortlock (see p.647) of Willkie Farr & Gallagher LLP brings a breadth of experience when acting for clients on trade sanctions and controls matters. **Strengths:** “David is very skilled. He has a strong sanctions background and is very enjoyable to work with.” “David is thoughtful and an ideal counsel. He is very considerate and knowledgeable in this area.” “He is a go-to for thorny issues and he is very practical.”

Britt Mosman of Willkie Farr & Gallagher LLP has a broad and notable international trade practice across export controls and sanctions. **Strengths:** “Britt has great intellect. She is very commercial and creative.” “She is outstanding and very practical as she has a lot of experience in and outside of government.” “Britt molds exceptional expertise with an understanding of commercial transactions.”

John Peterson of Neville Peterson LLP is expert in a host of customs matters, including disputes. **Strengths:** “John is a great customs litigator.” “He is a very knowledgeable lawyer.”

Daniel Pickard of Buchanan Ingersoll & Rooney PC advises both domestic and international clients, typically assisting with trade remedy

investigations. He handles antidumping and countervailing duty cases, among other matters. **Strengths:** *"Dan brings forward creative and sophisticated arguments grounded in the law, economic analysis and agency practice." "He presents complex data in clear, understandable ways and is a very effective advocate for his clients."*

Peter Quinter of Gunster is a customs practitioner who splits his time between the firm's Miami and Boca Raton offices. He handles both contentious and noncontentious matters.

Shannon Reaves of Squire Patton Boggs is particularly experienced in handling Exon-Florio reviews. He regularly advises technology companies and investment funds on CFIUS clearance. **Strengths:** *"He is pragmatic and a pleasure to deal with." "Shannon is a great lawyer. He is considered and very service-oriented."*

Maura Rezendes (see p.678) has significant experience dealing with OFAC and other US regulators in the international trade space. **Strengths:** *"Maura has very good judgment. She understands how the agencies work and how they are likely to respond to any given situation." "Maura provides very strong sanctions advice and coordinates with*

a global perspective."

Laura Siegel Rabinowitz of Greenberg Traurig, PA works on a host of customs issues, including FDA and EPA-related import requirements. Her clients include domestic and international corporations. **Strengths:** *"Laura makes herself readily available and informs us of the latest industry developments. She is professional, knowledgeable and quick to respond." "She is a thoughtful, smart and compassionate lawyer who is very strong on forced labor matters."*

Robert Slack of Fenwick handles export controls and economic sanctions work. He frequently assists clients with internal audits and compliance matters. **Strengths:** *"Robert provides an excellent service and has deep expertise in his field." "He is very responsive, assured and impressive."*

Cari Stinebower of Winston & Strawn LLP handles the full range of work in the economic sanctions and export controls space. Her clients include companies in the banking and retail sectors. **Strengths:** *"Cari is great. She has deep knowledge and experience of export controls and sanctions cases." "Cari is responsive to our needs and offers timely advice over various jurisdictions."*

"Cari delivers practical advice."

Roszel Thomsen of Thomsen & Burke LLP is highly regarded for his expertise in trade controls matters.

Olga Torres (see p.720) of Torres Trade Law, PLLC has a strong practice in the export controls and sanctions space. She regularly advises clients on the implications of OFAC regulations. **Strengths:** *"Olga is a terrific leader in her field and very client-savvy."*

Michael Zolandz (see p.742) of Dentons has a notable sanctions compliance practice, with strong experience representing clients before US agencies. **Strengths:** *"Michael is very prompt at responding to queries and a trusted adviser." "He is very business-oriented and offers great advice."*

International Trade Intellectual Property (Section 337) Nationwide

International Trade Intellectual Property (Section 337)
Leading Firms
Band 1
Covington & Burling LLP
Fish & Richardson PC
Kirkland & Ellis LLP
Latham & Watkins LLP
Band 2
Alston & Bird LLP
DLA Piper LLP (US)
Foster, Murphy, Altman & Nickel, PC
Quinn Emanuel Urquhart & Sullivan, LLP
Band 3
Finnegan, Henderson, Farabow, Garrett & Dunner
Perkins Coie LLP
Band 4
Morrison Foerster
O'Melveny & Myers LLP
Orrick, Herrington & Sutcliffe LLP
Polsinelli PC
Band 5
Baker Botts L.L.P.
Crowell & Moring LLP
FisherBroyles LLP
King & Spalding LLP
Levi Snotherly & Schaumberg, PLLC
Mintz
Morgan, Lewis & Bockius LLP
WilmerHale
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Covington & Burling LLP

What the team is known for Covington & Burling has a first rate ITC group supported by a standout IP practice. Particularly excels in patent infringement investigations running in conjunction with district court proceedings. Considerable knowledge of post-order matters concerning the enforcement of ITC exclusion orders. Offers notable expertise in matters involving China.

Work highlights Covington & Burling LLP defended Lenovo against claims of patent infringement in the ITC pertaining to video processing across a range of devices.

Notable practitioners

Sturgis Sobin (see p.706) maintains an active ITC practice representing clients in Section 337 disputes, regularly advising on issues including trade secrets and patent infringement for manufacturers from a range of industries. **Brian Nester** (see p.653) maintains a well-regarded practice representing clients on patent and trade secrets disputes before the ITC. His client base includes a number of well-reputed technology sector companies. **Alexander Chinoy** (see p.525) is regularly involved in Section 337 disputes and investigations before the ITC, as well as related CBP and appellate matters. His clients include high profile electronics and pharmaceutical companies. **Maureen Browne** (see p.515) is called upon by clients

International Trade: Intellectual Property (Section 337)		
Senior Statespeople		
Senior Statespeople: distinguished older partners		Mastriani Louis S <i>Polsinelli PC</i>
Altman James B <i>Foster, Murphy, Altman & Nickel, PC</i>		Schaumberg Tom M <i>Levi Snotherly & Schaumberg</i>
Busey Brian <i>Morrison Foerster*</i>		Sobin Sturgis M <i>Covington & Burling LLP*</i>
Foster F David <i>Foster, Murphy, Altman & Nickel, PC</i>		
Leading Individuals		
Band 1		Kattan Lisa <i>Baker Botts L.L.P.*</i>
Brinkman Paul F <i>Kirkland & Ellis LLP*</i>		Lehman Christine <i>Reichman Jorgensen Lehman (ORL) ◇</i>
Cordell Ruffin <i>Fish & Richardson PC</i>		Namrow Eric <i>Morgan, Lewis & Bockius LLP</i>
McKeon Michael <i>Fish & Richardson PC</i>		Niemeyer Elizabeth <i>Finnegan, Henderson, Farabow</i>
Murphy Barbara A <i>Foster, Murphy, Altman & Nickel, PC</i>		Pond Joshua <i>Orrick, Herrington & Sutcliffe LLP</i>
Reiser Bert C <i>Latham & Watkins LLP*</i>		Renaud Michael <i>Mintz</i>
Band 2		Reynolds Kecia <i>Paul Hastings LLP (ORL) ◇*</i>
Lasher S. Alex <i>Quinn Emanuel Urquhart & Sullivan, LLP</i>		Stevens M. Scott <i>Alston & Bird LLP*</i>
Nester Brian <i>Covington & Burling LLP*</i>		Band 5
Swain Adam <i>Alston & Bird LLP*</i>		Ascarrunz Veronica <i>Perkins Coie LLP*</i>
Tanner Okun Deanna <i>Polsinelli PC</i>		Clune Kathryn <i>Crowell & Moring LLP</i>
Underwood Jamie <i>Latham & Watkins LLP*</i>		Colaianne Joseph <i>Fish & Richardson PC</i>
Band 3		Coyle Jordan <i>White & Case LLP (ORL) ◇</i>
Arovas Gregory S <i>Kirkland & Ellis LLP*</i>		David Michael <i>Latham & Watkins LLP*</i>
Chinoy Alexander <i>Covington & Burling LLP*</i>		Hill Jessica C. <i>Covington & Burling LLP*</i>
Fowler Mark <i>DLA Piper LLP (US)</i>		Jackson Beau <i>Husch Blackwell LLP (ORL) ◇</i>
Goulet Paul <i>FisherBroyles LLP</i>		Kiepara Helena D <i>DLA Piper LLP (US)</i>
Jarvis Thomas L <i>Winston & Strawn LLP (ORL) ◇*</i>		Langdon Evan <i>Fabricant LLP (ORL) ◇</i>
Nickel David F <i>Foster, Murphy, Altman & Nickel, PC</i>		Levi Ben <i>Levi Snotherly & Schaumberg, PLLC</i>
Shanberg Stefani <i>Perkins Coie LLP*</i>		LoCascio Gregg <i>Kirkland & Ellis LLP*</i>
Telep Jeffrey <i>King & Spalding LLP*</i>		Pak Sean <i>Quinn Emanuel Urquhart & Sullivan, LLP</i>
Trainer Sean <i>O'Melveny & Myers LLP</i>		Patnaik Goutam <i>Desmarais LLP (ORL) ◇*</i>
Band 4		Rizzolo Matthew J. <i>Ropes & Gray LLP (ORL) ◇*</i>
Anzalone Steven <i>FisherBroyles LLP</i>		Roberts Stephanie L. <i>Morgan, Lewis & Bockius LLP</i>
Bartkowski Paul <i>Bartkowski PLLC (ORL) ◇*</i>		Shah Aarti <i>Kilpatrick Townsend & Stockton LLP (ORL) ◇</i>
Brittingham IV Smith R. <i>Finnegan, Henderson, Farabow</i>		Smith Daniel E <i>Polsinelli PC</i>
Browne Maureen F <i>Covington & Burling LLP*</i>		Snotherly Rett <i>Levi Snotherly & Schaumberg, PLLC</i>
Coughlan James <i>Holland & Knight LLP (ORL) ◇</i>		Valencia Daniel <i>DLA Piper LLP (US)*</i>
Cunningham Sean C <i>DLA Piper LLP (US)</i>		Up-and-coming individuals
Frederick Mareesa <i>Finnegan, Henderson, Farabow</i>		Brewer Robin <i>Perkins Coie LLP*</i>
Gibson Erin <i>DLA Piper LLP (US)*</i>		Associates to watch
Grant Maximilian <i>Latham & Watkins LLP*</i>		Duescher Matthew <i>Foster, Murphy, Altman & Nickel, PC</i>

from a range of technology-based industries to advise on complex Section 337 matters at the ITC. **Strengths:** "Maureen is wicked smart." **Jessica Hill** (see p.584) focuses her practice on Section 337 proceedings, and advises clients across a range of technologies, including smartphones, electric car batteries and LED packages.

Fish & Richardson PC

What the team is known for Fish & Richardson is an IP boutique with a team boasting deep and varied experience of ITC practices and admired for notable trial successes. Continues to impress with its handling of ITC investigations for a number of the nation's leading brands. Acts for clients from a broad range of industry sectors, including technology and automotive companies.

Strengths

"Fish & Richardson has consistency and depth in its practice."

"The Fish & Richardson team has extensive ITC experience and provides great strategic insight."

Work highlights Fish & Richardson PC defended Samsung at the ITC in a matter asserted by

internet video technology company DivX, who sought an exclusion order against Samsung's line of smart televisions, alleging that the products infringed upon its patents for video processing devices.

Notable practitioners

Ruffin Cordell is well regarded for his work representing clients before the ITC on disputes, particularly those pertaining to technology patents.

Strengths: "Ruffin has a very strong reputation that is well deserved." **Michael McKeon** is a highly rated trial lawyer with expertise acting before the ITC. He has an impressive client roster featuring a number of household name companies in the technology sector. **Strengths:** "Mike is an excellent practitioner." **Joseph Colaianne** focuses his practice on litigating Section 337 investigations before the ITC representing clients in the technology sector as well as international clients.

Strengths: "Joseph has extensive ITC experience and always provides great strategic insight."

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis is an exceptional litigation practice with a deep roster of IP trial lawyers who have achieved major successes before district and federal courts as well as the ITC. Continues to represent industry leaders in electronics, life sciences and apparel, often in cases concerning novel approaches to the issues. Noted for its ability to obtain general exclusion orders and cease and desist orders.

Strengths

"Kirkland & Ellis is best in class for client service."

"Kirkland is a top tier firm with next level professionalism."

"Kirkland has a deep bench of people with experience in a lot of different tech areas."

Work highlights Kirkland & Ellis defended TCL Electronics Holdings in a patent infringement dispute regarding power semiconductors in mobile devices and computers, gaining a favorable settlement at the ITC.

Notable practitioners

Paul Brinkman (see p.513) is a respected trial attorney who has deep experience representing clients in Section 337 claims before the ITC. **Gregory Arovas** (see p.2530) maintains a broad IP litigation practice. He is frequently called upon to represent clients in Section 337 disputes and recent cases have included representing technology companies before the ITC. **Strengths:** *"Greg is a constant intellectual who considers everything in a case."* *"Gregory is an excellent trial lawyer."* **Gregg LoCascio** (see p.1342) represents a range of clients in multi jurisdictional patent litigation, including before the ITC. Recent matters have included acting in disputes relating to robotic floor cleaners and electronic tolling equipment. **Strengths:** *"An amazing trial attorney."*

Latham & Watkins LLP

What the team is known for Latham & Watkins has a robust practice group with the resources and expertise to handle multi-forum actions and cross-border disputes. Handles high-stakes litigation with ITC proceedings forming a central plank of patent protection strategy. Strong reputation for work with clients in the automobile and technology sectors on industry-critical and bet-the-company matters.

Strengths

"Latham is terrific. The team is smart, very reliable and expert at the ITC."

Work highlights Latham & Watkins LLP successfully defended Comcast against Broadband ITV's patent infringement claims related to the technology used in set-top boxes.

Notable practitioners

Bert Reiser (see p.677) is highly regarded for his work representing clients in ITC investigations, and related CBP proceedings. His expertise includes advising on patents in relation to electric vehicle batteries, semiconductors and LED technologies. **Strengths:** *"Bert knows the personalities and dynamics, and is great at ITC strategy."* *"Bert is a consummate patent litigator and ITC expert. He is a pleasure to work with."* **Jamie Underwood** (see p.724) is a respected ITC practitioner with expertise in an array of patent disputes, as well as related appellate and arbitration proceed-

ings. Her clients include telecommunication and pharmaceutical companies. **Strengths:** *"Jamie is a highly experienced patent litigator."* **Maximilian Grant** (see p.572) is regularly called upon to represent clients in complex ITC matters as part of his respected IP trial practice. His recent cases have centered around 'heat-not-burn' tobacco technologies and semiconductor production. **Strengths:** *"Max Grant is a natural leader."* **Michael David** (see p.537) focuses his practice on litigating patent infringement actions before the ITC. **Strengths:** *"Michael is very organized, thorough and responsive, and has really good instincts."*

Band 2**Alston & Bird LLP**

What the team is known for Alston & Bird is an outstanding group involved in all aspects of ITC action, including enforcing orders, with a full-service offering capable of running parallel district court action and global strategy. Engagement with associated agencies and organizations consolidates area expertise. Excels in trademark, trade dress, trade secret and false designation of origin matters, in addition to patent disputes. Also regularly engaged in cases concerning false advertising and antitrust issues.

Strengths

"Alston & Bird are excellent at working with us to find a solution that considers business strategy."

"Alston & Bird has a deep bench of attorneys with strong ITC experience at all levels."

Work highlights Alston & Bird LLP represented Ericsson in two investigations involving Apple and Ericsson at the International Trade Commission.

Notable practitioners

Adam Swain (see p.714) is frequently called upon by an impressive list of technology sector clients to advise on complex ITC investigations. **Strengths:** *"Adam is extremely client focused and has a strong desire to exceed client expectations."* *"Adam was a true champion for our company."* **Scott Stevens** (see p.712) is well regarded for his expertise in complex Section 337 investigations across a variety of technologies.

DLA Piper LLP (US)

What the team is known for DLA Piper has a high quality ITC team integrated into a patent litigation practice with global reach. Enjoys a fine track record acting for market leaders in the consumer electronics and automotive fields.

Strengths

"The results speak for themselves in terms of value for money – if you want to win, DLA Piper are a good team to hire."

Work highlights DLA Piper LLP represented Mazda at the ITC in patent infringement lawsuits filed by Daedalus regarding certain CPU's.

Notable practitioners

Mark Fowler is distinguished by his extensive experience litigating patent disputes, particularly on behalf of large technology companies. He is cochair of the firm's global IP and technology group. **Strengths:** *"I have been very impressed by Mark's courtroom manner and judiciousness."* **Sean Cunningham** is an experienced litigator who

represents clients before the ITC. He has experience in advising across a range of industries, including medical devices, technology and power equipment. **Strengths:** *"Sean is a really high-level strategic thinker. He can step back and assess the direction of the case in a very perceptive way."* *"Sean Cunningham is excellent: efficient, effective, and responsive."* Chair of the firm's ITC offering **Erin Gibson** (see p.566) is well regarded for her representation of clients in a variety of patent litigation matters. She is particularly experienced in counseling technology companies. **Strengths:** *"Erin's strength is her presence in the court room. She is very calm and unflappable."* *"Erin is really good at understanding the business and coming up with creative strategies."* **Helena Kiepora** has a burgeoning practice in litigating Section 337 cases before the ITC. **Strengths:** *"Helena is a very strategic thinker who is very agile and can change with circumstance. She impresses with her knowledge and attention to detail."* **Daniel Valencia** (see p.725) advises both complainants and respondents in connection with Section 337 investigations. **Strengths:** *"Daniel provides incredibly good client service."*

Foster, Murphy, Altman & Nickel, PC

What the team is known for Foster, Murphy, Altman & Nickel, PC has a formidable Section 337 litigation group that includes former ITC lawyers. Works closely with IP counsel to handle complex patent, trademark and copyright disputes across a wide range of industries and technologies, including electronics, consumer goods, chemicals and pharmaceuticals among many others. Vast experience advising clients on trial strategy, procedural requirements and issues concerning discovery.

Strengths

"Foster Murphy has some of the best ITC practitioners on the face of the earth."

"Foster Murphy is unparalleled in its familiarity with the Commission."

Work highlights Foster, Murphy, Altman & Nickel represented Complainant Gatekeeper against Rocateq in and ITC case involving allegations of patent infringement.

Notable practitioners

James Altman has a broad Section 337 practice encompassing customs enforcement matters and ITC trial work. He is called upon by a varied client base that includes manufacturers and technology companies. **Strengths:** *"James Altman is outstanding."* **David Foster** maintains a longstanding reputation as a go-to attorney on Section 337 disputes. He offers significant expertise in representing prominent clients involved in trade secrets and patent infringement cases. **Barbara Murphy** has impressive experience in representing domestic and foreign clients in Section 337 investigations and related customs issues. **Strengths:** *"Barbara has a very high level of commercial awareness and vision."* **David Nickel** focuses his practice on handling Section 337 investigations, including patent infringement and trade secret misappropriation cases for clients in the pharmaceutical and technology sector. **Strengths:** *"I haven't met an ITC litigator with better judgment or with superior understanding of*

the Commission's inner workings." "David is a fantastic resource for ITC investigation work." **Matthew Duescher** has experience assisting clients with Section 337 investigations. He works with both domestic and foreign clients. **Strengths:** "Matt Duescher has deep and extensive knowledge of ITC precedent."

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel Urquhart & Sullivan, LLP is counsel of choice for many of the world's most successful consumer electronics companies. Considerable experience in high profile contentious proceedings, often including related litigation across various domestic and foreign jurisdictions. Houses a large number of effective patent trial lawyers with experience in ITC investigations, acting for both complainants and defendants.

Strengths

"Quinn Emanuel is a top notch litigation firm."

Work highlights Quinn Emanuel Urquhart & Sullivan brought an ITC Complaint on behalf of Medytox directed to unfair acts in the importation into the United States of certain BTX drug products by Respondents Hugel and Croma.

Notable practitioners

Head of the firm's ITC Section 337 practice **Alex Lasher** brings notable experience representing technology clients before the ITC. He is frequently involved in disputes relating to consumer electronics and medical devices. **Sean Pak** maintains an impressive track record of success in high-stakes patent disputes. He frequently represents major technology companies before the ITC. **Strengths:** "Sean is dedicated, service-oriented and very knowledgeable." "Sean is a very confident, experienced and reliable litigator."

Band 3

Finnegan, Henderson, Farabow, Garrett & Dunner LLP

What the team is known for Finnegan, Henderson, Farabow, Garrett & Dunner LLP is a respected IP boutique with considerable experience handling ITC proceedings. Frequently acts for both domestic companies and foreign entities asserting their rights in the USA. Expertise in handling trademark, trade secrets and patent disputes for clients in a wide variety of industries and technical fields. Highly experienced counsel with regard to the intricacies of forum practice and procedure, as well as all applicable legislation regulating international trade.

Notable practitioners

Smith Brittingham regularly represent clients in complex ITC investigations. His expertise covers LEDs, automotive technologies and industrial chemicals, among other products. **Mareesa Frederick** has substantial experience advising clients on Section 337 proceedings before the ITC. **Elizabeth Niemeyer** focuses her practice on representing clients in patent litigation before the ITC.

Perkins Coie LLP

What the team is known for Perkins Coie LLP's ITC prowess has been significantly bolstered by the recent arrival of a group of established practitioners in this field. The firm represents a wide range of domestic and clients ranging from retail to technology in patent litigation within the ITC.

Strengths

"The team at Perkins Coie is knowledgeable, professional and understands the ITC."

"Every question I had was carefully handled and addressed personally."

Notable practitioners

Stefani Shanberg (see p.698) is experienced in litigating IP cases before the ITC on behalf of a range of clients. She regularly works with leading technology companies. **Strengths:** "Stefani is a brilliant and tough litigator who represents her clients well." **Veronica Ascarrunz** (see p.493) is an experienced litigator who counsels clients on patent, trademark and trade secret matters before the ITC. **Strengths:** "Veronica Ascarrunz is knowledgeable on 337 issues and methodical about how she proceeds with litigation." "Veronica is very good organizationally and has very strong case management skills." **Robin Brewer** (see p.512) has a growing practice in ITC litigation for technology companies. **Strengths:** "Robin is always very prepared; she will walk in knowing the facts and records better than anyone else in the room."

Band 4

Morrison Foerster

What the team is known for Morrison Foerster has an increasingly active presence before the ITC representing both complainants and respondents in Section 337 investigations. Represents companies in the technology, manufacturing and healthcare industries. Has expertise across a wide variety of technologies, including semiconductors, software and chemical technology.

Strengths

"Morrison Foerster provides excellent client service and value for money."

Notable practitioners

Brian Busey (see p.1314) is a seasoned practitioner and has deep experience representing technology and software companies in complex ITC investigations. **Strengths:** "Brian is a very experienced and knowledgeable Section 337 lawyer."

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP has a growing IP litigation group leading multi-defendant cases spanning multiple jurisdictions. They represent a plethora of pharmaceutical and technology companies before the ITC. It is particularly skilled at litigating domestic industry issues.

Work highlights O'Melveny & Myers LLP defended Google in an ITC Section 337 investigation against Arigna Technology Limited, an Irish company that sought to license its patents to consumer electronics manufacturers.

Notable practitioners

Sean Trainor is a seasoned Section 337 litigator

who represents clients before the ITC. He handles patent litigation across a range of technologies, including wireless telecommunications protocols, mobile phone handsets and flash memory.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP has a respected ITC practice that represents a host of major household-name clients in Section 337 proceedings. Advises clients across an array of industries and technologies, including consumer electronics, automotive and LED displays. Particularly experienced in advising on trademark investigations before the ITC.

Work highlights Orrick, Herrington & Sutcliffe LLP represented Micron in an ITC case in which Bell Semiconductor asserted a single patent against Micron related to a process for designing a layout file that is then used to fabricate a semiconductor.

Notable practitioners

Josh Pond focuses his practice on representing clients before the ITC, advising on matters relating to patent and trademark infringement, among other issues.

Polsinelli PC

What the team is known for Polsinelli PC offers substantial expertise in Section 337 litigation and houses a number of attorneys with considerable experience serving at the ITC. The firm advises on all stages of Section 337 disputes for clients from a range of different industries, from technology to retail.

Strengths

"The Polsinelli team was outstanding and provided smart and strategic input."

Work highlights Polsinelli PC defended Alarm.com as respondents in a patent-based Section 337 action at the ITC regarding smart thermostats, load control switches and components thereof.

Notable practitioners

Louis Mastriani maintains a well-regarded practice advising on patent infringement and trade secrets litigation. His varied client base includes automotive manufacturers and chemical companies. **Deanna Tanner Okun** draws upon her experience serving as chair of the US ITC to advise on complex Section 337 IP disputes. **Strengths:** "Deanna has tremendous ICT experience." "Deanna has a ton of experience and a wealth of knowledge in the ITC space." **Daniel Smith** represents clients at the ITC in disputes concerning patent infringement, trademarks, and copyrights, covering a range of technologies. **Strengths:** "Dan has very good knowledge on ITC matters and is highly professional."

Band 5

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. has a robust ITC practice that handles complex ITC matters for both complainant and respondent clients. The firm advises across a range of technologies, such as telecommunications, chemical and consumer products.

Strengths

"From partners to associates, we are pleased with each attorney we worked with at Baker Botts."

Work highlights Baker Botts successfully defended Fujifilm against Sony Corporation in global litigation relating to magnetic data storage tapes, including four separate patent infringement investigations at the International Trade Commission.

Notable practitioners

Chair of the firm's ITC practice group **Lisa Kattan** (see p.602) is well regarded for her representation of clients through all stages of ITC matters. Her clients include semiconductor companies and electronics manufacturers. **Strengths:** *"Lisa demonstrates creativity on behalf of her clients and is a good strategist."*

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP has a respected ITC practice that houses a diverse bench of ITC practitioners skilled in acting for clients based both in the US and China. The team is experienced in litigating domestic industry and public interest issues. Also noted for its expertise in international trade matters.

Strengths

"Crowell & Moring has highly experienced ITC attorneys with great litigation skills."

"The Crowell team does an excellent job of providing key updates and insights, often within minutes."

Work highlights Crowell & Moring represented Graco Children's Products and its supplier, Wonderland Nurserygoods of Taiwan, in a multi-forum patent litigation case against Baby Trend and three of its suppliers in China.

Notable practitioners

Kathryn Clune has a broad practice representing clients in patent, trademark and trade secrets based ITC litigation. **Strengths:** *"Katie is a very strong attorney. She's aggressive when she needs to be and is highly prepared and skilled."*

FisherBroyles LLP

What the team is known for FisherBroyles LLP maintains a skilled practice that represents a variety of clients in ITC actions. The team counsels on disputes across sectors such as telecommunications and mobile technologies, medical devices and consumer products.

Notable practitioners

Paul Goulet is a Section 337 litigator who represents clients on a range of technologies and is particularly experienced in smart phone patent litigation. **Steven Anzalone** is a well-regarded patent litigator who counsels clients in ITC matters. His recent cases have included advising in relation to wireless devices, cable set-top boxes and electrosurgical instruments.

King & Spalding LLP

What the team is known for King & Spalding LLP's ITC practice encompasses practitioners from the international trade and intellectual property groups. Particularly well regarded in engagements relating to electrical, computer and mechanical technology patents. Additional expertise in the representation of clients in the pharma-

ceutical and medical device space.

Strengths

"King & Spalding combines exceptional Section 337 legal expertise with the necessary technical skills to perfectly identify, synthesize and present the most potent arguments."

Work highlights

King & Spalding LLP represented Eli Lilly in an International Trade Commission case to prevent counterfeit versions of Lilly's blockbuster drug Mounjaro from being imported into the United States.

Notable practitioners

Jeffrey Telep (see p.717) is an experienced ITC litigator who acts for clients in complex Section 337 investigations, including matters relating to trade secrets and patent infringement. **Strengths:** *"Beyond Jeff's deep experience and expertise in Section 337 matters, he has also mastered all of the key technical and commercial issues at play."*

Levi Snotherly & Schaumberg, PLLC

What the team is known for Levi Snotherly & Schaumberg, PLLC is an experienced ITC boutique that represents a range of clients in Section 337 proceedings. The team acts across a variety of industries including automotive, consumer electronics and LED lighting.

Strengths

"The Levi Snotherly & Schaumberg team is incredibly responsive and always on the ball."

"Levi Snotherly & Schaumberg is very knowledgeable of Section 337 procedures and the staff at the ITC."

Work highlights Levi Snotherly & Schaumberg defended Panasonic in an ITC investigation brought by AGIS Software.

Notable practitioners

Tom Schaumberg is esteemed for his decades of ITC expertise, and regularly acts on disputes relating to the importation and sale of patent-infringing products. **Strengths:** *"Tom has been working on ITC cases for decades and his experience is immeasurable."* **Ben Levi** specializes in ITC litigation, focusing on patent cases for clients in consumer electronics and technology. **Strengths:** *"Ben provides a tremendously high level of service and is always available."* With a primary focus on ITC matters, **Everette Snotherly** brings significant expertise in handling patent infringements, particularly in the automotive and medical device industries.

Mintz

What the team is known for Mintz houses a respected IP group with substantial experience representing complainants at the ITC. The firm represents clients from a diverse range of industries, including high technology and life sciences. **Strengths** *"Every lawyer I dealt with at Mintz was smart, knowledgeable and thoughtful."*

Work highlights Mintz represented Advanced Micro Devices as lead counsel in enforcement of five patents against a series of defendants at the International Trade Commission and in the Eastern District of Texas.

Notable practitioners

Michael Renaud of Mintz primarily represents patent owners as complainants before the ITC.

He works with a range of clients, including semiconductor and electronics companies. **Strengths:** *"Mike is exceptional with respect to strategic decisions. He is smart, thoughtful and realistic."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has a strong IP litigation team that handles complex Section 337 investigations for both complainants and respondents. It is experienced in handling a wide array of technologies including solar products, medical devices and wireless communications, among others.

Work highlights Morgan, Lewis & Bockius LLP represented GE Lighting in three cases regarding LED packaging technology brought by complainants Lighting Science Group Corp.

Notable practitioners

Chair of the firm's ITC practice **Eric Namrow** is noted for his representation of clients in Section 337 proceedings. He advises across a range of technologies and industries, including medical devices, LED packages and semiconductors. **Stephanie Roberts** focuses her practice on Section 337 litigation representing clients in a range of claims, including patent infringement, trademark infringement and trade secret misappropriation.

WilmerHale

What the team is known for WilmerHale has an IP practice of international renown that represents clients in the full range of contentious IP proceedings and has a formidable record before the ITC. Particularly well regarded for complex patent investigations and possesses extensive experience in technology and smartphone matters.

Work highlights WilmerHale successfully defended Skyworks Solutions against Bell Semiconductor in a dispute relating to semiconductor chips.

Notable practitioners

Los Angeles-based James Dowd is a key contact.

Other Ranked Lawyers

Paul Bartkowski (see p.498) of Bartkowski PLLC is recognized for his work in handling patent-based Section 337 disputes in the technology sector. **Strengths:** *"Paul is not afraid to confront the most challenging cases and opposing counsel. A fearsome litigator."* *"Paul is very bright, very innovative and an excellent litigation tactician."* *"Paul has in-depth knowledge and expertise in all aspects of the Section 337 investigations."*

James Coughlan counsels clients in Section 337 proceedings concerning an array of technologies, such as semiconductors, game console systems and electronic candles.

Jordan Coyle is noted for his capabilities in complex Section 337 cases. He counsels both complainants and respondents.

Kansas City-based Husch Blackwell LLP partner **Beau Jackson** focuses his practice on counseling clients in ITC litigation. He advises clients in the automotive, telecommunications and life sciences industries, among others. **Strengths:** *"Beau is a terrific lawyer; competent, outstanding, and a really*

nice guy.”

Thomas Jarvis (see p.595) of Winston & Strawn LLP has considerable experience litigating patent matters before the ITC. He maintains an impressive client base of household name companies.

Evan Langdon heads Fabricant LLP’s ITC Section 337 practice. He acts for clients in various sectors, including LED lighting, consumer products and mechanical devices. **Strengths:** “Evan is a tremendous attorney.”

Christine Lehman of Reichman Jorgensen Lehman & Feldberg LLP offers experience acting on high-stakes patent trials before the ITC and

district courts. She demonstrates knowledge of highly technical patent issues in a number of sectors. **Strengths:** “Christine provides amazing assistance and knowledge for ITC matters.”

Goutam Patnaik (see p.664) of Desmarais LLP has deep experience in Section 337 investigations before the ITC.

Kecia Reynolds (see p.678) leads the ITC practice at Paul Hastings LLP. She has experience in litigating before the ITC for clients in a variety of industries, including consumer electronics, semiconductors and medical devices, among others. **Strengths:** “Kecia’s knowledge of the ITC and its

inner workings was very valuable to us.”

Matthew Rizzolo (see p.1358) of Ropes & Gray LLP focuses his practice on counseling clients, including technology companies, on Section 337 actions before the ITC. **Strengths:** “Matt’s strengths lie in his technical expertise and detailed knowledge of the ITC process.”

Aarti Shah of Kilpatrick Townsend & Stockton offers notable expertise in complex ITC proceedings, often acting on behalf of clients in highly technical industries.

Investment Funds Investor Representation Nationwide

Investment Funds: Investor Representation
Leading Firms
Band 1
DLA Piper LLP (US)
Morgan, Lewis & Bockius LLP
Ropes & Gray LLP
Band 2
Akin
Debevoise & Plimpton LLP
Hogan Lovells US LLP
Proskauer Rose LLP
Sidley Austin LLP
Torys LLP
Willkie Farr & Gallagher LLP
Winston & Strawn LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

DLA Piper LLP (US)

What the team is known for DLA has a leading practice representing institutional investors in committing capital to hedge and private equity funds. Regularly advises endowments, insurance companies, public pension plans and financial institutions.

Strengths

“The team provides high-quality service.”

“The practitioners have a strong understanding of market trends and practices.”

“DLA Piper’s group is extremely responsive and very strong.”

Notable practitioners

Nicole Brenning (see p.512) regularly advises large pension plans, endowments and sovereign wealth

funds. She has significant experience of handling substantial secondary transactions. **Strengths:** “Nicole is a really top-notch lawyer.”

David Parrish has built an enviable practice as a go-to representative of limited partners and is experienced in co-investments and acquisitions of manager stakes. **Strengths:** “David is one of the best in the business.”

“He is an industry leader who understands the market and the players in the space.”

Richard Cardillo is rated for his skill in assisting institutional investors on their investments in private equity funds and hedge funds. **Strengths:** “He provides practical advice and has deep experience in the space.”

“Richard has a strong practice.” **Philip Svahn** (see p.713) has wide LP-side expertise and is routinely called upon to advise on co-investment funds. He is also renowned for his ability to handle secondary transactions.

Strengths: “Philip consistently provides great service and a high level of expertise.”

Elise Green has considerable experience of advising institutional investors on both direct investments and structured co-investments. **Strengths:** “Elise is an amazing attorney. She is thorough, precise and extremely commercial.”

“She is fantastic, she is extremely responsive and provides commercial advice backed by years of experience.”

Kevin Nolan is well versed in advising a range of institutional investors on investments in alternative assets. He is also adept at handling secondary transactions.

Sara Stinnett represents institutional investors in acquiring interests in funds, both during formation and in major secondary transactions. She has further experience of providing counsel on joint ventures. **Strengths:** “Sara is extremely collaborative and very knowledgeable.”

Strengths: “Sara is extremely collaborative and very knowledgeable.”

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius has a well-regarded private funds group offering one of the most extensive global institutional investor practices. Also distinguished for its experience representing financial institutions acting as sponsors, investors and buyers and sellers in the secondary market. Other clients include sovereign wealth funds and US public pension plans.

Strengths “The team is very well structured to handle sophisticated matters. It has a deep bench of experienced attorneys who are among the industry leaders in the space.”

Work highlights Morgan Lewis assisted JP Morgan’s Private Equity Group in making investments on behalf of its managed funds in more than 15 private equity funds, venture capital funds and co-investments.

Notable practitioners

Courtney Nowell is routinely called upon by sovereign wealth funds and pension plans to advise on a broad range of issues, including joint ventures and co-investment transactions. **Strengths:** “She is commercial, thoughtful and practical.”

Carrie Rief regularly represents major pension funds and banking institutions in their investments and co-investments. She is adept at advising clients on matters related to private equity and venture capital funds. **Christopher Dlutowski** is acknowledged for his strength in assisting institutional investors on their private equity and hedge fund investments. **Sarah Connolly** is routinely called upon by pension funds to provide counsel in this space. She has experience

Investment Funds: Investor Representation	
Leading Individuals	
Band 1	
Brennig Nicole	DLA Piper LLP (US) *
Dische Isabel	Ropes & Gray LLP *
Engelhardt Jane	Debevoise & Plimpton LLP
Kolb Daniel C.	Ropes & Gray LLP *
Niles Margaret	K&L Gates (ORL) ◇ *
Parrish David	DLA Piper LLP (US)
Band 2	
Cardillo Richard	DLA Piper LLP (US)
Dobson Adam	Ropes & Gray LLP *
Johnson-Spina Amy	Torys LLP
Jordan Michael	Seyfarth Shaw LLP (ORL) ◇
Nowell Courtney	Morgan, Lewis & Bockius LLP
Rief Carrie	Morgan, Lewis & Bockius LLP
Stone Rafael	Foster Garvey PC (ORL) ◇
Svahn Philip	DLA Piper LLP (US) *
Band 3	
Beals John P.	Nixon Peabody LLP (ORL) ◇ *
Bender Melissa	Ropes & Gray LLP *
Bodansky Robert	Seyfarth Shaw LLP (ORL) ◇
Cheskiewicz Scott	Jackson Walker LLP (ORL) ◇ *
Diutowski Christopher J.	Morgan, Lewis & Bockius LLP
Farmer Brian	Reed Smith LLP (ORL) ◇
Green Elise	DLA Piper LLP (US)
Jones David T.	Proskauer Rose LLP *
Klees Edward	Reed Smith LLP (ORL) ◇ *
Macdonald Scott	Sidley Austin LLP *
Mandel Bradley	Winston & Strawn LLP
Mehta Prakash	Akin
Miller David C.	Linklaters (ORL) ◇ *
Nolan Kevin	DLA Piper LLP (US)
Oryol Yuliya	Nossaman LLP (ORL) ◇ *
Perez Robert	Foster Garvey PC (ORL) ◇
Stinnett Sara	DLA Piper LLP (US)
Thomas Stephanie	Morrison Foerster (ORL) ◇ *
Wells Amy	Cox, Castle & Nicholson LLP (ORL) ◇
Up-and-coming individuals	
Arzapalo Semma	Pillsbury (ORL) ◇
Connolly Sarah E.	Morgan, Lewis & Bockius LLP
Diamond Eric	Sullivan & Cromwell LLP (ORL) ◇ *
Gertner Oren	Sidley Austin LLP *
Nadler Batya	Torys LLP
Quach Anne-Lise	Debevoise & Plimpton LLP
Reeves Tiffany	Faegre Drinker (ORL) ◇ *
Shakin Max	Torys LLP
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

of advising clients on investments into a number of funds, including private equity, real estate and hedge funds. **Strengths:** "Sarah produces consistently excellent work and is extremely knowledgeable of the subject."

Ropes & Gray LLP

What the team is known for Ropes & Gray has an established team that is respected for its advice to institutional investors, including pension funds, funds of funds and foundations. Represents clients investing in hedge and private equity funds targeting real estate, as well as the energy and infrastructure sectors.

Strengths

"Ropes is our go-to law firm for complex matters. They have a deep bench of strong attorneys that

are not only thoughtful but very responsive to our needs."

"The team provides excellent service and the practitioners have a broad range of experience."

"Ropes has a deep bench of talent with significant experience."

Notable practitioners

Isabel Dische (see p.542) has deep expertise in investment funds, including handling co-investments, joint ventures and a variety of secondary transactions. **Strengths:** "Isabel is efficient, responsive and has great knowledge." "She is a great lawyer who has a mastery of complex fund issues."

Daniel Kolb (see p.612)'s investor representation practice has a focus on secondary transactions and is bolstered by his notable tax expertise.

Strengths: "Dan is a strong lawyer who works efficiently and has a high level of sophistication." "He's extremely knowledgeable."

Adam Dobson (see p.542) has significant experience representing both domestic and international institutional investors on a range of equity and secondary transactions. **Strengths:** "Adam is super-smart, responsible, efficient and commercial." "He is a terrific lawyer who handles complex matters."

Melissa Bender (see p.502) provides counsel on a range of issues, including acquisitions, co-investments and secondary transactions. **Strengths:** "Melissa provides excellent responsiveness and engagement on commercial matters." "She has tremendous expertise and excellent judgment."

Band 2

Akin

What the team is known for Akin boasts a distinguished team in the space with experience of representing high-profile investors, including public pension plans, sovereign wealth funds and charities. The team is adept at advising on investments into hedge funds, distressed debt funds and funds of funds, among others. Its practitioners are routinely called upon to assist with co-investment transactions.

Strengths

"The Akin team is extremely knowledgeable and provides excellent guidance."

"The group provides really great service and has a deep bench of experts."

"Akin's team produces incredibly consistent, high-quality work."

Work highlights Akin advised BlackRock on its investment in Zenyth Partners' sponsored continuation fund.

Notable practitioners

Prakash Mehta is well known for his practice advising sovereign wealth funds and investment managers on equity investment decisions.

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton has a broad client base that consists of sovereign wealth funds, high net worth individuals and universities, among others. Its practitioners are held in high regard for their strength in advising clients on investments into buyout, real estate and debt funds. The group also handles complex secondary and co-investment transactions.

Strengths

"Debevoise & Plimpton's team is very responsive."

"The firm's practitioners have an in-depth knowledge of the market and they are also extremely knowledgeable and responsive."

"The team is experienced, diligent and has high levels of work ethic."

Work highlights Debevoise & Plimpton advised HarbourVest Partners on its investments in over 200 funds.

Notable practitioners

Jane Engelhardt is proficient in representing major investors in co-investments and a wide range of secondary transactions. **Strengths:** "Jane is an excellent lawyer. She is practical, commercial and very responsive." "She provides practical and thoughtful advice."

Anne-Lise Quach is held in high regard for her ability to advise clients on co-investment investing. She has experience of providing counsel on investments into buyout funds and infrastructure funds. **Strengths:** "Anne-Lise is a dedicated lawyer who radiates confidence and expertise." "She is smart, thoughtful and responsive."

Hogan Lovells US LLP

What the team is known for Hogan Lovells has a widely respected practice known for its extensive representations of large institutional investors and sovereign wealth funds. The team is able to assist clients with equity investments, joint ventures and seeking tax exemptions for US-bound investments.

Strengths

"Hogan possesses a strong team that understands the complexities of deals. They also provide a strong service and are very organized and responsive."

"The team contains a strong pool of experts."

Notable practitioners

David Winter is a key contact in Washington, DC.

Proskauer Rose LLP

What the team is known for Proskauer Rose has a broad practice representing a range of sponsors on private fund investment. The team is also called upon to provide counsel on matters arising from secondary transactions.

Strengths

"Proskauer Rose contains phenomenally talented lawyers."

Notable practitioners

David Jones (see p.598) is renowned for his experience in advising institutional investors on investments in venture capital funds. **Strengths:** "David is a really strong lawyer."

Sidley Austin LLP

What the team is known for Sidley Austin's team boasts notable strength in advising public and pension funds, as well as sovereign wealth funds on a range of investment matters. The group is adept at providing counsel on investments, secondary transactions and co-investments. The practitioners also assist clients with acquisitions of interests in fund sponsors.

Strengths

"The firm has the necessary expertise to handle complex and sophisticated matters."

"Sidley's practitioners are knowledgeable, respon-

sive and great to work with. They expertly guide clients through complex and dynamic issues.”
“It has a full bench of experienced experts.”

Notable practitioners

Scott Macdonald (see p.628) of Sidley Austin advises institutional investors on a wide spectrum of matters, including investments into funds and derivatives. **Strengths:** “Scott is very responsive, knowledgeable and client-friendly.” **Oren Gertner** (see p.565)’s practice involves advising institutional investors on a wide range of investment structures and programmes, including debt, buy-out and real estate funds. **Strengths:** “Oren is responsive and knowledgeable.” “He is very knowledgeable about complex transactions and has great insight into the market.”

Torys LLP

What the team is known for Torys has a broad and robust practice in the investor representation space. The team is able to provide extensive support and guidance to both US and international investors on multinational investments. The team regularly advises pension funds and investment managers on fund formation and investment decisions.

Strengths

“Torys has a consistently strong team who have expertise and are very responsive.”

Notable practitioners

Amy Johnson-Spina is sought out by clients for her deep knowledge of the investor representation space. She frequently advises foreign LPs on their US-bound investments. **Strengths:** “Amy provides exceptional client service.” “She is fantastic to work with and strong throughout matters.”

Batya Nadler is noted for her ability to advise clients on investments into a wide spectrum of funds, including funds-of-one, commingled private funds and co-investments. **Strengths:** “Batya is a really strong lawyer.” “She is very organized and knowledgeable in the area.” **Max Shakin**’s client list is comprised of sovereign wealth funds and pension funds. He demonstrates his ability to provide counsel on investments into funds-of-one and private funds. **Strengths:** “Max is very responsive and a pleasure to work with.” “He is a detail-oriented lawyer.”

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher’s team provides counsel on secondary transactions, as well as co-investments. The group’s clients include pension funds, insurance companies and family offices, among others. Its practitioners are also adept at assisting with investments into private fund interests.

Strengths

“Willkie Farr contains smart and talented lawyers.”
“The team is very responsive and has strong depth and breadth.”

Notable practitioners

New York-based Elizabeth Buckley Lewis is a key contact.

Winston & Strawn LLP

What the team is known for Winston & Strawn’s group is renowned for its ability to assist clients with primary investments. The team is also called upon to advise clients on secondary transactions and co-investments. It boasts considerable strength in advising a wide spectrum of institutional investors.

Strengths

“The service the team provides is exceptional, they are responsive and very attuned to market standards.”

“Winston’s team is very commercial and has a broad knowledge of market trends.”

“It’s a high-quality team with great experience and knowledge.”

Notable practitioners

Bradley Mandel’s practice involves advising investors on acquisitions, secondary transactions and co-investments. **Strengths:** “Bradley is very knowledgeable and responsive.” “He is really smart and commercial.”

Other Ranked Lawyers

Semma Arzapalo is noted for her ability to handle secondary transactions and co-investments on behalf of high-profile investors. **Strengths:** “Semma exhibits a high degree of client service, sophistication and commercial awareness.” “She is a terrific lawyer who is practical and personable in her approach.”

John Beals (see p.2007) of Nixon Peabody is skilled at representing public pension funds and funds of funds in their investment matters. **Strengths:** “John is very attentive, knowledgeable and responsive.”

Robert Bodansky of Seyfarth Shaw has a broad practice that encompasses a range of issues, including fund formations and secondary transactions. He has significant experience of advising public pension funds. **Strengths:** “Robert is extremely technically proficient.” “He is very impressive and has great business judgment.”

Scott Cheskiewicz (see p.524) of Jackson Walker LLP has a distinguished practice in the space. He is noted for his ability to advise sovereign wealth funds and pension funds on investments into private, seed and hedge funds. **Strengths:** “Scott has a practical approach. He is also dedicated, timely and intelligent.” “He is a smart lawyer with in-depth experience in the space.”

Eric Diamond (see p.541) is adept at handling a range of sophisticated deals on behalf of financial institutions and sovereign wealth funds. He has notable experience of advising clients on matters related to hedge funds and ETFs. **Strengths:** “Eric is a very strong partner who is great to work with.” “His thoroughness and intelligence is impressive, he is very effective counsel.”

Brian Farmer of Reed Smith LLP has experience of advising clients on issues related to hedge funds, funds-of-one and commingled funds. His clients include universities and pension plans.

Strengths: “Brian is thoughtful, thorough and creative.” “He is highly professional and a pleasure to work with.”

Michael Jordan of Seyfarth Shaw is known for his astute representation of limited partners in private equity funds and his work with state-run pension plans. **Strengths:** “Michael handles sophisticated matters.”

“He is helpful, intelligent and understands the industry.”

Edward Klees (see p.609) of Reed Smith provides counsel to pension funds and endowments across a wide range of issues. He has experience of assisting with investments into funds-of-one, commingled funds and venture capital funds. **Strengths:** “Edward is knowledgeable and responsive.” “He is very highly regarded in the space.”

David Miller (see p.643) of Linklaters provides counsel on a broad array of issues, including secondary transactions, restructurings and investments into private funds. **Strengths:** “David is an incredibly good and dedicated lawyer.” “He is smart, hard-working and client-focused.”

Margaret Niles (see p.654) of K&L Gates is recognized for her expertise in investment fund matters and focuses on advising institutional investors, such as public pension funds. **Strengths:** “Margaret is a subject matter expert with deep knowledge of the industry and tremendous experience.” “She has a strong practice.”

Yuliya Oryol (see p.659) is cochair of the pensions, benefits and investments group at Nossaman. She is notably adept at advising clients on co-investments, funds-of-one and secondary transactions. **Strengths:** “Yulia is a knowledgeable lawyer.” “She is extremely knowledgeable and passionate about this space.”

Robert Perez of Foster Garvey PC has notable experience of advising pension plans on private investment transactions involving various categories of fund, including funds of one.

Tiffany Reeves (see p.677) of Faegre Drinker Biddle & Reath, LLP advises clients on investments into funds of one and private credit funds. Her clients include pension funds and insurance organizations. **Strengths:** “Tiffany is great to work with. She is very quick in reply, professional, knowledgeable and a pleasure to work with.”

Rafael Stone of Foster Garvey specializes in assisting public pension plans in their investment matters. His practice spans the full range of private equity funds, including those formed to invest in infrastructure and real estate. **Strengths:** “Rafael is a very good lawyer.”

Stephanie Thomas (see p.718) of Morrison Foerster is well versed in advising pension funds and university endowments on their investments and is particularly experienced in the formation of venture capital funds.

Amy Wells of Cox Castle & Nicholson has a broad practice that encompasses advising institutional investors into private equity funds, including those focused on real estate and infrastructure.

Investment Funds Regulatory & Compliance Nationwide

Investment Funds Regulatory & Compliance	Investment Funds: Regulatory & Compliance	
Leading Firms	Senior Statespeople	
Band 1	Senior Statespeople: distinguished older partners	
Ropes & Gray LLP	Jordan Nora	Davis Polk & Wardwell LLP *
Schulte Roth & Zabel LLP	Leading Individuals	
Willkie Farr & Gallagher LLP	Band 1	Perlow Mark Dechert LLP
Band 2	Anderson James E Willkie Farr & Gallagher LLP *	Ponchione Marc Debevoise & Plimpton LLP
Dechert LLP	Brown Jason E. Ropes & Gray LLP *	Schlaphoff Aaron Paul, Weiss, Rifkind, Wharton *
Kirkland & Ellis	Daly Brian T Akin	Band 3
Morgan, Lewis & Bockius LLP	Elovitz Marc E. Schulte Roth & Zabel LLP	Choe Anne Willkie Farr & Gallagher LLP *
Band 3	Forbes Jessica Fried, Frank, Harris, Shriver (ORL) ◇	Fries Elizabeth Shea Sidley Austin LLP *
Akin	Fraser Leigh Ropes & Gray LLP *	Hinkle Philip T. Dechert LLP
Calfee, Halter & Griswold LLP	Molesworth Rita Willkie Farr & Gallagher LLP *	McGrath Michael Dechert LLP
Davis Polk & Wardwell LLP	Monaco Stephanie Mayer Brown LLP (ORL) ◇ *	Moehrke Scott Kirkland & Ellis
Debevoise & Plimpton LLP	Patel Alpa Kirkland & Ellis *	Poglinco Patricia Seward & Kissel LLP (ORL) ◇
Latham & Watkins LLP	Peltz Brynn Goodwin (ORL) ◇ *	Rowland Gregory Davis Polk & Wardwell LLP *
Lowenstein Sandler LLP	Sherman Michael Fried, Frank, Harris, Shriver (ORL) ◇	Solander David DLA Piper LLP (US) (ORL) ◇
Paul, Weiss, Rifkind, Wharton & Garrison LLP	Wattenbarger Joel Ropes & Gray LLP *	Band 4
Sidley Austin LLP	Band 2	Avellaneda Christopher Schulte Roth & Zabel LLP
Simpson Thacher & Bartlett LLP	Bogle Thomas Dechert LLP	Daniel Jason Akin *
* Indicates individual with profile.	Browder Justin Willkie Farr & Gallagher LLP *	Koscuiszka Kelly Schulte Roth & Zabel LLP
◇ (ORL) = Other Ranked Lawyer.	Caswell Brad Linklaters (ORL) ◇ *	Paul Sheena Debevoise & Plimpton LLP
Alphabetical order within each band. Band 1 is highest.	Champ Norm Kirkland & Ellis LLP *	Sabki Nabil Kirkland & Ellis *
	Hayes Patrick Calfee, Halter & Griswold LLP *	Walter Jamie Lynn Latham & Watkins LLP *
	Lombardo Christine Morgan, Lewis & Bockius LLP	Up-and-coming individuals
	Moss Scott H Lowenstein Sandler LLP	Howell Nathan Sidley Austin LLP *

Band 1

Ropes & Gray LLP

What the team is known for Ropes & Gray has an established practice, and the team represents private fund managers in substantial regulatory and compliance matters. Provides advice on the navigation of the Dodd-Frank Act in addition to liaising with major regulatory bodies, such as the SEC and CFTC.

Strengths

"The depth and the breadth of the team is outstanding."

"Ropes & Gray is one of my top go-to law firms."

"Ropes has a broad practice."

Notable practitioners

Investment firms rely on **Jason Brown** (see p.514) to provide high-quality counsel on regulatory issues relating to both private and mutual funds. **Strengths:** "Jason is very responsive, commercial, practical and smart." "He's an amazing lawyer." **Leigh Fraser** (see p.558)'s practice revolves around guiding clients through CFTC, SEC and Dodd-Frank regulatory issues. She routinely demonstrates her ability to advise on both domestic and cross-border fund regulatory issues. **Strengths:** "Leigh is tremendously knowledgeable." "She has breadth as well as depth of knowledge." **Joel Wattenbarger** (see p.731) has considerable experience of advising on SEC and CFTC regulatory issues relating to hedge and venture capital funds. **Strengths:** "Joel is very thoughtful and works incredibly hard."

Schulte Roth & Zabel LLP

What the team is known for Schulte Roth boasts a market-leading team assisting high-profile hedge and private equity fund clients in compliance with regulations. Experienced in matters involving the SEC, CFTC and National Futures

Association. Draws strength from its global presence to offer clients guidance on international regulatory issues.

Strengths

"Schulte's practitioners have deep experience and are impressive."

"The team is very responsive and provides a high level of service."

"The firm has a breadth and depth that is incredible."

Work highlights Schulte Roth & Zabel advised Portfolio Advisors on a definitive agreement to combine with FS Investments.

Notable practitioners

Marc Elovitz receives praise for his advice to clients on regulatory and compliance matters related to private funds, including SEC examinations. **Strengths:** "Marc is wonderful, he's a brilliant authority on compliance." "He's one of the best lawyers in the market." **Christopher Avellaneda** has a distinguished practice and notable experience of advising clients on the SEC's new Marketing Rule. **Strengths:** "He's really thoughtful and an encyclopedia on anything related to compliance." Cochair of the investment management regulatory and compliance group, **Kelly Koscuizska** is notably adept at assisting clients with SEC examinations and the SEC registration process. **Strengths:** "Kelly is super-sharp and provides practical advice." "Kelly provides phenomenal regulatory counsel."

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr has a preeminent team that handles significant compliance matters involving investment funds. Noted for its expertise in issues related to the Commodity Exchange Act, Investment Advisers Act of 1940 and Investment Company Act of 1940.

Strengths

"Willkie's practitioners have a depth of understanding of the complex regulatory environment."

"Willkie as a whole is fantastic. The team is coordinated, thoughtful and professional."

"It has a very experienced and knowledgeable team that is able to advise on a variety of complex matters."

Notable practitioners

James Anderson (see p.491) specializes in advising private fund managers on securities regulatory compliance. **Strengths:** "James' knowledge and experience allows him to give practical advice quickly." "He's a tremendous lawyer with great client service skills." **Rita Molesworth** (see p.645) is best known for her work with hedge fund sponsors in CFTC compliance. **Strengths:** "Rita has deep industry expertise." "She's one of the lawyers at the top of the market." **Justin Browder** (see p.514) has significant experience of advising asset managers on regulatory and operational issues, as well as federal securities matters. **Strengths:** "He's a tremendous resource, he's very personable and a sharp lawyer with great communication skills." "Justin's depth of understanding comes through in his work product." **Anne Choe** (see p.525) is consulted for her regulatory advice relating to ETFs, hedge and mutual funds, and private funds. She demonstrates notable experience of providing counsel on SEC regulatory examinations. **Strengths:** "Anne is highly knowledgeable, personable and conscientious." "She is great to work with and has a breadth of knowledge."

Band 2

Dechert LLP

What the team is known for Dechert is a respected asset management firm with a strong team advising on issues relating to the Investment Advisers Act of 1940 and Investment Company Act of 1940. Additional expertise in the Commodity Exchange Act and SEC regulatory matters.

Strengths

"Dechert has a strong bench."

"The firm provides very strong service levels and the team's expertise is delivered efficiently."

"Dechert has a strong and deep bench of global experts with a wide range of expertise."

Work highlights Dechert advised MainStay Funds on potential and actual inspections and examinations, litigation and enforcement matters.

Notable practitioners

Thomas Bogle has considerable experience of advising hedge and mutual funds, as well as independent trustees, on SEC compliance.

Strengths: *"He is very commercial and super-responsive."* **Mark Perlow** regularly advises a range of investment managers and private funds on the full scope of SEC regulations. **Strengths:** *"He is an expert in his field."* **Philip Hinkle's** practice concerns the commodities and derivatives regulations affecting investment funds. He has experience of providing counsel on a range of funds, including private and mutual funds. **Strengths:**

"Philip is a sophisticated and timely lawyer." *"He's incredibly knowledgeable."* **Michael McGrath** is routinely called upon by asset managers to provide high-quality counsel on regulatory matters arising from formations and operational issues. His practice involves advising on complex deals containing cross-border elements. **Strengths:** *"Mike is knowledgeable, professional and experienced."* *"He has a deep and sophisticated understanding of complex issues."*

Kirkland & Ellis

What the team is known for The Kirkland & Ellis team is renowned for its ability to handle a wide spectrum of regulatory and compliance issues. Draws strength from practitioners with previous experience within governing agencies such as the SEC. Significant experience of advising clients on the Investment Company Act and Securities Exchange Act. Recognized in the market for its strength in handling private fund issues.

Strengths

"Kirkland's attorneys are experienced and familiar with complex issues."

"The firm has a dedicated team that responds immediately. There is also an expert on the team for any regulatory issue."

"Kirkland is well staffed with subject matter experts."

Work highlights Kirkland provided counsel to Francisco Partners on the formation and fundraising of two private equity funds, Francisco Partners VII and Francisco Partners Agility III.

Notable practitioners

Alpa Patel (see p.664) regularly advises on regulatory issues surrounding real estate and hedge funds. She is well versed in providing counsel on enforcement actions and SEC examinations.

Strengths: *"Alpa is responsive, commercial and has a wide range of expertise."* **Norm Champ** (see p.522) is particularly adept at advising clients on SEC regulatory issues, drawing strength from his experience as a director within the SEC.

Scott Moehrke regularly advises asset managers on regulatory approval issues and SEC examinations, as well as matters arising from fund formations. **Strengths:** *"He has a huge breadth of knowledge."*

Nabil Sabki (see p.688) routinely advises clients on regulatory issues arising from the formation of funds. He also has notable experience of providing counsel on the Investment Advisers Act. **Strengths:** *"He's responsive, practical and very knowledgeable."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius is highly visible in the market with an impressive client list comprising private and registered fund sponsors, asset managers and institutional investors. Particularly adept at providing counsel on SEC, CFTC and NFA issues. Routinely called upon to advise on fund formations and SEC examinations. Additional experience of providing counsel on the Department of Labor Fiduciary Rule.

Strengths

"The team has strong subject matter expertise. There's great talent across the firm."

"Morgan, Lewis & Bockius has a deep bench of experts in every category. The partners have a breadth of experience."

"The practitioners are highly knowledgeable, thorough and professional."

Work highlights Morgan, Lewis & Bockius assisted GCM Grosvenor Capital Management on the regulatory issues related to the formation of over a dozen customized private equity funds.

Notable practitioners

Christine Lombardo is particularly adept at advising asset managers on securities regulation matters. **Strengths:** *"She has deep knowledge in the space and is relied upon for practical solutions."* *"She's commercial, thorough and responsive."*

Band 3

Akin

What the team is known for Akin boasts considerable strength in the market, with considerable strength in assisting clients with SEC examinations and compliance. The practitioners also routinely provide counsel on issues arising before the CFTC and the NFA. The team's clients include private equity and hedge fund managers.

Strengths

"Akin is a strong firm with a great client base."

"It's a highly sophisticated team and its responsiveness is always strong."

"Akin contains many talented folks with a wide range of expertise."

Notable practitioners

Brian Daly of Akin is an expert in assisting private equity and hedge fund managers on SEC, CFTC and NFA compliance and examinations. **Strengths:** *"He is super-smart, highly responsive and provides very practical advice."* *"Brian's deep*

familiarity with the investment funds industry gives him great perspective." **Jason Daniel** (see p.536) is routinely called upon to provide counsel to asset managers and investment managers on SEC enforcement and compliance. **Strengths:** *"Jason is extraordinarily intelligent and responsive."* *"He has an encyclopedic knowledge of the law."*

Calfee, Halter & Griswold LLP

What the team is known for Calfee, Halter & Griswold has a distinguished practice in the space. Its practitioners are renowned for their ability to provide counsel on the new SEC Marketing Rule, as well as SEC examinations. The team has further experience of providing counsel on CFTC and FINRA filings.

Strengths

"The firm's attorneys are very knowledgeable."

"Calfee has great depth in all areas."

"The team provides excellent service with a quick response."

Notable practitioners

Patrick Hayes (see p.580) of Calfee, Halter & Griswold has broad experience with financial advisers seeking advice on SEC approval. **Strengths:** *"Patrick is easy to work with, responsive, personable, practical and very knowledgeable."* *"Patrick brings a high level of expertise about the industry, as well as a wealth of experience."*

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell boasts a strong practice in the space. The team has considerable experience of advising on a plethora of issues, such as SEC investigations, regulatory actions, formations and broader operational compliance. The group provides counsel on issues related to a wide spectrum of funds, including hedge and mutual funds.

Strengths

"Davis Polk's team finds very practical solutions to complex issues."

"The team is able to effectively assist in all matters, with varying levels of complexity. Their assistance is always timely and thorough."

"The team is excellent."

Work highlights Davis Polk & Wardwell provided counsel to Royalty Pharma on obtaining relief from the SEC to allow it use a new form of finance subsidiary structure.

Notable practitioners

Nora Jordan (see p.598) of Davis Polk has vast experience in the space. She is commended for her ability to advise hedge fund managers and asset managers on CFTC and SEC compliance issues. **Gregory Rowland** (see p.685) of Davis Polk has extensive experience advising private equity firms and other investment advisers on the full range of SEC and regulatory compliance issues. **Strengths:** *"Greg is great to work with. He provides commercial solutions to a number of issues. He is highly responsive and is able to quickly provide solutions to issues."* *"He is very smart and well respected in the space."*

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton is held in high regard throughout the market for its wide and varied practice. Its group

has notable experience of advising clients on regulatory issues arising from IPOs, acquisitions and fund formations. The practitioners are adept at assisting on matters related to a range of funds, including mutual, hedge and private equity funds.

Strengths

"Debevoise's team provides high-level service and it has a deep bench with significant expertise."

"Its attorneys are extremely knowledgeable about the law and the market."

"Debevoise has great depth and breadth and the different teams work well together to produce high-quality work."

Work highlights Debevoise & Plimpton advised Clayton, Dubilier & Rice on advised regulatory issues arising from the formation of Clayton, Dubilier & Rice Fund XII.

Notable practitioners

Marc Ponchione is routinely called upon by financial services firms to provide counsel on a broad range of regulatory issues, including ESG issues and the SEC's Marketing Rule. He also has significant experience of advising clients on issues related to the '40 Act. **Strengths:** *"Marc is patient, thoughtful and highly knowledgeable."* *"He is extremely well connected, knowledgeable and pragmatic."* Washington-based **Sheena Paul** is noted for her strength in advising clients on regulatory issues arising from acquisitions, formations and buyout transactions. She has further experience of providing counsel on the SEC's Marketing Rule. **Strengths:** *"Sheena is a very knowledgeable lawyer."*

Latham & Watkins LLP

What the team is known for Latham & Watkins is noted for its ability to advise both asset managers and sponsors on a range of regulatory and compliance issues. The practitioners are notably adept at guiding clients through highly sophisticated SEC examinations, as well as registrations and enforcement matters.

Strengths

"Latham & Watkins has a deep bench of experienced, capable attorneys who can handle matters of any level of sophistication and complexity."

"The practitioners in this group exhibit a high level of sophistication and practicality."

"The team provides excellent advice."

Work highlights Latham advised Ares Management on regulatory matters relating to the acquisition by Ares Management of Crescent Point Capital.

Notable practitioners

Jamie Lynn Walter (see p.729) has developed a strong reputation for handling SEC examinations and enforcement matters. **Strengths:** *"Jamie is highly knowledgeable."* *"She is extraordinary at providing advice that addresses regulatory risks and fits within commercial realities."*

Lowenstein Sandler LLP

What the team is known for Lowenstein Sandler's team consistently demonstrates its ability to handle a plethora of regulatory and compliance issues. The team is called upon to advise clients on regulatory examinations and enforcement actions, as well as investment adviser and CPO registrations. The firm's clients include invest-

ment advisers and sponsors, among others.

Strengths

"The firm is very experienced and provides valuable insight to its clients."

"Lowenstein Sandler has experts in a variety of specific areas and the team is very responsive."

"The group does an excellent job of addressing complex matters and being practical in its responses."

Notable practitioners

Scott Moss of Lowenstein Sandler is recognized for his experience in matters involving securities and commodities regulation. **Strengths:** *"Scott is very responsive and has an encyclopedic knowledge of the space."* *"Scott is an expert in the field and is incredibly attentive to his clients."*

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss' group is renowned for its strength in helping asset managers to navigate regulatory issues that may arise in this space. The team demonstrates its ability to advise clients on regulatory enforcement actions and joint venture disputes. Due to their in-depth experience, its practitioners are fully equipped to provide counsel on any issue concerning the SEC and CFTC.

Strengths

"The team has breadth and a wide range of resources."

"Paul, Weiss has very experienced lawyers who can handle complex and sophisticated matters."

Notable practitioners

Aaron Schlaphoff (see p.692) is adept at advising clients on complex regulatory issues arising from formations, as well as providing general operational guidance. He has considerable experience of assisting on matters relating to ETFs and hedge funds. **Strengths:** *"He's a thoughtful and commercial lawyer."* *"Aaron is a knowledgeable and rigorous attorney."*

Sidley Austin LLP

What the team is known for Sidley Austin's team is adept at providing counsel on CFTC, SEC and state registration processes. Its highly distinguished partners have considerable experience of providing counsel on issues related to BDCs, ETFs and real estate funds, among others. The group is also routinely called upon to provide counsel on regulatory issues arising from transactional matters.

Strengths

"Sidley has a deep bench across all major global jurisdictions. The team handles complicated matters."

"Sidley has a number of subject matter experts."

"It has a number of amazing attorneys whose commercial awareness is a byproduct of years of industry experience."

Work highlights Sidley Austin provided counsel to Accion International on regulatory compliance efforts relating to its investments.

Notable practitioners

Elizabeth Shea Fries (see p.2016) has extensive experience advising pension funds and asset managers on all manner of regulatory issues. **Strengths:** *"Elizabeth has a great depth of knowledge."* *"She is excellent – she's very commercially*

aware and offers concise advice to complex problems." **Nathan Howell** (see p.590) has a broad practice that involves advising significant clients on CFTC and NFA compliance programs.

Strengths: *"Nathan is an exceptional lawyer who consistently provides practical advice. He demonstrates a deep understanding of complex legal issues."*

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher's team is renowned for its ability to guide clients through a wide spectrum of complex regulatory and compliance issues. The group has extensive experience of handling SEC examinations, enforcement inquiries and investigations. The team also provides high-quality operational compliance advice.

Strengths

"Simpson Thacher's practitioners are extremely thoughtful."

Notable practitioners

Washington, DC-based David Blass is a key contact for the firm.

Other Ranked Lawyers

Brad Caswell (see p.521) of Linklaters frequently offers guidance and support to a range of asset managers and funds clients on regulatory compliance. Recent work has included advising on SEC advertising rules and ESG issues. **Strengths:** *"Brad is exceedingly responsive and very knowledgeable."* *"He is terrific – he is very knowledgeable, responsive, diligent and hard-working."*

Jessica Forbes of Fried Frank is best known for advising hedge funds on navigating securities regulations. She also has considerable knowledge of compliance issues under the '40 Act. **Strengths:** *"She is an excellent lawyer. She has a ton of experience alongside practical knowledge."*

Stephanie Monaco (see p.645) frequently advises both private and registered fund clients on SEC and '40 Act compliance. She brings experience of working in the hedge funds sector to her private practice. **Strengths:** *"Stephanie has extensive knowledge of the space."* *"She is an outstanding lawyer."*

Brynn Peltz (see p.665) of Goodwin is prized for her understanding of SEC examinations and the regulations surrounding registered funds. **Strengths:** *"She is knowledgeable on compliance issues."* *"Brynn is at the top of her game."*

Patricia Poglinco has notable experience of advising clients on NFA and SEC examinations.

Michael Sherman is highly regarded for his knowledge of the regulatory frameworks governing investment funds. **Strengths:** *"Mike's breadth of knowledge and expertise is incredibly valued."* *"He's an extremely useful resource and a true subject matter expert."*

David Solander of DLA Piper has broad experience assisting clients with strategies to ensure compliance for private equity and venture capital platforms. **Strengths:** *"David's knowledge is really broad."*

Labor & Employment Nationwide

Labor & Employment
Leading Firms
Band 1
Jones Day
Morgan, Lewis & Bockius LLP
Paul Hastings LLP
Proskauer Rose LLP
Seyfarth Shaw LLP
Band 2
Fisher Phillips
Gibson, Dunn & Crutcher LLP
Jackson Lewis P.C.
Littler Mendelson, PC
Ogletree, Deakins, Nash, Smoak & Stewart, PC
Orrick, Herrington & Sutcliffe LLP
Band 3
BakerHostetler LLP
Constangy, Brooks, Smith & Prophete, LLP
FordHarrison LLP
Greenberg Traurig, LLP
Band 4
Akin
Cozen O'Connor
Epstein Becker & Green PC
Faegre Drinker
McGuireWoods LLP
Reed Smith LLP
Band 5
Barnes & Thornburg LLP
Davis Wright Tremaine
DLA Piper LLP (US)
Perkins Coie LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Jones Day

What the team is known for Jones Day has a leading national practice with expertise in the full spectrum of labor and employment issues and a strong track record achieving groundbreaking victories on behalf of numerous high profile clients. The firm is sought after for its experience advising on various complex matters such as collective bargaining agreements and disputes involving the NLRB, discrimination and wage and hour class and collective action, as well as trade secret and whistleblower disputes and ADA claims. It continues to advise clients on issues relating to corporate transactions. The firm has strength in key markets across the country, including DC, New York and California.

Strengths

"They have deep substantive knowledge and a strong team of tremendously responsive and experienced lawyers."
"Jones Day provide excellent service and always find a way to deliver what we need."
"They are efficient, subject matter experts who provide practical guidance in addition to being excellent problem solvers."

Work highlights Jones Day acted as counsel for Bloomberg in wage and hour class actions involving claims brought under the Fair Labor

Standards Act and New York Labor Law.

Notable practitioners

Matt Lampe in New York and Elizabeth McRee in Chicago cochair the firm's labor and employment group.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has a preeminent labor and employment practice, highly regarded for its deep bench drawn partly from agencies such as the DOL and NLRB. The firm has significant expertise in representing well-known employers from a range of industries including financial services, transportation, retail, energy and manufacturing. It has huge strength in both employment law and traditional labor law matters, including class action defense, whistleblower disputes and NLRB matters. The firm's clients include a large number of Fortune 500 companies.

Strengths

"Morgan Lewis have strong expertise at multiple levels and provide excellent service, advice and responsiveness."

"The team is very knowledgeable, business-oriented and strategic."

"They have a broad set of skills across the firm and deep technical and commercial experience."

Work highlights Morgan, Lewis & Bockius defended Franklin Templeton against allegations of race and gender discrimination and defamation brought by a terminated employee.

Notable practitioners

Grace Speights leads the firm's labor and employment practice group from Washington, DC.

Paul Hastings LLP

What the team is known for Paul Hastings LLP lays claim to a widely praised employment practice handling a number of high-stakes matters such as wage and hour class and collective actions, discrimination class and multi-plaintiff claims, trade secret disputes and use of big data in recruitment. The firm is especially well known for its expertise in successfully trying cases on first instance and on appeal. It has huge strength in the key markets of California, Washington, DC and New York.

Strengths

"Paul Hastings is extraordinary for their strategic approach and creative and innovative thinking."

"The firm has a deep bench of litigators and attorneys who are intimately familiar with employment law."

"The word that comes to mind is excellent. The lawyers are really bright and smart, and everything is tailored and specific."

Notable practitioners

California-based Elena Baca acts as global chair of the firm's employment law department.

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP lays claim to an eminent labor and employment practice advising on the full spectrum of such

matters including complex single-plaintiff and class action litigations, best workplace practice and legal compliance, as well as collective bargaining agreements. The firm is particularly sought after for its expertise in representing clients from a myriad of industries such as health-care, technology and financial services, as well as advising other law firms. It is also notable for its sports expertise and for advising all major US sports leagues.

Strengths

"Proskauer Rose are top notch in their expertise and knowledge. They offer incredibly sophisticated and appropriately effective counsel in dealing with disputes arising out of employment."

"The firm provides very strong support on all of our matters. The advice is based on in-depth analysis of the issues, options and consequences, and is tailored to our unique culture, risk profile and precedent."

"They are very responsive to questions and offer timely responses when research is required."

Work highlights Proskauer Rose LLP defended the National Academy of Recording Arts in a dispute with its former President and CEO.

Notable practitioners

New York-based Neil Abramson and Los Angeles-based Anthony Oncidi cochair the firm's practice.

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw LLP has an acclaimed labor and employment department that concentrates its practice on employment litigation including class and collective actions and, in particular, wage and hour matters. It also regularly advises corporate groups on EEOC investigations and litigation. The firm benefits from its bench strength and depth across a broad network of offices and involvement in challenging cases. It has additional strength in labor law matters, including arbitrations and collective bargaining negotiations.

Strengths

"The attorneys we work with are extremely responsive which is incredibly important to us."

"Seyfarth Shaw is equipped to handle all aspects of labor and employment law; they have a very strong depth and breadth of resources."

"They provide solid nationwide advice and perspectives, with top level experts in every labor and employment niche."

Work highlights Seyfarth Shaw defended Lowe's Home Centers in a putative class action where plaintiffs claimed the company acted in violation of New York Labor Law Section 191 by paying workers on a bi-weekly basis.

Notable practitioners

San Francisco-based Laura Maechten is national chair of the firm's labor and employment group.

Band 2**Fisher Phillips**

What the team is known for Fisher Phillips is an esteemed national labor and employment firm with expertise in a wide array of issues including labor relations, international employment issues, wage and hour claims and allegations of employment harassment and discrimination. It provides advice on a regional and national scale to employers from sectors such as agriculture, healthcare and manufacturing as well as retail. The firm is also adept at acting for state and local government entities, as well as educational establishments.

Strengths

"They are very good advocates who take into account business goals as well as the litigation goals."

"I completely trust Fisher Phillips with complex and sophisticated matters. They are great at achieving amazing results and excellent at explaining complex legal matters to our c-suite."

"They provide quick and thorough answers with fast turn around times."

Work highlights Fisher Phillips acted on behalf of American Airlines in litigation involving allegations of race and religious based discrimination, hostile work environment and retaliation.

Notable practitioners

John Polson, who splits his practice between Irvine and Los Angeles, is the chairman and managing partner of the firm.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP fields a notable labor and employment practice recognized for successfully handling some of the most significant class actions in connection to Title VII and wage and hour legislation as well as the ADA. The firm regularly advises on pay equity disputes. Apart from its expertise in complex litigation, it also has wide experience in assisting with the complete range of labor and employment issues including labor relations, trade secrets and workplace discrimination allegations. It is also adept at handling class action challenges to the 'independent contractor' status of workers in the gig economy.

Strengths

"Gibson Dunn is at the cutting edge of the law with excellent client service, responsiveness and practical advice."

"The firm have a variety of subject matter experts who are quick, efficient and provide excellent advice."

"The team is strategic, capable and well resourced. They have a deep understanding of our practices and are able to align legal strategy with our goals."

Work highlights Gibson, Dunn & Crutcher defended the Fearless Fund and the Fearless Foundation against claims brought by the American Alliance for Equal Rights that a grant program provided by the foundation was discriminatory and in violation of Section 1981.

Notable practitioners

Washington, DC-based Jason Schwartz and Los Angeles-based Katherine Smith cochair the firm's labor and employment department.

Jackson Lewis P.C.

What the team is known for Jackson Lewis P.C. is a highly respected firm with offices in over 55 locations and an extensive bench with experience in the full range of labor and employment matters, including class actions, wage and hour disputes and workplace training. Its partners frequently represent private and public corporations, including Fortune 500 companies. The firm regularly undertakes collective bargaining work for employers with unionized workplaces. It is also noted for its expertise in matters at the intersection of insurance law and employment law, acting as defense counsel for the bulk of major insurance carriers writing policies for US employment law risks.

Strengths

"Any time we need an expert, there is a large pool of people at Jackson Lewis who specialize in different aspects of law. I love that."

"Jackson Lewis and its attorneys are fantastic and have a proven ability to handle extremely complicated employment law matters."

"Jackson Lewis is incredibly responsive to all inquiries and have exceptional service, responding promptly to urgent matters that arise."

"Jackson Lewis have a national presence and can give insight and advice on different state issues and they have a good team of specialists."

Work highlights Jackson Lewis acted on behalf of T-Mobile USA against claims filed by an employee who alleged that the company's COVID-19 vaccination policy failed to accommodate his religious beliefs and that the company acted in violation of Title VII of the Civil Rights Act of 1964.

Notable practitioners

Firm chair Kevin Lauri is a key contact.

Littler Mendelson, PC

What the team is known for Littler Mendelson, PC is distinguished for its size and breadth of expertise in assisting national and global companies. The firm offers advice on a myriad of labor and employment matters such as sexual harassment and discrimination claims, OSHA issues, trade secret disputes and labor relations. Clients benefit from ancillary services such as ongoing training and a range of employment law products.

Strengths

"Littler Mendelson provide exceptional service and are always responsive to our requests."

"They have numerous subject matter experts at every experience level with a nationwide and international reach that is readily accessible when needed."

"The lawyers provide pragmatic advice that is oriented toward solutions to mitigate business risk."

Notable practitioners

Based in Chicago, Erin Webber is president and managing director of the firm.

Ogletree, Deakins, Nash, Smoak & Stewart, PC

What the team is known for Ogletree, Deakins, Nash, Smoak & Stewart, PC boasts a formidable labor and employment practice with numerous offices across the USA, providing advice on the whole range of relevant matters such as internal workplace investigations, litigation and regula-

tory compliance. The firm represents clients in the aviation, retail and transportation industries, among others. Its experience includes advising on discrimination claims, class action waivers, overtime regulations and restrictive covenant disputes.

Strengths

"Ogletree has a deep bench of lawyers who are experts in this particular area of the law."

"Our partners at Ogletree routinely provide balanced and reliable guidance, taking care to ensure we as the client understand our options to make fully informed decisions."

"They provide a very good service being responsive and proactive in bringing legal developments to our attention."

Work highlights Ogletree, Deakins, Nash, Smoak & Stewart represented Delta Airlines against a claim of sex and disability discrimination.

Notable practitioners

Matt Keen is based in Raleigh, North Carolina and is the firm's managing shareholder.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP is well regarded for its strength in acting on behalf of prominent clients from the financial services, technology and retail industries in complex employment litigation such as wage and hour and discrimination class and collective actions, trade secrets matters and other individual and multi-plaintiff cases. The firm is equipped to handle disputes over the classification of independent contractors. It also handles, among other matters, whistleblower claims. Orrick has strength on either coast, with impressive showings in the employment space in both California and New York.

Strengths

"They make you feel like you are their only client, despite how busy they are. We can count on them to get us what we need, when we need it."

"Orrick is always on top of the law and legal trends. They provide practical, business-friendly advice and solutions."

"Orrick provides practical and actionable advice to help resolve complex matters."

Work highlights Orrick successfully represented American Express in two whistleblower claims brought by employees who had been terminated by the company following an investigation by the Department of Labor.

Notable practitioners

Julie Totten in Sacramento and San Francisco leads the firm's global employment law and litigation practice group.

Band 3**BakerHostetler LLP**

What the team is known for BakerHostetler LLP is a highly regarded firm with offices across the USA. It is noted for its wealth of expertise in labor relations matters, including collective bargaining negotiations and NLRB proceedings. The firm is also able to advise on employment litigation, including harassment, discrimination and retaliation.

Strengths

"The firm has a deep bench of subject matter experts in multiple disciplines and is able to address complex issues holistically."

"The employment law team works very well together and make it easy to get timely responses."

"With BakerHostetler you always feel like you are getting the most pragmatic and economically feasible advice."

Work highlights BakerHostetler LLP represented Thomson Reuters in multiple arbitrations and negotiations with the Newspaper Guild for a new collective bargaining agreement covering a unit of approximately 300 employees.

Notable practitioners

New York-based Amy Traub serves as the chair of the firm's labor and employment group.

Constangy, Brooks, Smith & Prophete, LLP

What the team is known for Constangy, Brooks, Smith & Prophete, LLP has a well-regarded labor and employment practice with strength across several states. It has particular expertise in handling wage and hour class actions, as well as traditional labor law matters. The firm represents clients in the sports, healthcare and entertainment industries, among others.

Strengths

"Constangy has numerous attorneys with in-depth knowledge and cutting-edge expertise of various sub-specialties within greater employment law."

"The team at Constangy is extremely knowledgeable. They have the ability to assist with very sophisticated issues that require an in-depth knowledge of various legal situations."

Work highlights Constangy, Brooks, Smith & Prophete acted on behalf of the National Collegiate Athletic Association in a class action lawsuit, involving over 1,200 football players across 25 universities, brought under California state wage and hour law.

Notable practitioners

Neil Wasser, based in Atlanta, is a key contact at the firm.

FordHarrison LLP

What the team is known for FordHarrison LLP is a national labor and employment boutique recognized for its broad coverage of US jurisdictions and employment issues. It demonstrates high levels of activity in class and collective actions, sex and disability discrimination, noncompetition and retaliation litigation. The firm also advises in connection with traditional labor law matters, including collective bargaining negotiations, as well as the employment law aspects of corporate transactions.

Strengths

"We work with a number of partners and associates at FordHarrison and have always been impressed with their ability to step into any situation quickly and professionally."

"They are always available for consultation and support and are quick to respond to our requests."

"FordHarrison do a commendable job of keeping us informed of relevant developments."

Work highlights FordHarrison represented BGIS North America in a wage and hour class action

claim in the Santa Clara Superior Court of California.

Notable practitioners

Orlando-based Allen McKenna is a key contact.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig, LLP has a preeminent group with extensive coverage across the USA and a wealth of experience advising employers. The firm possesses vast experience handling wage and hour, discrimination and sexual harassment claims, and also advises clients on labor relations and OSHA issues.

Strengths

"Greenberg Traurig consistently demonstrate an exceptional ability to navigate and resolve complex issues. Their expertise and strategic approach to handling sophisticated matters instill confidence in their services."

"The attorneys are always knowledgeable, responsive and practical in their counseling."

"The team has a deep understanding of the issues at hand and are very aware of the legal landscape surrounding the case."

Work highlights Greenberg Traurig represented CVS Health in multiple putative wage and hour class actions in California.

Notable practitioners

Naomi Beer in Denver and James Boudreau in Philadelphia are co-chairs of the firm's global labor and employment department.

Band 4

Akin

What the team is known for Akin handles a variety of contentious labor and employment matters, including wage and hour class actions, discrimination claims and contractual litigation. The firm advises prominent clients in the sports, food and beverage and retail industries, among others.

Strengths

"Each Akin attorney responds quickly to the needs of our company."

"The firm is very commercial and aware of the cutting edge trends and most recent regulatory developments."

"Akin inspire confidence with their advice."

Work highlights Akin represented Walmart in three putative wage and hour class actions alleging the company failed to pay retail employees for time spent undergoing COVID-19 screening in violation of the FLSA and state wage laws or under a theory of unjust enrichment.

Notable practitioners

Washington, DC-based Robert Lian is a key contact.

Cozen O'Connor

What the team is known for Cozen O'Connor has a noteworthy labor and employment practice with a broad clientele, which includes public and private sector companies as well as nonprofit organizations. The firm assists clients on a variety of matters including harassment allegations and wage and hour class actions. It regularly advises clients on regulatory proceedings, including before the

NLRB, OSHA and EEOC.

Strengths

"The attorneys are extremely responsive and strive to provide the highest level of service."

"The team runs deep with experienced counsel who are able to provide guidance in many areas."

"They have a great understanding of what we, as a company, need to be successful. They know our business, terminology, values and current business challenges which gives us a winning edge."

Work highlights Cozen O'Connor acted for Eurofins on an alleged breach of the noncompete in the asset purchase agreement by the seller CEO.

Notable practitioners

Thomas Giotto in Pittsburgh is co-chair of the labor and employment department.

Epstein Becker & Green PC

What the team is known for Epstein Becker & Green PC has a well-respected national practice with significant expertise in traditional labor relations matters. The firm is also able to advise on employment lawsuits, including discrimination and sexual harassment claims. It acts on behalf of clients in the food and beverage and media industries, among others.

Strengths

"The EBG team are talented lawyers who see the practical and commercial elements while always giving out great advice. They are a pleasure to work with."

"The team at EBG is extremely helpful and their response time is impeccable!"

"They have attorneys who are true subject matter experts in a broad variety of areas of law."

Notable practitioners

David Garland is a key contact, based in both Newark and New York.

Faegre Drinker

What the team is known for Faegre Drinker Biddle & Reath LLP is a go-to labor and employment firm for major national corporations, with broad expertise and expansive coverage across the USA. It demonstrates strengths in wage and hour, discrimination and contractual litigation. The firm also advises clients on labor relations matters, including union avoidance and collective bargaining.

Strengths

"The team is well suited to handle large and complex matters nationwide."

"Faegre Drinker take great care to get to know their clients and provide excellent and specific advice."

"Their ability to blend legal expertise with a deep understanding of the business world greatly contributes to our company's decision making process. Their insights are not legally astute but are imbued with a keen sense of the commercial realities we face."

Notable practitioners

San Francisco-based Cheryl Orr leads the firm's labor and employment practice.

McGuireWoods LLP

What the team is known for McGuireWoods LLP offers strength in an array of labor and employment matters. The firm acts on behalf of large corporations in a wide range of sectors, including

the food and beverage, financial services and aviation industries. It has a strong track record in employment litigation, including trade secrets, discrimination and wage and hour disputes, as well as providing expertise in alternative dispute resolution.

Strengths

"McGuireWoods is phenomenal, they are very practical and know our business inside and out."

"They go the extra mile to respond and provide necessary details to help us make informed business decisions."

"McGuireWoods attorneys are brilliant. They know the law and are dedicated to their clients and cases. The team is responsive, supportive and determined to best represent their clients."

Notable practitioners

Chair of the firm's labor and employment practice Sabrina Beldner is a key contact.

Reed Smith LLP

What the team is known for Reed Smith LLP offers strong expertise across a number of offices in the USA including in California, Pennsylvania, Texas and Virginia. It handles an array of labor and employment matters for employers in the financial services, technology and life sciences sectors, among others. The firm provides counsel on a range of matters including discrimination, breach of contract and wage and hour claims.

Strengths

"There is little that comes across our desks that Reed Smith do not have a resource for."

"The attorneys at Reed Smith take the time to understand our business and culture and to consider the best approach to legal matters through that lens."

"The service from Reed Smith is always prompt and accurate."

Notable practitioners

Tyree Jones, located in Washington, DC, serves as global chair of the firm's labor and employment practice.

Band 5

Barnes & Thornburg LLP

What the team is known for Barnes & Thornburg LLP offers broad coverage of labor and employment matters with particular strength in the Midwest. The firm assists its enviable client base with a variety of issues, including OSHA, discrimination

and trade secrets disputes. It also fields expertise in traditional labor law.

Strengths

"They provide an excellent service and are very responsive."

"The team is efficient and thorough when working through complex and sophisticated matters."

"Barnes & Thornburg have a national presence and a deep bench with experienced attorneys in every area of employment law."

Work highlights Barnes & Thornburg LLP defended Vera Bradley against a class action alleging various violations of California wage and hour laws.

Notable practitioners

Chair of the firm's labor and employment practice group Kenneth Yerkes in Indianapolis is a key contact.

Davis Wright Tremaine

What the team is known for Davis Wright Tremaine LLP has a nationwide labor and employment practice with particular prominence on the West Coast, and additional strength in New York. The firm frequently handles labor relations matters, including collective bargaining negotiations and union avoidance. It has extensive litigation experience, which includes defending discrimination, wage and hour and sexual harassment claims.

Strengths

"DWT is very responsive. I can count on them to get back to me on any time sensitive issues."

"DWT always has a deep and capable bench of support."

"The team is very aware of the ramifications of employment disputes, litigation and settlement activities, and have a very practical outlook."

Notable practitioners

Bellevue-based Mark Berry and Portland-based Jenna Mooney cochair the employment services group.

DLA Piper LLP (US)

What the team is known for DLA Piper LLP has an impressive depth of expertise spanning labor and employment litigation, including handling discrimination and noncompete disputes as well as large scale wage and hour class actions. The firm acts for domestic and international clients and has diverse sector coverage, including health-care, finance, retail and technology. It also has considerable advisory capacity, particularly in the

context of corporate transactions. It has notable coverage of key markets such as California, Illinois, New York and Texas.

Strengths

"We feel we are fully supported irrespective of the complexity of the case and the advice given is complete, accurate and takes into account how we operate as a business."

"They have great depth and breadth. We can rely on DLA to have a team or trusted partner in all jurisdictions."

"DLA Piper do excellent work. They are very responsive and make you feel as if you are their most important client."

Work highlights DLA Piper represented Domino's Pizza in a putative class action brought by a former delivery driver alleging wage and overtime violations by the company.

Notable practitioners

Based in Dallas, Marc Katz chairs the firm's US employment practice.

Perkins Coie LLP

What the team is known for Perkins Coie LLP fields a respected group of attorneys with expertise in a variety of labor and employment matters, including trade secrets, discrimination and sexual harassment as well as wage and hour disputes. The firm regularly represents clients from the technology, media and manufacturing industries, among others.

Strengths

"Perkins Coie is truly excellent to work with. They handle complex matters by balancing a complete grasp of the law with superior people skills."

"The lawyers are highly knowledgeable and skilled in employment law and strategy."

"The team has tremendous expertise on labor relations matters, including keeping up with the ever-changing landscape."

Work highlights Perkins Coie LLP represented Zempleo on a wage and hour class and collective action involving allegations that employees had been misclassified as a result of improperly calculated salary basis.

Notable practitioners

Dallas-based Ann Marie Painter is chair of the firm's labor and employment practice.

Law Firm Defense Nationwide

Law Firm Defense
Leading Firms
Band 1
Gibson, Dunn & Crutcher LLP
Jenner & Block LLP
Williams & Connolly LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Warin Roger Steptoe LLP (ORL) ◇
Leading Individuals
Star individuals
Rosen Kevin Gibson, Dunn & Crutcher LLP *
Villa John Williams & Connolly LLP
Band 1
Brian Brad Munger, Tolles & Olson LLP (ORL) ◇ *
Drooks Mark T. Bird, Marella, Rhow, Lincenberg (ORL) ◇
Fairless Carolyn Wheeler Trigg O'Donnell LLP (ORL) ◇
Keeley Meg Williams & Connolly LLP
Kryder George Vinson & Elkins LLP (ORL) ◇ *
McNamara Michael Jenner & Block LLP
Singer Craig Williams & Connolly LLP
Warder Fred Patterson Belknap Webb & Tyler (ORL) ◇ *
Band 2
Duval Catherine Zuckerman Spaeder LLP (ORL) ◇
Hart Nancy Gibson, Dunn & Crutcher LLP *
Kahn Matthew Gibson, Dunn & Crutcher LLP *
Spira Kirsten Jenner & Block LLP
Storino John Jenner & Block LLP
Up-and-coming individuals
Otterberg April Jenner & Block LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn is considered a destination of choice for the nation's top law firms and lawyers in their most complex and sensitive issues, with clients benefiting from the firm's tremendous wealth of experience in defending litigation and regulatory enforcement. Its highly prized team offers expertise across malpractice, malicious prosecution, breach of fiduciary duty and conflicts matters.

Strengths

"The team thinks every day about how to tackle the problem and whether there's something new to think of that would be more effective today that wasn't effective yesterday. There's a hunger and

fresh approach they bring every day."

"It's an incredibly confidence-inspiring team. They have incredible depth and the team absolutely wanted to do their very best, which is always a great outcome for us as a client."

"We were extremely pleased with the thoughtfulness, knowledge and professionalism that they brought to the matter. They were creative, aggressive and came up with good strategies that led to a successful outcome. I thought they were just excellent."

"They're really good at understanding what I want and they calibrate their actions and strategies based on knowing the client, and they handled it flawlessly. I never feel like there's an 'us' and 'them' – I always feel like they're on my team."

"They're extremely creative in seeking resolution of matters, either in negotiation or in trial. Sometimes you see a dead end, but Gibson Dunn can suggest a different path."

Work highlights Gibson Dunn was retained by Covington & Burling to defend an SEC subpoena regarding the firm's communications with its clients.

Notable practitioners

Kevin Rosen (see p.683)'s outstanding pedigree and wealth of experience in law firm defense matters sees him regularly engaged by the country's top law firms for their most complex and sophisticated legal issues. **Strengths:** "He is, for me, the go-to lawyer for truly massive representations of law firms. His ability to marshal the resources necessary for enterprise-threatening lawsuits is just unparalleled." "Kevin is simply the best lawyers' lawyer in the country." "The experience working with Kevin is phenomenal. He's able to dig deeply into cases and he's just incredibly thorough and strategic in terms of working out what can be accomplished and how to get there." "I can think of few partners at his level of prowess in terms of strategy. He thinks about cases from every angle and communicates that to us – he's not just in his head, but he engages with the client, so you understand his thought process." "I would say Kevin is the pre-eminent lawyer in this area in that he's excellent at both strategy, execution and finesse. He really is who you call when you have a big problem." **Nancy Hart** (see p.579) co-chairs the firm's Law Firm Defense practice and offers a wealth of expertise in defending a broad range of civil claims brought against law firms and lawyers. **Strengths:** "It was a pleasure to work with her. She's a delightful person, who is highly confident and very professional." "We really rely on her experience and advocacy skills." "She's a very thoughtful lawyer in the way she

solves problems." **Matthew Kahn** (see p.599) has a wide-ranging litigation practice which features particular expertise in defending malpractice and fiduciary duty claims brought against law firms.

Strengths: "He just ripped through their case. It was very complicated and involved complex issues, but he's a very smart and hard-working guy and he did a terrific job." "He was appropriately aggressive; he didn't miss a thing and he was careful about pointing out the risks as they were. He's a counselor, and a well-prepared litigator."

Jenner & Block LLP

What the team is known for Jenner & Block is regularly seen defending legal industry clients across the full gamut of legal issues, acting for a broad spectrum of multinational, mid-size and boutique firms. The practice enjoys a sterling reputation for its advocacy skills, with a wealth of expertise defending malpractice and ethics claims in trial and in arbitration.

Strengths

"We felt that they had deep experience defending law firms. They seemed to have a very practical approach, which is what we were looking for, and they were able to put together a team that had all the underlying expertise that we needed."

"They were great to work with, did a deep dive into everything and developed every possible defense. It was clear from the outset that having a firm like Jenner on our side carried a great weight with the opposing side, and that really matters in these kinds of claims."

"Their legal work is first-rate, both the written work and the oral presentations, and their representations in court have been outstanding."

"They have outstanding analytical skills and they're very, very detail-oriented, very strategic and practical. They have a great ability to see an overall strategy for a case."

"They have a very deep understanding of the issues, they can break down complexity and manage it in a very productive way. They can wrap their head around a huge amount of material and then distill that down to something that's understandable and manageable."

Notable practitioners

Michael McNamara has attained a formidable reputation for his advocacy skills, with an impressive track record in defending clients in high stakes trial and arbitration settings. **Strengths:** "Mike has a wonderfully disarming way which makes clients feel comfortable and brings the anxiety level down. He also has a lot of experience, which provides a heightened level of confidence. He's easy-going

but also a fierce advocate who's very persuasive and a great strategist." "Mike's strength is his deep experience and ability to connect with clients and opposing counsel. He is very personable and a seasoned trial lawyer." "Mike is a very strong litigator with an incredible background to help guide him through complex issues." **Kirsten Spira** is a highly respected litigator who offers a wealth of experience in defending clients in malpractice claims, as well as counselling law firms on ethics and professional responsibility issues. **Strengths:** "She was outstanding." "The quality of her briefing and work product stands out." **John Storino** is frequently seen advising law firm clients on professional responsibility and malpractice matters, as part of a broad commercial disputes practice. **Strengths:** "John is very sophisticated in his knowledge of the rules and in legal malpractice defense. He has a high level of expertise, he's extremely able and a highly intelligent lawyer. He's our go-to guy when we have something complex." "I often get frustrated with outside counsel when they give theoretical advice, but he was great at telling us exactly what we needed to do and what the guardrails should be. He's a great partner to work with to accomplish an important task." "He's a smart guy, who is appropriately aggressive but tries hard to solve the problem. The bedside manner really matters in this area – a lawyer wants to feel like they're taken care of, and he did that." **April Otterberg** enjoys a growing reputation for her expertise in defending lawyers, law firms and other service professionals in a broad array of malpractice, negligence and ethics issues. **Strengths:** "April is extraordinary. If I had a big problem, she's the person we'd hire. She has absolute devotion to the client's cause and the best result for the client." "She's just a phenomenal attorney. April is as smart as they come and a deeply strategic thinker too."

Williams & Connolly LLP

What the team is known for Williams & Connolly is widely regarded as the nation's leading legal malpractice defense firm, with an illustrious pedigree in defending major law firms in their most sensitive and complex disputes. Its team handles the full gamut of claims brought against law firms, attorneys and insurers, who regularly cite the firm's imperious track record in litigation and trial work as a key asset.

Strengths

"It's a terrific law firm, which earns the respect of its clients, opposing counsel and judges because of their quality, their integrity, their candor and their creativity."

"They bring sophisticated solutions to very complicated problems."

"Their strengths lie in the ability to harness an incredible amount of resources, at a high level of competency, and zealously advocate."

"They're not just really impressive litigators, but they also understand what the firms are going through. They're the firm you go to for existential crises, they really are the heavyweights."

"They have been top-notch, there's no stone left unturned and they have significant capability on complex legal issues, but they're also practical."

Notable practitioners

John Villa is widely regarded as one of the leading

lights in legal malpractice defence, with a long-standing reputation of excellence in defending law firms in their most sophisticated and challenging matters. **Strengths:** "John is a revered senior statesman of the profession. He has superb judgment – he is willing to deliver news, even when it is news that the client does not want to hear, but he delivers his judgments in a way that helps the client reach important decisions." "John is the ultimate lawyers' lawyer. He just delivers, time and again." "John Villa is superb. He has great, nuanced judgment and is a great counselor of clients." "He has so much experience that a situation will come up which we think is unique, but he will invariably have that experience already." "John is the dean of the professional liability Bar." **Meg Keeley** enjoys an excellent reputation for her pedigree in law firm defense matters, with a range of law firms turning to her for her expertise in high stakes malpractice and wider professional liability matters. **Strengths:** "She's extremely intelligent, very thoughtful and relates extremely well to the client, opposing counsel and judges." "She has a natural affinity for the issues that law firms face." "She's extraordinarily personable and has a very high level of credibility. I've found her analysis of matters to be not just legally correct, but also pragmatically correct." **Craig Singer** is considered a leading choice by top law firms and lawyers facing significant malpractice claims, as well as defending regulatory investigations and enforcement. **Strengths:** "He's extremely intelligent but, in addition, he's very thoughtful, very deliberative and he has a great, supple mind that is not satisfied with an easy answer. He'll turn a problem over until he sees it from all sides, so he doesn't fall in love with his own point of view." "He's a very, very bright, capable and experienced lawyer. I'm continually impressed with his legal analysis of complex issues; he's an authority on this." "Craig will go to trial, which we admire very much. He and his teams were able to run circles around the opposition." "Craig is a brilliant legal tactician and gifted lawyer who is a must-have on the leadership brain trust of any complex matter."

Other Ranked Lawyers

Brad Brian (see p.1004) of Munger, Tolles & Olson is a nationally recognized trial lawyer who offers notable expertise in acting for law firms in high stakes litigation matters, as part of his wide-ranging civil and criminal disputes practice.

Strengths: "He's not only intelligent, he's smart – in this world there is a difference. Brad is fundamentally a good guy too, he's become a friend of ours. Brad's greatest strength is as a trial lawyer, he's just exquisite in the courtroom." "Brad is a terrific strategist. He's a consigliere. He's a trusted adviser on sensitive matters that pose risk to the firm."

Mark Dooks of Bird Marella is considered one of the leading litigators on the West Coast, with an impressive pedigree in defending a broad range of commercial litigation claims and malpractice allegations brought against law firms and lawyers. **Strengths:** "Mark is incredibly strategic and he can see the case evolving from ten steps ahead, so we can position ourselves in the best possible

way. He's one of the smartest lawyers I've had the pleasure of working with." "I have a great appreciation both for his legal expertise in this area and his ability to provide very measured, clear-headed and thoughtful advice. It always helps to be represented by someone who knows the way your business works, and he understands how law firms work. He's been a terrific partner for us in managing these kinds of matters."

Catherine Duval of Zuckerman Spaeder has a multifaceted practice which features strength in criminal defense work, internal and congressional investigations, and defending law firms and lawyers in professional liability and ethics matters.

Strengths: "Kate is thoughtful, knowledgeable and brings a level of practical problem-solving to matters. She is tenacious for her clients – she can be tough when she needs to be, or very empathetic."

"I have great things to say about Cate Duval. She was very pleasant and very reassuring right the way through. She has a tremendous depth of experience, having handled a number of these matters before." "Kate just has this great ability to figure out what you need. She not only has this technical expertise and great skill, but she's also practical and her advice can really cut right to the chase and tell you what you need. She just has that great practical skill and judgment, and she's got great skill at advocating on your behalf."

Carolyn Fairless combines her role as president of Wheeler Trigg O'Donnell with an active litigation practice, earning acclaim for her depth of expertise in defending law firms, lawyers and other professional services clients in malpractice claims. **Strengths:** "In the legal malpractice area, Carolyn Fairless is outstanding. She just does a very, very good job. I have a lot of confidence in Carolyn."

George Kryder (see p.615) of Vinson & Elkins is considered a first port of call for local and multinational law firms facing claims in Texas, with clients calling upon his wealth of experience in high stakes litigation matters. **Strengths:** "What impressed me was his knowledge and familiarity with the judges and the courts in Texas. Their understanding of the decision makers and process was very helpful for me." "He understands the legal issues, but also the internal political issues you have to manage in a situation like this. He's a master of the Texas legal system and he understands big firms and the pressure law firm GCs face on a daily basis. He also plays really well in the sandbox, working really well with our internal lawyers, and he has the respect of opposing counsel." "I can't speak highly enough about the integrity, quality and responsiveness of George and his team. I never felt like I had to worry about the case being well managed; they're extraordinary trial lawyers down there." "He's very practical in the way he goes about a matter, but also has such depth of knowledge in the field that it makes you feel as if you're in good hands. There's nothing someone can throw at him that he can't handle."

Fred Warder (see p.730) of Patterson Belknap is held in particularly high regard for his courtroom advocacy skills, with a range of local and multinational law firms and lawyers turning to him for his abilities in defending a range of malpractice, partnership and breach of fiduciary duty claims.

Strengths: “Fred is an extremely high-quality lawyer, he’s super detail-oriented, thoughtful, communicative and strategic.” “He treats you as his equal and respects what you bring to the table, while explaining and presenting options and making recommendations without forcing them. I wanted someone I felt would partner with me, and not treat me as a client who needed to be told what to do, and he was excellent with that.” “He’s just a rock under pressure and tells it how it is – the good and the bad – in a calm, even-handed way that gives the client extreme amounts of confidence. Whenever we spoke to him, we came away confident that we were in the best hands possible, which is important when it’s a firm or a lawyer facing this kind of situation. One of his best qualities is listening to what we have to say about strategies, but also calmly and

coolly letting us know when we were wrong!” “He’s an extremely smart and incredible advocate, who is incredibly well prepared.” “He just has a deep understanding of these kinds of matters. He’s his own firm’s general counsel, so he understands how to interact with the law firm and gives them the best defense. He can bring a sense of calm and clarity to a law firm that’s facing a difficult situation.”

Roger Warin of Steptoe is a highly esteemed and respected member of the legal malpractice defense Bar, who has attained an impressive reputation for his track record in defending law firms facing a broad array of significant claims.

Strengths: “He’s known as one of the most significant figures in the legal malpractice area.” “He’s a force of nature.”

Leisure & Hospitality Nationwide

Band 1

Dentons

What the team is known for Dentons has a dedicated team with a standout reputation in the leisure and hospitality space. Drawing upon its extensive global reach, the team assists clients with complex cross-border matters, ranging from management agreements to sales and mixed-use developments. Its enviable client list includes several market-leading international hotel brands as well as investors.

Strengths

“The team at Dentons have extraordinary problem-solving capabilities and industry knowledge.”

“Dentons has a team of extremely knowledgeable and experienced professionals.”

“The group is built of incredibly intelligent and hardworking attorneys who are always responsive.”

Work highlights Dentons provided counsel to Ohana Real Estate Holdings on the sale of the 130-room Montage Healdsburg to Sunstone Hotel Investors for \$265 million.

Notable practitioners

Chair of the global hotels and leisure practice, **Rick Ross** is held in high regard for his expert handling of a wide range of transactions, including joint venture negotiations, refinancings and management agreements. **Strengths:** “Rick is one of the best hospitality lawyers in the country. He’s

experienced and zealously represents his clients while being fair and practical.” “He is one of the finest attorneys in the space. He knows everyone in the industry, has a very deep understanding and provides strategic advice.”

Adam Docks (see p.542)’s wide-ranging experience sees him act for clients such as developers and investors on cross-border transactions. **Strengths:** “He’s very practical and focused on business solutions. He is able to leverage his knowledge to find practical and sophisticated solutions.” “Adam is a great lawyer.”

Christopher Lee is routinely called upon to provide counsel on project structuring, acquisitions and dispositions, advising a range of investors and hotel owners. **Strengths:** “He’s a very smart lawyer.”

“Christopher is a great lawyer with good experience.” **Chris Bennett** (see p.502) is routinely called upon by hotel owners and mortgage companies to provide counsel on transactional issues, management agreements and tax related matters. **Strengths:** “He has a lot of experience and is a good negotiator.” “Chris is very collaborative and easy to work with.”

Latham & Watkins LLP

What the team is known for Latham & Watkins’ team is a transactional powerhouse with significant expertise in the hotel, leisure and gaming sectors, routinely acting on complex financings, M&A and joint ventures. Leveraging its extensive

global reach, the team routinely acts for leading hotels and casino operations based in the USA and Europe. Its client base also encompasses a broad spectrum of leading financial institutions, private equity houses and wider investors. Latham is increasingly active on transactions involving public-private partnerships.

Strengths

“Latham & Watkins is a top-notch firm in terms of quality. Its lawyers are personal, responsive and aware of changing laws and issues within the industry”

“The partners at Latham are incredibly responsive and they are able to handle the most complex transactions.”

Work highlights Latham & Watkins advised Flynn Properties in connection with its transaction with Värde Partners.

Notable practitioners

Cohead of the hospitality gaming and leisure department, **Gary Axelrod** (see p.1708) is an acknowledged leader in the leisure and hospitality field. He is a go-to attorney for big-ticket transactions such as joint ventures and acquisitions. **Strengths:** “Gary has a tremendous ability to close out issues and move quickly toward transaction milestones. He is also a pleasure to work with.” “He is one of the best lawyers in the space.”

Meghan Cocci (see p.528) is cohead of the hospitality, gaming and leisure department. She has

Leisure & Hospitality
Leading Firms
Band 1
Dentons
Latham & Watkins LLP
Paul Hastings LLP
Band 2
Goodwin
Greenberg Traurig, LLP
Morris, Manning & Martin, LLP
Perkins Coie LLP
Band 3
Akerman LLP
ArentFox Schiff LLP
DLA Piper LLP (US)
Eckert Seamans Cherin & Mellott, LLC
Gibson, Dunn & Crutcher LLP
Goulston & Storrs
Holland & Knight LLP
Band 4
Arnold & Porter
BakerHostetler LLP
Foley & Lardner LLP
Jeffer, Mangels, Butler & Mitchell LLP
Manatt Phelps & Phillips LLP
Pillsbury
Proskauer Rose LLP
Sheppard, Mullin, Richter & Hampton LLP
Sidley Austin LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Venable LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

an outstanding hotels and leisure practice and is particularly adept at handling transactions such as joint ventures, negotiations, developments and acquisitions. **Strengths:** “Meghan is an exceptional lawyer. She’s confident, responsive and among the most knowledgeable in her field.” “She is efficient, commercial and thorough.” **Rachel Bates** (see p.1709) draws on notable transactional strength when advising a range of REITs and hospitality owners. **Strengths:** “Rachel navigates complex issues with grace and a seemingly effortless touch.”

Paul Hastings LLP

What the team is known for Paul Hastings possesses a standout track record in complex and sophisticated work, calling on a multidisciplinary team able to provide advice on matters ranging from resort development to management and joint ventures. The team represents a diverse range of clients, including REITs, developers and private equity lenders, among others. The group also has impressive cross-border capabilities in international hotel arrangements. It also offers notable ancillary strengths in litigation, tax, intellectual property and wider corporate law.

Strengths

“It is one of the best firms in the business and the team is business-savvy.”

“Paul Hastings has superior experience in the hospitality space, in terms of market knowledge and thought leadership.”

“The group is extremely proficient and current on industry matters, financial trends and markets. The practitioners are incredibly smart and hard-

Leisure & Hospitality
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Parmley Bruce E. <i>Parmley Legal PLLC (ORL) ◇ *</i>
Eminent Practitioners
Hudak Timothy Q. <i>Eckert Seamans Cherin & Mellott, LLC</i>
Leading Individuals
Band 1
Axelrod Gary. <i>Latham & Watkins LLP *</i>
Cocci Meghan. <i>Latham & Watkins LLP *</i>
Goebel Teresa. <i>Goodwin *</i>
Kirkbride Rick S. <i>Paul Hastings LLP *</i>
Migdal Nelson F. <i>Greenberg Traurig, LLP</i>
Ross Rick. <i>Dentons</i>
Band 2
Cadwalader Lynn. <i>Manatt Phelps & Phillips LLP</i>
Docks Adam. <i>Dentons *</i>
Giovannone Lauren. <i>Gibson, Dunn & Crutcher LLP *</i>
Gordon Cecilia. <i>Goulston & Storrs</i>
Horwitz Jeffrey A. <i>Proskauer Rose LLP *</i>
Risman Clifford J. <i>Foley & Lardner LLP</i>
Robins Andrew S. <i>Akerman LLP</i>
Weld King Carol. <i>Morris, Manning & Martin, LLP</i>
Band 3
Ahuja Samantha. <i>Greenberg Traurig, LLP</i>
Bates Rachel. <i>Latham & Watkins LLP *</i>
Bosch William M. <i>Pillsbury</i>
Fanelli Cecelia L. <i>Brewer, Attorneys & Counselors (ORL) ◇</i>
Hassan Christina. <i>Morris, Manning & Martin, LLP</i>
Lee Christopher. <i>Dentons</i>
Marre Daniel GM. <i>Perkins Coie LLP</i>
Neff David M. <i>Perkins Coie LLP</i>
Nelson Cynthia Brotman. <i>Jackson Walker LLP (ORL) ◇ *</i>
Soloway Todd. <i>Pryor Cashman LLP (ORL) ◇ *</i>
Sudeck David. <i>Jeffer, Mangels, Butler & Mitchell LLP</i>
Sullivan Michael J. <i>Greenberg Traurig, LLP</i>
Tschann Ben. <i>Goodwin *</i>
Wachen Kimberly. <i>ArentFox Schiff LLP</i>
Band 4
Bennett Chris. <i>Dentons LLP *</i>
Bernstein Joshua. <i>Akerman LLP</i>
Blount Jay. <i>Eckert Seamans Cherin & Mellott, LLC</i>
Eppey Larry. <i>Sheppard, Mullin, Richter & Hampton LLP</i>
Gosch Philip. <i>Brownstein Hyatt Farber Schreck (ORL) ◇</i>
Gryboski Thomas. <i>Morris, Manning & Martin, LLP</i>
Guay Joseph. <i>Holland & Knight LLP</i>
Harrison Lindsay. <i>Jenner & Block LLP (ORL) ◇</i>
Mahlstedt Patricia. <i>Eckert Seamans Cherin & Mellott, LLC</i>
McCarthy Allison. <i>Holland & Knight LLP</i>
Morgen Catherine E. <i>Morris, Manning & Martin, LLP</i>
Myers Jeffrey. <i>Jeffer, Mangels, Butler & Mitchell LLP</i>
Olson Kathryn E. <i>Arnold & Porter</i>
Reina David. <i>Morris, Manning & Martin, LLP</i>
Roth Derek. <i>Paul Hastings LLP *</i>
Salaman Christian A. <i>Pillsbury</i>
Tenzer Ari. <i>TA PLLC (ORL) ◇</i>
Wilk Corey. <i>Goulston & Storrs</i>
Up-and-coming individuals
Fieldston Todd. <i>Paul Hastings LLP *</i>

working.”

Work highlights Paul Hastings advised Red Sea Global and Amaala Company on the development of two 7-star projects to be located on the Red Sea in Saudi Arabia.

Notable practitioners

Rick Kirkbride (see p.609) is the chair of the global hospitality and leisure practice group. He is fre-

quently mandated on high-value acquisitions, joint ventures and sales agreements, acting for a range of leading global real estate entities and lenders.

Strengths: “Rick is one of the most respected hospitality lawyers in the space.” “He has a wealth of knowledge and experience in this area and his insights are always extremely valuable.” “Rick and his team are always an asset to have as counsel given his experience, relationships and deep expertise.” Cochair of the global hospitality and leisure practice group, **Derek Roth** (see p.684) is noted for his ability to represent investors across a range of matters, including acquisitions, joint ventures and refinancings, among others. **Strengths:** “Derek is calm, thoughtful and very knowledgeable. He is also timely and responsive.” **Todd Fieldston** (see p.553) has a burgeoning practice in the leisure and hospitality space. He routinely assists clients with hotel leasing agreements, as well as complex joint ventures. **Strengths:** “Todd provides excellent counsel and is always willing to go above and beyond.” “He is efficient and responsive.”

Band 2

Goodwin

What the team is known for Goodwin has a distinguished practice with in-depth knowledge of hospitality real estate transactions, offering experience in acquisitions, restructuring issues, franchising and management agreements. The team offers additional expertise in REIT issues, including notable capabilities advising clients on investment fund formation matters. The group is renowned for its ability to represent equity investors and leading brands in both domestic and international matters.

Strengths

“The team at Goodwin is talented and able to juggle multiple transactions, including extremely large transactions.”

“We are always pleased with their level of diligence and knowledge. The Goodwin team is also always quick to turnaround time-sensitive work.”

Work highlights Goodwin acted as counsel to an affiliate of KHP Partners in the acquisition of The Camby, Autograph Collection Hotel in Phoenix, the negotiation of a franchise agreement for the hotel with Marriott International and a hotel management agreement with Davidson Hospitality Group.

Notable practitioners

Teresa Goebel (see p.567) is a market-leading transactional lawyer with significant experience in large-scale acquisitions and negotiating management agreements. **Strengths:** “Teresa’s level of sophistication is outstanding.” “She’s a phenomenal lawyer.” Head of the real estate industry group and hospitality and leisure practice, **Ben Tschann** (see p.722) frequently acts on joint ventures and management agreements, attracting clients such as renowned real estate investors.

Strengths: “He’s a very good lawyer.”

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is highly proficient in hotel and hospitality development projects, management agreements and

transactions. The group draws on a breadth of knowledge across the team to provide counsel on additional matters, such as mixed-use projects and timeshares. The practitioners advise clients from a broad range of sectors, including international hotel groups, country clubs and other leisure facilities.

Strengths

"Greenberg Traurig's team ensures that my legal needs, broad or narrow, will get addressed by excellent attorneys."

"The practitioners are solutions-oriented and excel at managing very complex issues."

Work highlights Greenberg Traurig served as development, subdivision, condominium and regulatory counsel to One Beverly Hills in relation to its development of a 1.4 million sq ft mixed-use project.

Notable practitioners

Cohead of the leisure and hospitality practice **Nelson Migdal** is highly regarded for his representation of hotel owners in acquisitions, negotiations and transactions. **Strengths:** *"He's a fabulous lawyer."* **Samantha Ahuja's** practice covers a range of issues, including hotel acquisitions, hotel management agreements and licensing. She successfully advises a wide spectrum of both national and international clients within the hospitality market. **Strengths:** *"Samantha is smart and it is always a pleasure to work with her."* *"She is fantastic in every regard."* Cohead of the hospitality and leisure department, **Michael Sullivan** has significant experience within the leisure and hospitality space. He handles a wide spectrum of issues including sales, acquisitions and financings. **Strengths:** *"He's an excellent lawyer."* *"Michael is an experienced attorney."*

Morris, Manning & Martin, LLP

What the team is known for Morris, Manning & Martin is recognized for its broad hospitality practice, which attracts a notable cross-border client base comprising investors, owners and developers. The practitioners boast strong transactional capabilities complemented by recent expansion into the representation of hotel operators.

Strengths

"The team at Morris, Manning & Martin are very experienced."

"The firm's lawyers always provide excellent advice and direction."

"The group is very experienced in transactions, and their attorneys are always available to discuss matters."

Work highlights Morris, Manning & Martin advised Brookfield Strategic Real Estate Partners on a \$250 million refinancing for the PGA National Resort in Palm Beach Gardens.

Notable practitioners

Cohead of the hospitality department **Carol Weld King** is particularly adept at representing hotels and investors, handling matters such as sales, financings and hotel management agreements. **Strengths:** *"Carol is a thorough, great lawyer who understands the business side of matters. She is a good negotiator and has a thorough base of knowledge."* **Christina Hassan** offers particular strength

in advising boutique hotels, which forms part of her broader transactional capabilities in the hospitality space. **Strengths:** *"Christina is helpful, thorough, hardworking and detail-oriented."* Cohead of the hospitality department **Thomas Gryboski** is a highly sought-after attorney with notable strength in handling real estate transactions in the hospitality sector, including hotel acquisitions, developments and financings. **Strengths:** *"Thomas is very experienced and has a wealth of knowledge."* *"He is very responsive and a go-to person for high-level legal knowledge."* **Catherine Morgen** has broad real estate experience, with notable strength handling transactions in the hospitality sector for investment groups and hotel owners. **Strengths:** *"Catherine is very experienced and has a wealth of knowledge."* *"She is reliable, responsive and effective in legal services."* **David Reina** is recognized for his ability handling REIT structures and complex loan agreements involving hospitality assets. **Strengths:** *"David is an impressive lawyer."*

Perkins Coie LLP

What the team is known for Perkins Coie maintains its strong reputation in complex litigation and business transactions, acting for a broad spectrum of developers, hotel operators, private equity firms and wider investor clients. Areas of strength for the group include financing transactions and hotel development projects, alongside noted experience handling national bankruptcies within the hospitality space.

Strengths

"Every member of the Perkins Coie team is sophisticated and a pleasure to work with."

"The team are smart, experienced and personable."

Notable practitioners

Daniel Marre's rich experience in negotiating management agreements and handling financing deals involving major hotel portfolios. **David Neff** represents a range of hotel industry players in both contentious and transactional matters. He is particularly commended for his expertise in bankruptcy mandates. **Strengths:** *"He is a quality lawyer."*

Band 3

Akerman LLP

What the team is known for Akerman has an impressive hospitality outfit that is adept at handling a broad manner of transactional and contentious work on behalf of hotel owners, developers and investors. The team represents clients in corporate and real estate transactions, with noted capability in cross-border matters.

Strengths

"Akerman is an outstanding firm with a strong focus on hospitality."

"It is a highly effective firm, with a team that can handle frustrating and complex litigation."

Work highlights Akerman advised Pegasus Capital Advisors on the formation of a joint venture and the provision of gap debt financing, for the development of mixed-use eco-resorts and the provision of various types of debt and equity capital in connection with two projects.

Notable practitioners

Andrew Robins is highly sought after to provide counsel on due diligence, hotel management agreements and M&A, among other issues.

Strengths: *"Andrew is knowledgeable."* *"He's a smart and great lawyer."* Cochair of the hospitality sector team **Joshua Bernstein** is developing an impressive practice which sees him frequently advise on dispute resolution in the hospitality industry. **Strengths:** *"Joshua genuinely cares about the outcome for the client."*

ArentFox Schiff LLP

What the team is known for ArentFox Schiff is esteemed for its high-level joint venture and transactional experience for market-leading clients. The team focuses on real estate deals, with additional expertise in franchising, employment issues and intellectual property. The group is also adept at handling a range of financing transactions for borrowers, lenders and developers.

Strengths

"The team has great knowledge across a variety of topics and provides extremely responsive and fantastic service."

"ArentFox has a deep bench of legal talent and subject matter experts. The team are always responsive to our needs and are always in tune with market issues and industry trends."

"They have an excellent multidisciplinary team approach to handling complex projects."

Work highlights ArentFox Schiff represented Wyndham Hotels & Resorts and subsidiaries in a negligence suit brought by plaintiffs against multiple companies and individuals alleged to own, operate or license trademarks associated with a Hawthorn Suites hotel.

Notable practitioners

Cohead of the hospitality department **Kimberly Wachen** is a go-to attorney for a range of domestic and international hospitality clients. Her practice includes advising on complex hotel acquisitions and dispositions. **Strengths:** *"Kimberly is very knowledgeable regarding real estate, hospitality and franchise related matters."*

DLA Piper LLP (US)

What the team is known for DLA Piper leverages its extensive global network to advise on international mandates for a range of leading multinational brands in the hospitality industry, alongside roles acting for developers, lenders and investors. The team is particularly noted for its expertise in handling issues related to timeshares.

Strengths

"DLA Piper is an amazing firm that has a strong bench."

"The firm has a very sharp team that is also very responsive."

Work highlights DLA Piper represented Tennessee Titans in connection with the development of its new NFL Stadium in Nashville.

Notable practitioners

Washington, DC-based Harriet Lipkin and Chicago-based Bradley Levy are key contacts at the firm.

Eckert Seamans Cherin & Mellott, LLC

What the team is known for Eckert Seamans Cherin & Mellott demonstrates broad strengths in transactional work, management agreements and financing matters for hotel owners, investors, developers and lenders. The team draws on its cross-border expertise to assist clients operating across Europe, Asia and South America.

Strengths

"The Eckert team has experts in all aspects of the hospitality industry. Not only are the partners knowledgeable and easy to work with, but they have great bench strength."

"The service levels at Eckert Seamans are impeccable."

"Eckert's team has very strong ability to handle complex and sophisticated matters. They are extremely service-oriented and responsive working on time-sensitive transactions."

"Eckert's group has a lot of industry experience and has a deep bench of talent."

Work highlights Eckert Seamans Cherin & Mellott represented Trinity Investments in a hotel management agreement with Hilton to manage the hotel as a Curio until renovations are complete.

Notable practitioners

Timothy Hudak excels at negotiating complex hotel management agreements, as well as acquisitions and dispositions. **Strengths:** *"Tim is one of the industry superstars. He has great experience and is tremendous with his execution and advice."* *"He is absolutely one of the best lawyers I have worked with in my hospitality career. He has the best combination of insight, expertise and temperament."* Chair of the hospitality department, **Jay Blount** has a growing practice representing hotel owners and developers in development matters and loan agreements. Blount is highly regarded for his transactional skills. **Strengths:** *"He has highly proficient transactional acumen which makes him extremely effective during high-pressure negotiations."* *"Jay is truly great, he provides practical advice. He understands business concerns and takes into consideration the best outcome for the business and legal team."* Pittsburgh-based **Patricia Mahlstedt** is called upon by a range of clients, including hotel management companies, owners and investors. She has significant experience providing counsel on hotel management agreements and data privacy compliance. **Strengths:** *"Tricia is an excellent lawyer."* *"She's extremely efficient, very smart and practical."*

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher has a strong hospitality practice with considerable experience in a variety of transactional matters, alongside wider strengths in areas including management agreements, joint ventures and mezzanine financing. The group's client roster encompasses well-known hotel brands, portfolio owners, investors and financial institutions.

Strengths

"Gibson, Dunn & Crutcher has practitioners with deep technical expertise and a practical and pragmatic approach."

"The team are extremely thoughtful and competent in their ability to analyze and solve complex prob-

lems. The group is always available and has a deep bench that can step in to provide high-quality and timely service if needed."

Work highlights Gibson advised JDR Owner on securing an aggregate \$2.2 billion in construction debt to complete the Fontainebleau Las Vegas.

Notable practitioners

Lauren Giovannone (see p.567) has significant experience handling developments and purchase agreements on behalf of investors, private equity firms and development organizations. **Strengths:** *"She's a very good lawyer and she works very hard."*

Goulston & Storrs

What the team is known for Goulston & Storrs has a solid hospitality practice with experience working alongside major hotel brands, financial institutions and investors on a variety of transactional matters and operational issues. The team's areas of expertise include management agreements, joint ventures and financing, alongside niche strengths in matters such as liquor licensing.

Strengths

"Goulston & Storrs has the talent and resources to handle the most complex real estate and corporate transactions. The internal culture at Goulston places great value on excellence and achieving practical results for their clients."

"Goulston & Storrs provides a team of lawyers who bring the right resources to the assigned tasks and are effective advocates."

Work highlights Goulston & Storrs assisted Hoffman and Associates in negotiating a hotel management agreement with Concord Hospitality for the operation of a new Hyatt House hotel to be built in Raleigh.

Notable practitioners

Cecilia Gordon's noteworthy practice includes large-scale transactions such as IPOs and joint ventures involving hotel portfolios. **Strengths:** *"Cecilia does excellent work. She is very efficient and thoughtful."* *"Cecilia is an outstanding lawyer with a deep understanding of the hotel development and management business. She is very smart, extremely articulate and well organized. She is quick on her feet and has excellent judgment."* Cohead of the hospitality and recreation department **Corey Wilk** acts for clients such as management companies and investors on a range of industry transactions. He is well versed in advising clients on the acquisition, financing and management of hospitality projects. **Strengths:** *"He is an excellent lawyer and he knows the law extremely well."*

Holland & Knight LLP

What the team is known for Holland & Knight demonstrates expertise in representing high-profile brand operators in management agreements. Further specialties of the team include timeshare issues, as well as the acquisition and financing of resorts. The clients benefit from the firm's strong practices in complementary areas, including a well-resourced real estate practice with notable strengths in international transactions.

Strengths

"Holland & Knight has a number of practitioners with strong backgrounds, particularly in hotel man-

agement."

"The firm is a go-to firm for complicated hospitality and real estate transactions. Responses are always prompt, and work product is always delivered in a timely manner."

"Holland & Knight provides excellent representation in highly complex and niche matters."

Work highlights Holland & Knight represented Marriott International in the development of Ritz-Carlton Portland Hotel and Residences.

Notable practitioners

Joseph Guay is cochair of the firm's hospitality, resort and timeshare practice. He is highly respected within the market for his significant experience in large-scale and often cross-border hospitality projects. **Strengths:** *"Joe is a very experienced and responsive attorney."* *"He is reliable and knowledgeable."* **Allison McCarthy** is increasingly recognized for her strength in the hotel and resort space. She advises on a range of M&A, development and finance transactions, as well as general hospitality concerns. **Strengths:** *"Allison is very experienced and smart."* *"She knows the industry well and she's extremely efficient."*

Band 4**Arnold & Porter**

What the team is known for Arnold & Porter has a highly proficient hospitality group with notable expertise in acting for developers, investors and owners. The team is noted for its expertise in bankruptcy-related matters and the lawyers are fully equipped to advise on matters involving properties in the USA and overseas.

Strengths

"Arnold & Porter has a very strong bench and the team is sophisticated."

"The team at Arnold & Porter are incredibly responsive, pragmatic and have an excellent understanding of the complexities of hotel work. They are detail-oriented, very smart, savvy and incredibly responsive and timely."

Work highlights Arnold & Porter advised Host Hotels & Resorts in connection with its acquisition of the Four Seasons Resort & Residences in Jackson Hole.

Notable practitioners

Kathryn Olson demonstrates notable strength in handling significant matters in the space, including high-value acquisitions, restructurings and dispositions. Her experience stretches across multiple jurisdictions throughout the USA. **Strengths:** *"Kathryn understands sophisticated legal issues and handles them with great ease. She is always calm and extremely responsive."* *"She is responsive, smart and detail-oriented."*

BakerHostetler LLP

What the team is known for BakerHostetler has an experienced practice with significant expertise in representing investors and well-known brands in the hotel and resort space. The group excels across a variety of areas, including advising on licensing and branding, mixed-use projects, and sales and management agreements. The team also houses specialists equipped to advise on hotel industry-specific labor and employ-

ment matters, and is additionally active on deals involving timeshare properties.

Strengths

"The team at BakerHostetler are professional, prompt with responses and knowledgeable on market issues."

"BakerHostetler's lawyers are very knowledgeable in terms of understanding the US hotel market and its players."

Work highlights BakerHostetler represented a worldwide media company in the completion of a three-year collective bargaining agreement with the New York News Guild.

Notable practitioners

Jeffrey Diener is a key contact at BakerHostetler.

Foley & Lardner LLP

What the team is known for Foley & Lardner has an experienced team that focuses on the hotel and resort industry, alongside wider capabilities in the restaurant, food and beverage space. The team works across the spectrum of hospitality matters, from real estate and corporate transactions through to management agreements and brand protection issues. Drawing on a firm-wide pool of expertise, its practitioners advise on wider areas such as labor, tax and mezzanine financing.

Strengths

"The team has a very good grasp of complex business and legal matters. The practitioners are extraordinarily timely in their work product and responses."

"Foley has expertise across its firm and has capabilities to handle a broad spectrum of legal matters."

"The lawyers are extremely responsive, to the point and dependable."

Work highlights Foley & Lardner served as lead timeshare counsel to Hilton Grand Vacations on its definitive agreement to acquire Bluegreen Vacations.

Notable practitioners

Clifford Risman cochairs the hospitality practice. He has wide-ranging experience within the hospitality sector, including management agreements and large-scale transactions. **Strengths:** *"Clifford is a very experienced and competent lawyer who provides great legal and business advice."*

Jeffer, Mangels, Butler & Mitchell LLP

What the team is known for Jeffer, Mangels, Butler & Mitchell has a well-respected leisure and hospitality practice offering expert counsel for clients such as lenders, owners and investors. The team is highly recommended for its skills in handling hotel franchise and management agreements. The group also regularly handles hotel acquisitions and dispositions, as well as related concerns such as liquor agreements. The group is noted for its labor and employment capabilities.

Strengths

"Jeffer Mangels are great – they have some really strong attorneys."

Notable practitioners

David Sudeck acts across a wide array of hospitality matters, handling transactions on both a domestic and international scale. **Strengths:** *"He is a solid young lawyer."* **Jeffrey Myers** is fully equipped to advise clients on a range of hospitality issues, including the development, financing and

acquisition of hotels and resorts.

Manatt Phelps & Phillips LLP

What the team is known for Manatt Phelps & Phillips' team boasts considerable strength in the leisure and hospitality space. The group represents clients stemming from a broad range of sectors, including hotel owners, REITs and developers. Its practitioners are well versed in handling significant matters, ranging from high-profile acquisitions to complex hotel management agreements. The team has considerable experience providing counsel on matters involving cross-border components.

Strengths

"The team at Manatt Phelps & Phillips are very knowledgeable and deal-minded."

"The lawyers at Manatt Phelps & Phillips are well versed in the complexities of hotel matters. They are also very responsive."

Work highlights Manatt Phelps & Phillips advised Jay Paul Company on a broad range of acquisitions, financings and refinancings.

Notable practitioners

Head of the hospitality and leisure department **Lynn Cadwalader** is renowned for her broad transaction capabilities, which include advising on management and license agreements. **Strengths:** *"Lynn has a thorough knowledge of the hospitality space."*

Pillsbury

What the team is known for The Pillsbury group advises clients on a wide spectrum of matters, including licensing issues, management agreements and transactions. The team demonstrates its ability to provide counsel on leisure facilities, luxury hotels and casinos. The team also has strength in handling deals containing international elements.

Notable practitioners

William Bosch is an impressive litigator who represents investors and hotel owners in disputes such as those arising from mergers and joint ventures. **Strengths:** *"He's a very sophisticated and strategic thinker."* **Christian Salaman's** experience includes negotiating management agreements, joint ventures and M&A for nationwide hospitality entities. **Strengths:** *"Christian is a very strong lawyer."*

Proskauer Rose LLP

What the team is known for Proskauer Rose demonstrates a breadth of experience in a range of leisure and hospitality sectors, including gaming and casino developments as well as hotels and resorts. The group provides sophisticated advice to operators and REITs on contentious, commercial and real estate matters. The practitioners adeptly handle cross-border transactional work across jurisdictions in the USA, Europe and Asia.

Strengths

"Proskauer's deep bench and interdisciplinary strength are huge assets to its clients. The team has strong deal knowledge and experience."

"The firm has an excellent team – the practitioners are very thoughtful in their approach and experienced in all aspects of transactions."

"Proskauer's service is impressive, in terms of responsiveness and availability."

Work highlights Proskauer represented Accor in the sale of its remaining interests in H World Group for \$460 million.

Notable practitioners

Head of the hospitality, gaming and leisure department, **Jeffrey Horwitz** (see p.589) acts on investments, acquisitions and development transactions. He is noted for his expertise in both national and international matters. **Strengths:** *"Jeffrey is amazing with clients. He is motivated by solving problems and building long-term relationships."* *"He has great industry and commercial awareness."*

Sheppard, Mullin, Richter & Hampton LLP

What the team is known for The team at Sheppard, Mullin, Richter & Hampton is renowned for its ability to handle hotel acquisitions. The group is also adept at advising clients on a broad range of issues, such as management agreements and fund formation matters. The team has an impressive client list that is composed of developers, operators, lenders and investors. Due to the firm's strength in other areas, the leisure and hospitality practice is able to draw on expertise in the real estate and finance spaces.

Strengths

"Sheppard Mullin's practitioners are incredibly smart and responsive."

"The team provides sophisticated and practical advice."

Work highlights Sheppard Mullin represented Kennedy Lewis Investment Management in connection with the refinancing of the 2,500-room Rio Hotel and Casino in Las Vegas.

Notable practitioners

Larry Eppley's hospitality practice covers a broad range of issues, including acquisitions, real estate finance, joint ventures and more. His clients include hospitality organizations and investment managers, to name a few. **Strengths:** *"Larry is smart, engaging and personable."*

Sidley Austin LLP

What the team is known for Sidley Austin has a notable real estate practice with a strong presence in leisure and hospitality matters across the USA, Europe and Asia. The group's expertise include conveyancing, financing, investment and joint ventures, alongside significant wider ancillary strengths in labor and employment, tax and disputes work. Its clients include hotel management companies, hedge funds and international investors, among others.

Strengths

"The team at Sidley Austin have a very strong ability to understand an issue and clearly navigate and articulate the path forward."

"Sidley's group are phenomenal. It's a great bench of practitioners and they have a team approach."

Work highlights Sidley Austin represented Provence Hotels in its recapitalization transaction with Gencom Group, to form the hospitality joint venture GenPro.

Notable practitioners

Keith Hayden Del Prete is a key contact.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden has an elite real estate offering with a wealth of expertise navigating transactions in the hospitality sector. The team acts for a wide variety of clients including REITs, investors, hotel owners and property developers. The team boasts notable capability in handling cross-border deals, particularly Europe and the Middle East.

Work highlights Skadden provided counsel to Las Vegas Sands Corp. on its pursuit of a downstate New York gaming license and proposed development of a flagship hospitality, entertainment and casino project on Long Island

Notable practitioners

Neil Rock, head of the firm's global real estate group, is a key contact.

Venable LLP

What the team is known for The Venable team offers a strong performance across a range of hospitality matters, including resort development, joint venture work, franchising and management agreements. The group has considerable experience representing prominent hotels and brands, trade associations and investors.

Strengths

"The team are very responsive and always make you feel like you're their only client."

Work highlights Venable advised Marriott International on various matters in connection with the franchise relicensing for the Rochester Airport Marriott.

Notable practitioners

Robert Bolger is a cochair of the hospitality group and is a key contact at the firm.

Other Ranked Lawyers

Cecelia Fanelli of Brewer, Attorneys & Counselors focuses her respected practice on dispute resolution for hotel owners and lenders. She also fields additional expertise in labor and employment issues and environmental matters.

Philip Gosch of Brownstein Hyatt Farber Schreck demonstrates considerable strength in handling complex development matters, as well as high-value acquisitions. His clients include buyers, developers and investors, among others. **Strengths:** *"Philip is a really good lawyer."*

Head of Jenner & Block's hospitality and real estate litigation department, **Lindsay Harrison** has substantial experience handling arbitrations and litigation concerning hotel management agreements and privacy-related issues. **Strengths:** *"Lindsay is amazing. She has a calm demeanor and she is creative in her ability to work through challenges." "She is a one-stop shop for complex leisure and hospitality work. She's brilliant and really understands the industry."*

Cynthia Brotman Nelson (see p.652) of Jackson Walker chairs the firm's hospitality industry team. Her clients include REITs, developers and owners. She acts on a range of cross-border acquisitions, financings and sales, and is particularly noted for her expertise in hospitality-related litigation. **Strengths:** *"Cindy is a pleasure to work with. She has a wealth of real estate and hospitality knowledge and experience. Cindy is also a tactful and strategic negotiator." "She is an outstanding attorney who provides excellent legal service." "Cindy is knowledgeable, professional and responsive."*

Bruce Parmley (see p.663) of Parmley Legal is a highly regarded figure in the industry for

his extensive experience representing major clients in high-profile cross-border hotel and resort transactions. **Strengths:** *"Bruce is professional and experienced. He brings with him years of knowledge and commercial awareness of the industry." "He is our first call because of his responsiveness, sophistication, commercial approach, market knowledge, history and talent."*

Head of Pryor Cashman's hotel and hospitality department, **Todd Soloway** (see p.707) garners praise for his handling of disputes arising from franchise and hotel management agreements, among other complex mandates. Soloway is recognized for his expertise in hospitality-related litigation. **Strengths:** *"Todd has a lot of experience in the hospitality space and he is a great litigation and disputes lawyer."*

Ari Tenzer of TA PLLC represents a wide spectrum of clients, including developers and owners. He is adept at handling both domestic and international matters, such as acquisitions and sales, as well as negotiations concerning the management and operation of hotels. **Strengths:** *"Ari is extremely knowledgeable in operations and he goes the extra mile to ensure client satisfaction." "He is always available, provides pragmatic solutions and provides an extremely high level of service." "Ari is very knowledgeable and thorough."*

Life Sciences Nationwide

Life Sciences
Leading Firms
Band 1
Cooley LLP
Covington & Burling LLP
Goodwin
Latham & Watkins LLP
WilmerHale
Band 2
Ropes & Gray LLP
Sidley Austin LLP
Wilson Sonsini Goodrich & Rosati
Band 3
Arnold & Porter
Fenwick
Gibson, Dunn & Crutcher LLP
Hogan Lovells US LLP
Kirkland & Ellis LLP
Morrison Foerster
Band 4
Dechert LLP
DLA Piper LLP (US)
Finnegan, Henderson, Farabow, Garrett & Dunner
Jones Day
McDermott Will & Emery LLP
Mintz
Morgan, Lewis & Bockius LLP
Quinn Emanuel Urquhart & Sullivan, LLP
Weil, Gotshal & Manges LLP
White & Case LLP
Band 5
Baker Botts L.L.P.
Baker McKenzie
Choate Hall & Stewart LLP
Cravath, Swaine & Moore LLP
Greenberg Traurig, LLP
Paul Hastings LLP
Rakoczy Molino Mazzochi Siwik LLP
Venable LLP
Williams & Connolly LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Arnall Golden Gregory LLP

What the team is known for Arnall Golden Gregory LLP is a respected practice with notable expertise advising life sciences companies on a broad range of regulatory matters. The firm offers significant capability in FDA approval, compliance and enforcement for clients in spaces including medical devices and pharmaceuticals.

Strengths

"AGG are always on top of the most recent regulations and precedents. They provide sound and balanced advice while also being pragmatic."

"The service levels and responsiveness are top notch."

Work highlights Arnall Golden Gregory LLP served as regulatory and transaction counsel for a Prescription Drug Company in its acquisition of a US-based drug manufacturing facility.

Notable practitioners

Life Sciences: Corporate/Commercial
Senior Statespeople
Senior Statespeople: distinguished older partners
Jones Robert Cooley LLP
Leading Individuals
Band 1
Bloom Mitchell S Goodwin
Handrinos Peter N Latham & Watkins LLP *
Hasko Judith WilmerHale *
Hurvitz John A Covington & Burling LLP *
Rubenstein Marc A Ropes & Gray LLP *
Taft Kingsley L Goodwin *
Band 2
Clark Kenneth A Wilson Sonsini Goodrich & Rosati
Golden Adam H Freshfields Bruckhaus (ORL) ◇ *
Gupta Divakar Cooley LLP
Kinsella Paul M Ropes & Gray LLP *
Leonard Emily I Covington & Burling LLP *
Murr Ryan A Gibson, Dunn & Crutcher LLP *
Rubin Asher M Sidley Austin LLP *
Band 3
Barrett Steven WilmerHale
Hope Lila Cooley LLP
Larson Cheston Latham & Watkins LLP *
McIntosh David M. Ropes & Gray LLP *
Sunberg Randall B Baker McKenzie

Alan Minsk leads the firm's FDA practice and is regularly called upon to advise new and mid-sized life sciences businesses on the compliance of their products with US regulations. **Strengths:** "Alan is very experienced and provides excellent regulatory legal counsel." "Alan really has his finger on the pulse at the FDA." "I appreciate the quality, timeliness and professionalism of Alan's support."

Arnold & Porter

What the team is known for Arnold & Porter has a high quality team encompassing patent prosecution and regulatory compliance expertise. The firm offers a strong contentious practice for matters such as post-grant reviews and infringement allegations, and has experience representing clients on licensing deals, financing rounds and M&A, with additional expertise in defending product liability claims.

Strengths

"Arnold & Porter's deep bench of experts do an excellent job of handling complex matters. Their strategic approach enables all aspects of complex matters be covered, and brought forward in a logical way to ensure that client concerns are covered."

"The Arnold & Porter team is uniquely positioned to give thoughtful regulatory advice as well as litigation advice. They constantly produce excellent work."

Work highlights Arnold & Porter represented AstraZeneca in litigation under the Administrative Procedure Act challenging an HHS determination that AstraZeneca is required to recognize sales to pharmacies as sales under the 340B program.

Notable practitioners

Daniel Kracov is experienced at handling investigations, compliance programs and transaction due diligence for trade associations and businesses of all sizes. **Jeffrey Handwerker** has a

Life Sciences: IP/Patent Litigation
Senior Statespeople
Senior Statespeople: distinguished older partners
Pappas George Covington & Burling LLP *
Leading Individuals
Star individuals
Lee William F WilmerHale
Band 1
Hurst James Kirkland & Ellis *
Lipsey Charles E. Finnegan, Henderson, Farabow, Garrett
Band 2
Gindler David I Orrick, Herrington & Sutcliffe LLP (ORL) ◇
Haile Lisa A DLA Piper LLP (US)
Holland Elizabeth A&O Shearman (ORL) ◇ *
Polizzi Catherine Morrison Foerster *
Band 3
Berl David Williams & Connolly LLP
Durie Daralyn J Morrison Foerster *
Ellison Eldora L Sterne, Kessler, Goldstein & Fox (ORL) ◇ *
Morin Michael Latham & Watkins LLP *
Rakoczy William A Rakoczy Molino Mazzochi Siwik LLP
Reines Edward R Weil, Gotshal & Manges LLP *
Weiswasser Elizabeth S Weil, Gotshal & Manges LLP *
Wolf Matthew Arnold & Porter

wide-ranging practice advising household name pharmaceutical manufacturers on regulatory and compliance issues. He offers support to clients seeking advisory opinions and defending against False Claims Act litigation. **Strengths:** "Jeffrey Handwerker is a very well regarded regulatory lawyer." "His support in the regulatory and government investigations space has been tremendous." **Eva Temkin** (see p.717) chairs the firm's FDA practice and has substantial experience in a wide range of FDA-related matters, including regulatory proceedings, transactions and complex disputes. **Matthew Wolf** regularly advises large pharmaceutical companies on patent prosecution and patent validity litigations.

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. has a wide-ranging and well-respected life sciences practice. The team is able to offer clients services related to IP portfolio management, patent prosecution and patent infringement litigation. The team is further able to support clients on transactional matters including venture capital and private equity financing and IP transfer and licensing agreements.

Work highlights Baker Botts L.L.P. continued to handle a wide variety of intellectual property diligence and prosecution matters for Eikon Therapeutics.

Notable practitioners

Steven Lendaris is firmwide Life Sciences Sector Chair and a key contact.

Baker McKenzie

What the team is known for Baker McKenzie offers broad life sciences expertise and regularly represents major pharmaceutical and biotechnology companies in complex transactional matters. The team's experience includes licensing, financings and M&A, as well as disputes and reg-

Life Sciences: Regulatory/Compliance	
Leading Firms	
Band 1	
Arnold & Porter	
Covington & Burling LLP	
Hogan Lovells US LLP	
Sidley Austin LLP	
Band 2	
Arnall Golden Gregory LLP	
Hyman Phelps & McNamara	
King & Spalding LLP	
Latham & Watkins LLP	
Morgan, Lewis & Bockius LLP	
Ropes & Gray LLP	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Gibbs Jeffrey N. Hyman Phelps & McNamara	
Kingham Richard F. Covington & Burling LLP*	
Safir Peter O. Covington & Burling LLP*	
Leading Individuals	
Band 1	
Fox David. Hogan Lovells US LLP	
Labson Michael S. Covington & Burling LLP*	
Band 2	
Esposito Denise. Covington & Burling LLP*	
Kracov Daniel. Arnold & Porter	
Minsk Alan G. Arnall Golden Gregory LLP	
Band 3	
Bragg Jennifer. Latham & Watkins LLP*	
Carver Krista Hessler. Covington & Burling LLP*	
Datta Meenakshi. Sidley Austin LLP*	
Handwerker Jeffrey L. Arnold & Porter	
Katz Philip. Hogan Lovells US LLP	
Lundy Seth H. King & Spalding LLP*	
Manthei John. Latham & Watkins LLP*	
Reeves Nikki. King & Spalding LLP*	
Sanzo Kathleen M. Morgan, Lewis & Bockius LLP	
Temkin Eva. Arnold & Porter*	
Wood Rebecca K. Sidley Austin LLP*	
* Indicates individual with profile.	
Alphabetical order within each band. Band 1 is highest.	

ulatory proceedings.

Strengths

"They're a trusted partner for us at every stage of the transaction. We know they'll get the job done and they'll do it well, they'll do it in a timely manner and they'll give us really good advice along the way that's both pragmatic and well thought out."

"Baker McKenzie's breadth is immense. They have experts with years of experience that they can bring into any kind of work."

Work highlights Baker McKenzie advised CSL Seqirus in its collaboration and license agreement with Arcturus Therapeutic to access its late stage self-amplifying mRNA vaccine platform technology.

Notable practitioners

Randall Sunberg advises an array of clients in the life sciences sector, including venture capital and private equity firms, as well as biotech, pharmaceuticals, diagnostic and medical device companies. He is highly recommended for corporate, financing and partnering transactions. **Strengths:** *"Randy is a fantastic attorney who ensures that his clients get what they need."*

Choate Hall & Stewart LLP

What the team is known for Choate Hall & Stewart LLP offers diverse life sciences experience and is frequently called upon to advise both emerging and established pharmaceutical and biotechnology companies. The team's expertise includes IP litigation and counseling as well as complex transactional matters.

Work highlights Choate Hall & Stewart LLP defended Compass Pathfinder Limited in a trade secrets misappropriation case brought by Terran Biosciences in the US District Court in Maryland.

Notable practitioners

Dr. Brenda Jarrell is a key contact.

Cooley LLP

What the team is known for Cooley LLP is particularly recommended for its counsel to emerging companies and its transactional abilities, including asset acquisitions, strategic partnership negotiations and securities offerings. The firm also offers strength assisting with contentious proceedings such as ANDA disputes and PTAB inter partes reviews as well as regulatory compliance and patent prosecution.

Strengths

"Cooley's bench is strong from top to bottom and the quality is consistent from office to office."

"The Cooley team is highly efficient and has deep experience in the life sciences space."

Work highlights Cooley LLP advised Horizon Therapeutics, a specialty biopharmaceutical company, on its agreement to be acquired by Amgen in an approximately \$27.8 billion merger.

Notable practitioners

Robert Jones operates a corporate and capital markets-focused life science practice, advising businesses on a range of functions, including securities compliance and disclosure processes, and public and private financings. **Strengths:** *"He's particularly fantastic in life sciences transactions."* **Divakar Gupta** is highly regarded for his experience assisting life sciences companies on IPOs and other capital markets matters. **Strengths:** *"He's very thoughtful and client- and solution-oriented."* *"Divakar is a very gifted, talented capital markets lawyer."* **Lila Hope** is an established practitioner who is well equipped to support life sciences clients on a wide range of corporate mandates. She has particular strength in cross border licensing transactions.

Covington & Burling LLP

What the team is known for Covington & Burling LLP is sought after for the quality of its regulatory advice on a range of issues including pharmacovigilance, good manufacturing practices and post-approval compliance. The firm is recommended for contentious patent matters including infringement, ANDA and Hatch-Waxman proceedings. It has a wealth of experience assisting with strategic partnership formations and M&A, as well as venture fund investments and spinoff formations.

Strengths

"Covington is a regulatory powerhouse."

"The Covington team is impeccable in its client service. The attorneys are thorough and innovative in thinking about complex transaction types."

"Covington is a great firm. It's a one-stop shop with broad global coverage and subject area expertise."

Work highlights Covington & Burling LLP continued to serve as outside counsel to the Pharmaceutical Research and Manufacturers of America (PhRMA) on a range of life sciences regulatory, policy and legislative issues. This included supporting PhRMA in connection with legislation regarding drug pricing in the Inflation Reduction act.

Notable practitioners

Richard Kingham (see p.608) advises US and European biotech businesses, trade associations and pharmaceutical manufacturers on domestic and international regulatory requirements. His work typically ranges from biosimilars policy counsel to Congressional hearings and administrative investigations. **Strengths:** *"Richard is the grandfather of FDA law."* **George Pappas** (see p.662) is a patent litigator and trial lawyer with a client roster drawn from pharmaceuticals, medical devices and biotech as well as complementary areas such as software and electronics. **Peter Safir** (see p.1360) has extensive experience handling food and drug regulatory issues throughout the US, with a particular concentration on pharmaceuticals. His practice covers a variety of different types of work, including drug quality issues, market practices and life cycle management. **John Hurvitz** (see p.592) is skilled at advising businesses on both transactions and strategic matters such as dispute resolution, industry best practice and benchmarking, asset management and business development. **Strengths:** *"I appreciate his level of expertise, intellectual approach and ability to capture nuances. His drafting skills are also amazing."* **Michael Labson** (see p.1340) counsels biotech and pharmaceutical clients on their compliance and relationships with the regulatory agencies. **Denise Esposito** (see p.1323) draws on substantial government and in-house experience to advise life sciences businesses on matters of strategy, policy and regulatory compliance. **Emily Leonard** (see p.1044) advises clients on matters including licensing and technology transfers, joint ventures and strategic partnerships, as well as research and operations-related commercial agreements. **Krista Hessler Carver** (see p.1315) counsels pharmaceutical and biotechnology businesses on legislative and regulatory developments and procedure, including Hatch-Waxman compliance, life cycle management, digital health and orphan drugs.

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP is noted for its extensive life sciences litigation practice. The team has broad and deep experience representing clients at trial and appellate level in cases concerning patent infringement, antitrust violations, reverse-payment disputes and False Claims Act issues. The team also has experience advising household-name clients on the intellectual property aspects of mergers and acquisitions.

Strengths

"The Cravath team was top notch and had subject matter expertise. They were always available, drove the process and listened to our concerns."

Work highlights Cravath, Swaine & Moore LLP represented Amgen in successfully defending against a Federal Trade Commission's challenge to Amgen's \$27.8 billion acquisition of Horizon Therapeutics.

Notable practitioners

Keith Hummel is a key contact.

Dechert LLP

What the team is known for Dechert is identified for its ability with regard to contentious matters including patent and antitrust litigation. Strong corporate team assists with capital markets transactions and M&A. The firm is also recommended for patent portfolio management and commercialization in the form of licensing and collaboration deals.

Work highlights Dechert advised Chiesi Farmaceutici in its definitive agreement to acquire Amryt Pharma in an all-cash transaction valued at US\$1.48 billion.

Notable practitioners

Partners Andrea Reid and David Rosenthal colead Dechert's life sciences practice, and are key contacts at the firm.

DLA Piper LLP (US)

What the team is known for DLA Piper is admired for its global footprint and depth of experience providing IP portfolio counsel and assistance with post-grant reviews, defending infringement claims and advising on patentability disputes. The team is recommended for IP-led commercial and corporate transactions.

Strengths

"DLA Piper has a brilliant team with deep expertise across disciplines. They attorneys combine medical knowledge, legal expertise and regulatory knowledge."

"DLA Piper is an excellent firm with a great approach to problem-solving. The team has a great deal of breadth and depth and is extremely responsive."

Work highlights DLA Piper LLP represented Taiho in several patent infringement cases related to Lonsurf, an oral combination therapy used for treating adult patients with metastatic colorectal cancer.

Notable practitioners

Lisa Haile is able to draw on extensive technical expertise in areas such as cell and molecular biology, regenerative medicine and immunology, to advise on matters ranging from venture capital due diligence to patentability and licensing. She is particularly skilled in patent prosecution and portfolio management. **Strengths:** *"Lisa Haile is a fantastic lawyer who is very, very smart."*

Fenwick

What the team is known for Fenwick has a respected practice noted for its ability to represent life sciences companies of all sizes on a broad range of matters. The firm regularly represents clients in complex IP disputes including Hatch-Waxman litigation and trademark infringement matters. It offers additional capabilities advising on transactional mandates including public offerings and M&A, as well as patent prosecution and portfolio management.

Strengths

"The Fenwick team is superb."

"I am particularly impressed by the Fenwick's team approach and ability to efficiently pull in additional resources."

Work highlights Fenwick continued to represent Novo Nordisk in Hatch-Waxman patent litigation arising from ANDAs filed with the FDA by six generics, seeking approval to market generic versions of Novo Nordisk's GLP-1 diabetes treatment, Ozempic.

Notable practitioners

Melanie Mayer, Matthew Rossiter and Stefano Quintini colead the department and are key contacts.

Finnegan, Henderson, Farabow, Garrett & Dunner LLP

What the team is known for Finnegan, Henderson, Farabow, Garrett & Dunner LLP has a team of IP specialists regularly engaged for their expertise in the management of patent portfolios including the development of protection strategies, post-grant reviews and clearances. The team is noted for its experience handling Hatch-Waxman and patent infringement litigation. It also assists with due diligence and licensing valuation with regard to transactions and the negotiation of license agreements.

Notable practitioners

Charles Lipsey maintains a long-running intellectual property litigation practice in the pharmaceuticals and biotechnology sectors. He is typically called on to represent his clients in patent arbitration, patent interference and patent infringement litigation, including at the Federal Circuit.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is a respected firm with the ability to draw upon a sizable national footprint and significant expertise in related practice areas to advise life sciences clients on a comprehensive range of matters. The firm offers particular strength in transactional matters including M&A and financings and demonstrates further expertise in complex contentious IP proceedings.

Strengths

"The Gibson Dunn team has provided great insight into complex matters."

"The Gibson Dunn team is uniquely excellent. They are fantastic lawyers who are extremely commercial – They make my life very easy."

Work highlights Gibson, Dunn & Crutcher LLP advised Merck on its \$1.35 billion acquisition of Imago BioSciences, a clinical stage biopharmaceutical company.

Notable practitioners

Ryan Murr (see p.649) is frequently called upon to advise on a variety of transactional life science matters, including mergers, stock purchases and commercialization agreements. His client base includes leading pharmaceutical and medical device companies. **Strengths:** *"Ryan Murr is an incredible asset to have on your side in any negotiation. He's creative, understands how many different complex parts relate to one another and isn't afraid to make the point he needs to in order to get what his client needs."*

Goodwin

What the team is known for Goodwin is adept at handling a range of corporate matters including strategic partnerships, M&A and public and private financings. The firm is skilled at the handling of PTAB post-grant reviews, IP portfolio management, patent litigation and regulatory advice on issues such as new drug approvals and securities disclosure.

Strengths

"Goodwin has a knowledgeable team with great experience."

"The Goodwin team takes a very practical, measured and balanced approach."

"They provide a tier one level service."

Work highlights Goodwin advised Nimbus Therapeutics on its sale to Takeda of Nimbus Lakshmi, Inc and its tyrosine kinase 2 inhibitor program for \$4 billion upfront and up to \$2 billion in commercial-related milestone payments.

Notable practitioners

Mitchell Bloom advises emerging innovator companies, investment banks and venture capital firms worldwide on capital markets offerings, M&A and venture capital transactions. **Kingsley Taft** (see p.2040) advises life sciences businesses at every stage of operation and in a wide range of processes, such as strategic alliances and collaborations, venture financings and company formation.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is known for its comprehensive life sciences offering covering both litigation and commercial matters. The team regularly represents clients across the sector including drug and medical device manufacturers. The group is well poised to offer advice relating to patent infringement cases, patent prosecution, and IP portfolio management as well as strategic collaboration agreements, Hatch-Waxman disputes and IP licensing.

Strengths

"The Greenberg Traurig team provides excellent client service. They are highly skilled, very responsive and agile."

"The GT team is super responsive and attuned to the company's needs."

Work highlights Greenberg Traurig represented Moderna in a suit brought by Promosome asserting that Moderna's COVID-19 vaccine products infringed a patent relating to a method of mutating mRNA sequences to improve protein expression efficacy.

Notable practitioners

David Dykeman and Wayne Elowe are cochair of the practice and key contacts.

Hogan Lovells US LLP

What the team is known for Hogan Lovells enjoys a strong reputation for its roster of regulatory attorneys who offer guidance on compliance, approval processes and contentious engagements with government agencies. The firm has additional expertise in pharmaceutical and medical device product liability proceedings. It also advises on business development, clinical trials, capital markets transactions and strategic partnerships.

Work highlights Hogan Lovells worked with Novartis to secure new chemical entity exclusivity for their product Entresto.

Notable practitioners

David Fox is well versed in FDA review procedures for new products and Hatch-Waxman compliance issues. He offers further experience in related intellectual property matters and product life cycle management. **Strengths:** “David has a really unique understanding of the FDA.” **Philip Katz** is a seasoned guide for startups and public companies in the biotech and pharmaceuticals industries, frequently assisting clients in the navigation of FDA and other regulatory frameworks. He is well versed in Hatch-Waxman, orphan drug and biosimilars issues and is adept at representing clients in court and before various regulators.

Hyman Phelps & McNamara

What the team is known for Hyman Phelps & McNamara is a highly respected boutique practice in the life sciences regulatory space. The team is able to assist clients across the full range of FDA-related mandates.

Notable practitioners

Jeffrey Gibbs advises pharmacies and businesses in the medical devices and diagnostics sectors on FDA regulation, from product approval to marketing.

Jones Day

What the team is known for Jones Day is recognized for its skilled representation of pharmaceutical companies, providing assistance with joint ventures, asset acquisitions and public securities offerings. The firm has expertise in FDA regulation, such as rules regarding advertising and promotional materials. The firm is also much sought after for patent prosecution, patent litigation and PTAB procedures.

Strengths

“Jones Day has a deep bench with impressive institutional knowledge in the space. They are strategic, creative thinkers with an ability to handle volume.”

“The Jones Day team is experienced, strategic, responsive, approachable and easy to work with.”

Work highlights Jones Day prevailed in a jury trial on behalf of Celgene Corporation against Humana, a health insurance company who sought damages from Celgene for off-label prescriptions of Celgene’s medications Thalomid and Revlimid.

Notable practitioners

Alexis Gilroy, Heather O’Shea and Cristiana Spon-toni are key contacts.

King & Spalding LLP

What the team is known for King & Spalding LLP is a well-regarded practice capable of acting for clients on a wide array of regulatory matters. The firm is noted for its expertise on FDA approvals, Congressional investigations and pricing issues. Clients include pharmaceutical and medical device companies of all sizes.

Strengths

“King & Spalding has deep expertise and a broad bench of subject matter experts. They excel at handling complex matters that span legal and regulatory issues.”

“The King & Spalding team provides excellent guid-

ance on complex matters with a very business-oriented and pragmatic approach.”

Work highlights King & Spalding LLP assisted Vericel Corporation in obtaining FDA approval of the Company’s biologics license application for NexoBrid.

Notable practitioners

Seth Lundy (see p.1343) typically handles investigations and other regulatory procedures for innovators in the sector. He represents a broad range of clients from sectors including pharmaceuticals and healthcare. **Nikki Reeves** (see p.1356) regularly counsels pharmaceutical manufacturers and industry groups on regulatory compliance with the FDA and state authorities.

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis is a well-regarded practice recognized for the strength of its representations in high value M&A. The firm is recommended for its ability to handle high-stakes litigation including trade secret misappropriation, patent infringement and alleged misleading marketing claims cases. The team is also distinguished for assisting with regulatory compliance and proceedings issued by government agencies.

Strengths

“Kirkland & Ellis LLP is supremely capable and can handle the most complex and sophisticated matters.”

“Kirkland has a deep bench with a handful of deeply, uniquely talented individuals.”

Work highlights Kirkland & Ellis LLP represented Glenmark Pharmaceuticals in antitrust multidistrict litigation challenging a patent litigation settlement between Merck and Glenmark related to the prescription drug Zetia, a cholesterol medication.

Notable practitioners

James Hurst (see p.592) has extensive experience in litigating life sciences disputes, even up to the US Supreme Court, and includes matters relating to trade secrets and patents, antitrust and product liability, contracts and criminal cases.

Strengths: “Jim Hurst is best trial lawyer I have ever seen stand up in a courtroom. He is smart, practical and aggressive.” “He has an uncanny ability to simplify really complex commercial and patent matters and present them with clarity. No one is better in front of a jury.” “Jim is the best trial lawyer I have worked with, period. He can handle any kind of case.”

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP offers a high-end corporate practice recognized for its expert capital markets team as well as its handling of complex M&A, collaboration and licensing deals. The firm also provides skillful counsel on regulatory compliance to pharmaceutical and medical device companies on a range of matters including new product approvals and marketing materials. It has a substantial contentious arm for white-collar investigations and patent litigation.

Strengths

“The Latham & Watkins team is second to none. The attorneys have extremely strong technical exper-

tise and are able to apply it to bespoke situations.”

“The Latham team demonstrates technical expertise and outstanding client management skills.”

Work highlights Latham & Watkins LLP advised Prometheus Biosciences, a clinical-stage biotechnology company, in its \$10.8 billion sale to Merck.

Notable practitioners

Peter Handrinos (see p.577) is noted for his representation of investment banks and public companies in life sciences-related capital markets transactions and securities-related matters.

Strengths: “Peter is tremendously responsive and has vast breadth of experience.”

Jennifer Bragg (see p.1311) offers significant experience handling complex, high-stakes FDA enforcement matters. She regularly advises clients on internal and external investigations and conducts due diligence for major pharmaceutical companies.

Cheston Larson (see p.1042) advises biotech and other life sciences companies through all stages of their life cycle. His practice focuses on corporate and financing transactions. His work covers venture financing, IPOs, and M&A transactions.

John Manthei (see p.1344) advises pharmaceuticals, biotechnology and medical device companies on all manner of FDA and other regulatory procedures governing the life sciences sector. His expertise includes the negotiation of clinical trial agreements, pre-market product development and the regulation of marketing materials. **Strengths:** “John always gives us the right guidance and has helped us through some really thorny issues. He’s such an expert at FDA regulations.” **Michael Morin** (see p.1348) is known for his extensive representations of large pharmaceutical companies in connection to patent and copyright infringement matters. **Strengths:** “Mike is truly an exceptional trial lawyer. He’s one of the best cross examiners I have seen and has a great rapport with the judges. He’s someone you can trust in bet-the-company litigation.”

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery is a well-known practice advising on a range of transactions, including mergers, licensing deals, collaboration agreements and private financings for early-stage companies. The firm is also noted for representation in contentious patent proceedings and advice on product compliance and marketing regulation.

Strengths

“I’ve been incredibly impressed by the McDermott team. The attorneys are extremely hard-working and form a great team.”

Work highlights McDermott Will & Emery LLP represented United Therapeutics in its patent infringement suit against Liquidia Technologies, a late-stage clinical biopharmaceutical company.

Notable practitioners

Vernessa Pollard, Doug Carsten and William Gaede are key contacts.

Mintz

What the team is known for Mintz has an extensive practice advising companies on a wealth of transactional matters in the life sciences sector. The team at Mintz is well equipped to provide support and guidance relating to M&A, private equity

financings, initial public offerings, collaboration and licensing agreements, business combinations and SPAC deals.

Strengths

"Mintz has expertise in all the areas a biotech company needs."

Work highlights Mintz served represented F-star Therapeutics, a clinical-stage biopharmaceutical company pioneering bispecific antibodies in immunotherapy, in its \$161 million acquisition via tender offer by invoX Pharma, a wholly-owned UK subsidiary of Sino Biopharmaceutical.

Notable practitioners

Jonathan Kravetz, William Whelan and Lewis Geffen are coauthors of the life sciences practice and key contacts.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is a formidable team of experienced practitioners providing effective counsel on cross-border licensing and collaboration agreements, capital markets transactions and M&A deals. The firm is noted for patent litigation such as Hatch-Waxman and infringement proceedings. It also advises on FDA compliance and product approval.

Work highlights Morgan Lewis & Brockius LLP represented Merck in its exclusive license and collaboration agreement with Kelun-Biotech.

Notable practitioners

Kathleen Sanzo has broad experience assisting clients through FDA regulatory approval and compliance issues. She leads the firm's FDA and healthcare group and coauthors the life sciences practice.

Morrison Foerster

What the team is known for Morrison Foerster is known for its excellent management of patent portfolios including prosecution and commercialization. The firm has experienced litigators for contentious proceedings such as patent invalidation actions and infringement claims as well as product liability litigation. Other areas of capability include private financing transactions and M&A.

Strengths

"The Morrison Foerster team consistently demonstrates expertise and a strategic approach."

"The Morrison Foerster attorneys are very strong legally and exceptional on the technical side as well."

"The Morrison Foerster team is successful, thoughtful, diligent and well regarded in the market. They are very good at what they do and add a lot of value to our portfolio."

Work highlights Morrison Foerster continued to serve as patent counsel to Eureka Therapeutics, a clinical-stage biotechnology company focused on developing novel cancer T-cell therapies to treat cancers.

Notable practitioners

Catherine Polizzi (see p.1061) maintains a broad practice in the field of intellectual property which encompasses freedom to operate assessments, portfolio management and patent applications, as well as diligence in high value acquisitions.

Strengths: *"Catherine is a star. She leads the team and is the reason our portfolio is as strong as it is."*

She's capable, strong and a good partner from a business perspective." **Catherine Polizzi** is a real leader. She's exceptionally experienced, strong and knowledgeable. She is very client focused and delivers exceptional work product." **Daralyn Durie** (see p.545) is frequently called upon by leading life sciences companies to litigate major patent disputes. **Strengths:** *"Daralyn is a terrific lawyer who communicates really well with judges and juries."*

Paul Hastings LLP

What the team is known for Paul Hastings offers deep experience advising life sciences companies on all manner of complex intellectual property matters. The group houses significant litigation prowess, including in high-stakes patent infringement disputes and Hatch-Waxman matters. The firm has notable additional expertise in FDA regulatory and enforcement matters.

Notable practitioners

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel Urquhart & Sullivan, LLP boasts a strong team of litigators able to assist firms on patent interference, Hatch-Waxman and product liability cases.

Work highlights Quinn Emanuel Urquhart & Sullivan, LLP obtained a complete victory on behalf of Natera, a market-leading molecular diagnostics company, invalidating three Stanford University patents licensed to and asserted by CareDx, a developer of commercial tests for kidney transplant rejections.

Notable practitioners

Victoria Maroulis, F. Dominic Cerrito, David Bilsker and Raymond N. Nimrod are key contacts.

Rakoczy Molino Mazzochi Siwik LLP

What the team is known for Rakoczy Molino Mazzochi Siwik LLP has a highly regarded Chicago-based life sciences practice. The team is known for its deep litigation experience assisting clients with patent validity, Hatch-Waxman, and IP infringement disputes. The team is further able to support clients on commercial matters including patent licensing and collaboration agreements.

Strengths

"The Rakoczy Molino team is very detail oriented and strategic, and can handle anything we throw at them."

"The lawyers are solid, nimble, respond quickly to complex questions and are very technically savvy."

Work highlights Rakoczy Molino Mazzochi Siwik LLP represented Sandoz in patent litigation brought by Astellas in the District of Delaware.

Notable practitioners

William Rakoczy is a respected patent litigator with noted expertise advising life sciences companies in complex disputes. He frequently appears before both district and federal courts. **Strengths:** *"Bill's wealth of experience is hard to find." "Bill is one of the most articulate and well-spoken lawyers around. He can take complicated issues and put them into language that is easily understood."*

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP is reputed for high end M&A, capital markets transactions and complex licensing and collaboration deals. The team is well equipped to assist with matters at the intersection of FDA product labeling rules and the First Amendment, contentious regulatory proceedings and patent disputes.

Strengths

"I can't sing Ropes & Gray's praises highly enough – the firm is absolutely excellent. The team is attentive and can meet tough timelines while being very detail-oriented."

"The Ropes & Gray team brings considerable experience to the table."

Work highlights Ropes & Gray represented Pfizer in an \$11.6 billion agreement to acquire Biohaven Pharmaceuticals, the maker of Nurtec ODT, an innovative dual-acting migraine therapy.

Notable practitioners

Marc Rubenstein (see p.2037) is considered one of the nation's leading experts on complex strategic licensing and collaborative research arrangements. He coauthors the firm's life sciences and healthcare practice. **Paul Kinsella** (see p.2023) has extensive experience representing life sciences companies in capital markets transactions and M&A. **David McIntosh** (see p.2029) advises investors, businesses and research institutions on IP-driven transactions such as M&A, joint ventures, collaborations and licensing arrangements of all kinds.

Sidley Austin LLP

What the team is known for Sidley Austin LLP provides valued counsel on a range of regulatory issues including FDA clearance, promotional materials and good manufacturing practices. The firm offers a powerful litigation service for biotech, pharmaceuticals and medical device patent disputes and patent office proceedings. The team is also known for its work on corporate matters including M&A, securities offerings and joint ventures.

Strengths

"The Sidley team is able to provide clear and practical advice on highly complex matters."

"The attorneys have the depth of knowledge to successfully lead key transactions, and the bandwidth to meet all of our needs across practices areas."

Work highlights Sidley Austin LLP advised Cencora on all aspects of the regulatory due diligence for the successful \$1.29 billion transformational acquisition of PharmaLex, a life sciences regulatory consulting company.

Notable practitioners

Asher Rubin (see p.685) concentrates on IP-driven transactions undertaken on behalf of public and private corporations, private equity and venture capital funds and medical research institutions.

Strengths: *"Asher has strong command of the subject matter and very good business acumen."*

Meenakshi Datta (see p.1717) provides regulatory and compliance advisory services to clients in the life sciences space. She coauthors Sidley's global healthcare practice. **Strengths:** *"Meena provides really sharp legal analysis and consistently excellent work." "Meena is a real standout – She's incredibly responsive and very practical."* **Rebecca**

Wood (see p.1374) coheads the firm's food, drug and medical device group and draws upon her impressive experience serving in high level FDA positions to advise clients on complex regulatory issues, both contentious and noncontentious.

Venable LLP

What the team is known for Venable houses broad IP expertise and notable experience acting for major life sciences companies. The firm's capabilities encompass complex patent infringement and Hatch-Waxman disputes as well as noncontentious patent counseling and portfolio management.

Work highlights Venable LLP represented Bausch & Lomb in a patent infringement suit in the US District Court for the District of Delaware. The complaint against SBH alleges infringement on a patented nutritional supplement, PreserVision AREDS, and AREDS 2 Formula products.

Notable practitioners

Dominick Conde and Justin Pierce are key contacts.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP offers notable expertise representing major life sciences clients in complex contentious IP matters including IPR and appellate proceedings. The firm draws upon its substantial nationwide footprint and supplementary capability in complementary areas such as antitrust, M&A and capital markets to provide comprehensive counsel.

Work highlights Weil, Gotshal & Manges LLP continued to represent Regeneron Pharmaceuticals in its long-running battle with Novartis over EYLEA, Regeneron's novel biologic to treat macular degeneration and other serious eye diseases.

Notable practitioners

Edward Reines (see p.1063) is cohead of the firm's patent litigation and life sciences practice and is noted for his work representing life sciences companies in contentious IP matters, both at trial and appeal. He regularly appears before both district and federal courts. **Strengths:** "Ed is a super lawyer, a great communicator and a brilliant orator." As cohead of the firm's patent litigation and life sciences practice, **Elizabeth Weiswasser** (see p.733) is frequently called upon to handle complex patent disputes on behalf of leading life sciences companies. She is well versed in a variety of contentious matters and regularly appears before the PTAB, ITC and district courts. **Strengths:** "An accomplished life sciences litigator." "I can't say enough about Liz in terms of how strategic and thoughtful she is."

White & Case LLP

What the team is known for White & Case LLP has a robust life sciences litigation practice. The team regularly represents major biomedical and medical device manufacturers in reverse payments, antitrust and patent protection litigation. The firm also represents clients on M&A and capital markets transactions.

Strengths

Work highlights White & Case LLP represented Vertex Pharmaceuticals in two patent litigations brought under the Hatch-Waxman Act against Sun Pharmaceutical Industries and Lupin Limited and Lupin Pharmaceuticals, alleging that Sun's and Lupin's proposed generic versions of Vertex's KALYDECO (ivacaftor) tablet, infringe one of Vertex's patents.

Notable practitioners

DC-based Peter Carney is a key contact for the practice.

Williams & Connolly LLP

What the team is known for Williams & Connolly LLP houses a dedicated team of litigation specialists uniquely positioned to represent clients in a range of complex patent litigation matters. The firm frequently handles disputes for major pharmaceutical and biotechnology companies.

Strengths

"I've been beyond impressed with the Williams & Connolly team's ability to handle complex and multi-faceted litigation."

Work highlights Williams & Connolly LLP represented Pfizer in patent infringement litigation filed by Enanta Pharmaceuticals related to Pfizer's blockbuster COVID-19 treatment, Paxlovid.

Notable practitioners

David Berl of Williams & Connolly LLP cochairs the firm's patent litigation practice. He is a distinguished litigator with impressive experience handling high-stakes patent trials on behalf of major life sciences companies.

WilmerHale

What the team is known for WilmerHale is a powerhouse for complex contentious proceedings, handling ANDA, Hatch-Waxman, infringement, biosimilars disputes and post-grant proceedings. The firm also offers formidable strength in the corporate space, advising on private financings, IPOs, strategic partnerships and M&A deals. The group houses additional expertise in regulatory compliance, product life cycle management and due diligence for licensing transactions.

Strengths

"The WilmerHale team has good subject matter understanding and excellent lawyers."

"The diversity of the Wilmer team's experience has provided important insights and helped us navigate complexity."

"The group has been consistently terrific. They have consistently provided reliable and excellent client service in support of transactions."

Work highlights WilmerHale secured a victory for Gilead Sciences against the US Government in a patent infringement trial relating to HIV-prevention drugs.

Notable practitioners

William Lee has an exceptionally impressive track record in the representation of technology and life sciences organizations in high profile intellectual property trials and appeals. He offers substantial experience in matters relating to pharmaceuticals, medical devices and genetic engineering.

Strengths: "Bill Lee is an icon in the field." **Judith Hasko** (see p.1029) is held in high regard for her

work advising life sciences clients on the negotiation of licensing and collaboration agreements, financings and M&A transactions. She acts for an impressive range of leading companies in fields including pharmaceuticals and medical devices. **Steven Barrett** cochairs the technology transactions and licensing practice group at WilmerHale. He is frequently called upon to advise life sciences companies on transactional matters including licensing, collaboration and M&A.

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati is highlighted for its strong West Coast presence and prowess with regard to patent litigation and prosecution. The firm is acclaimed for experience advising on IP-led M&A and strategic collaborations, and is frequently engaged by early-stage companies to assist with stock offerings.

Strengths

"The Wilson Sonsini team has impressive experience and an ability to handle complex matters while creatively problem solving."

Work highlights Wilson Sonsini Goodrich & Rosati advised biopharmaceutical company DICE Therapeutics in an acquisition by Eli Lilly for a purchase price of approximately \$2.4 billion.

Notable practitioners

Kenneth Clark advises biotechnology businesses on the full span of corporate transactional processes, such as partnerships and strategic alliances, financings and spinouts, and mergers and acquisitions.

Other Ranked Lawyers

Eldora Ellison (see p.1322) of Sterne, Kessler, Goldstein & Fox PLLC has impressive experience handling IPRs and post-grant review proceedings on behalf of major life sciences companies. She cochairs the firm's PTAB group.

David Gindler offers extensive experience in litigation and intellectual property licensing matters, with clients including emerging businesses, established corporations and nonprofits.

Strengths: "If there's a bet-the-company matter, you want David in charge. He's a brilliant legal strategist and brilliant writer."

Adam Golden (see p.569) offers substantial experience representing businesses ranging in size from startups to worldwide corporations in high value transactions. He regularly advises on matters including strategic collaboration and licensing agreements. **Strengths:** "Adam is an industry expert and it is always reassuring to have him as part of the team." "Adam Golden is fantastic—he's very clear, methodical and assured."

Elizabeth Holland (see p.586) is a highly experienced intellectual property litigator particularly sought after for Hatch-Waxman and patent infringement disputes.

Litigation Trial Lawyers Nationwide

Litigation: Trial Lawyers	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Keker John <i>Keker, Van Nest & Peters LLP</i>
Beck Philip <i>Bartlit Beck LLP</i>	Sullivan Jr. Brendan V. <i>Williams & Connolly LLP</i>
Davis Varner <i>Chilton King & Spalding LLP*</i>	Eminent Practitioners
Jeffress Jr William H <i>Baker Botts LLP*</i>	Boies David <i>Boies Schiller Flexner LLP</i>
Leading Individuals	
Star individuals	Snyder Orin <i>Gibson, Dunn & Crutcher LLP*</i>
Cohen Lori G <i>Greenberg Traurig, LLP</i>	Van Nest Robert <i>Keker, Van Nest & Peters LLP</i>
Houston John C <i>Houston Hennigan LLP</i>	Williams Bart H <i>Proskauer Rose LLP*</i>
Ismail Tarek <i>Goldman Ismail Tomaselli Brennan & Baum</i>	Band 2
Lanier W Mark <i>The Lanier Law Firm</i>	Adams Robert <i>Shook, Hardy & Bacon LLP</i>
Sullivan Diane P <i>Weil, Gotshal & Manges LLP*</i>	Asbill Henry W <i>Orrick, Herrington & Sutcliffe LLP</i>
Webb Dan K <i>Winston & Strawn LLP*</i>	Beck David J <i>Beck Redden LLP*</i>
Weingarten Reid <i>Stephoe LLP</i>	Brown Allison <i>Skadden, Arps, Slate, Meagher & Flom*</i>
Wells Jr Theodore V <i>Paul, Weiss, Rifkind, Wharton*</i>	Bueno Kim <i>Butler Snow LLP*</i>
Wilkinson Beth A <i>Wilkinson Stekloff LLP*</i>	Butswinkas Dane H <i>Williams & Connolly LLP</i>
Band 1	Carlinsky Michael <i>Quinn Emanuel Urquhart & Sullivan</i>
Berke Barry H <i>Kramer Levin Naftalis & Frankel LLP*</i>	Connolly Thomas <i>HWG LLP</i>
Brian Brad <i>Munger, Tolles & Olson LLP*</i>	Cook Shayna <i>Goldman Ismail Tomaselli Brennan & Baum</i>
Brock Robert C <i>Kirkland & Ellis LLP*</i>	Desmarais John M <i>Desmarais LLP*</i>
Carmody Bill <i>Susman Godfrey LLP</i>	González Arturo J <i>Morrison Foerster*</i>
Chu Morgan <i>Irell & Manella LLP</i>	Kaba Moez <i>Houston Hennigan LLP*</i>
Dunn Karen L <i>Paul, Weiss, Rifkind, Wharton & Garrison*</i>	Lauro John <i>Lauro & Singer*</i>
Gibbs Robin C <i>Gibbs & Bruns LLP*</i>	Lee William F <i>WilmerHale</i>
Hardin Rusty <i>Rusty Hardin & Associates</i>	Levine Janet <i>Kendall Brill & Kelly LLP</i>
Hecker Sean <i>Kaplan Hecker & Fink LLP*</i>	Levine Seth <i>Levine Lee LLP</i>
Hermle Lynne C <i>Orrick, Herrington & Sutcliffe LLP</i>	Mainigi Enu A <i>Williams & Connolly LLP</i>
Hubbard Heidi K <i>Williams & Connolly LLP</i>	Markus David <i>Markus/Moss</i>
Hurst James <i>Kirkland & Ellis*</i>	Marriott David R <i>Cravath, Swaine & Moore LLP*</i>
Keller Jennifer L <i>Keller/Anderle LLP*</i>	Martin Craig C <i>Willkie Farr & Gallagher LLP*</i>
Kennedy Tracey A <i>Sheppard, Mullin, Richter & Hampton</i>	McCool Steven <i>McCool Law PLLC*</i>
Lombardi George C <i>Winston & Strawn LLP*</i>	Molo Steven F <i>MoloLamken LLP</i>
Mastro Randy <i>King & Spalding LLP*</i>	Pruitt Lyn P <i>DLA Piper LLP (US)</i>
Melzheimer Tom <i>Winston & Strawn LLP*</i>	Quinn John B <i>Quinn Emanuel Urquhart & Sullivan, LLP</i>
Menchel Matthew I <i>Kobre & Kim</i>	Renfroe Tracie <i>King & Spalding LLP*</i>
Petrocelli Daniel <i>O'Melveny & Myers LLP</i>	Ross David <i>Ross Aronstam & Moritz LLP</i>
Schachter Michael <i>Willkie Farr & Gallagher LLP*</i>	Strassberg Richard M <i>Goodwin*</i>
Schmidt Paul W <i>Covington & Burling LLP*</i>	Walsh Alexandra <i>Walsh Law</i>
* Indicates individual with profile.	
Alphabetical order within each band. Band 1 is highest.	

Ranked Lawyers

Robert Adams is a partner at Shook, Hardy & Bacon and represents clients in a range of mass torts, product liability claims and insurance disputes in courts across the United States. He is based in Kansas City, Missouri. **Strengths:** "He has excellent judgment and he's a very well respected and well thought of lawyer with clients, judges and opposing counsel." "Robert Adams is a great trial attorney."

Henry Asbill is highly regarded as one of the country's foremost trial lawyers for white-collar criminal cases and defends clients facing charges of healthcare fraud, tax law violations and public corruption. He is a partner at Orrick and splits his time between offices in DC and New York. **Strengths:** "Henry is a great trial lawyer."

Beck Redden cofounder **David Beck** (see p.3202) is considered a standout courtroom advocate and possesses extensive experience trying a broad array of commercial cases, including energy and intellectual property disputes, and wider class

actions. He is based in Houston. **Strengths:** "David is one of the most remarkable trial lawyers. A Texas trial legend."

Philip Beck is a distinguished courtroom lawyer who represents both plaintiffs and defendants in product liability trials and commercial disputes. He is cofounder of Bartlit Beck and is based in the firm's Chicago office. **Strengths:** "He is your trial gun on the front line in high-stakes litigation."

Barry Berke (see p.2535) chairs the litigation department at Kramer Levin and has a wealth of experience defending clients subject to criminal charges for corruption, insider trading and fraud, among others. He is based in New York. **Strengths:** "Barry Berke at Kramer Levin maintains his position as one of America's preeminent trial lawyers and criminal defense masterminds."

Boies Schiller Flexner chairman **David Boies** maintains his reputation as a leading light in the market for his remarkable track record in the full gamut of civil and criminal trials across the country. He works out of the firm's Armonk and New York offices.

Chair of Munger, Tolles & Olson, **Brad Brian** (see p.1004) is a heavyweight litigator for the full range of commercial and criminal trials. He has experience trying torts, professional malpractice, insurance and criminal antitrust cases, among many others. He is based in San Francisco. **Strengths:** "He is exceptional, he's just exquisite in the courtroom." "Brad is strategic, dynamic and smart."

Robert Brock (see p.513) has a wealth of experience trying large scale product liability cases and mass torts on behalf of pharmaceutical, medical device and technology companies. He is based in Kirkland & Ellis's Washington, DC office. **Strengths:** "Robert is a star and a fantastic trial lawyer."

Allison Brown (see p.514) is highly regarded for her leadership in major product liability and toxic tort trials, particularly those concerning pharmaceuticals and medical devices. She is a partner in Skadden's New York office. **Strengths:** "She's a real talent and highly sought after in the marketplace." "Allison just has a great demeanor. She connects well with jurors and her cross examination style is very effective."

Austin-based **Kim Bueno** (see p.3205) is an experienced trial lawyer who is particularly highly sought after for her strength in product liability litigation, with considerable expertise handling pharmaceutical and medical device cases. **Strengths:** "Kim is second to none. She performs very well in a number of different jurisdictions. She's amazing at trial and a pleasure to work with." "She is extraordinarily strong, a great trial lawyer."

Dane Butswinkas is a partner at Williams & Connolly and is widely considered one of Washington, DC's leading commercial litigators. He has experience representing major pharmaceutical companies, financial institutions and clients in the technology industry. **Strengths:** "Dane is a truly first-rate thinker who provides terrific client service. He's an amazing trial lawyer." "He really cuts to the heart of what needs to get done. He is tremendously powerful, incredibly strategic and hyper focused, and great to watch."

Michael Carlinsky has deep experience acting for clients in trials relating to complex commercial and insurance disputes. Based in New York, he is global head of complex litigation at Quinn Emanuel. **Strengths:** "Mike Carlinsky is an incredibly strong litigation strategist. He gives fantastic advice and is very practical." "Michael is a real standout. He's a brilliant, extraordinarily capable advocate and one of the top trial lawyers in the country."

Bill Carmody maintains an impressive trial practice and offers a wealth of experience acting for big name clients in shareholder actions, commercial disputes and antitrust litigation, among other matters. He is based in the New York office of Susman Godfrey. **Strengths:** "Bill continues to be one of the titans of the Bar. He is a complete comfort in court and has a keen strategic sense of how to get to a positive outcome." "He's got a very nice demeanor in the courtroom."

Morgan Chu is lauded as one of the country's foremost intellectual property trial lawyers,

with extensive experience appearing in circuit courts and the US Supreme Court. He is based in Los Angeles and chairs Irell & Manella's litigation group. **Strengths:** "He is great on his feet. A legend." "Morgan can distill complex issues and situations into basic principles and simple concepts to provide rock-solid advice. I have never seen a more effective lead trial counsel than him."

Cochair of Greenberg Traurig's global litigation practice, **Lori Cohen** is a widely renowned litigator who is particularly adept at handling large scale product liability actions, often defending major pharmaceutical and medical device clients. She acts out of the firm's Atlanta office. **Strengths:** "Lori is one of the best trial lawyers in the product liability space." "She's preeminent within the pharmaceutical and medical device fields."

Thomas Connolly has a broad white-collar criminal defense practice, representing both corporates and individuals in court. He is based in the Washington, DC office of HWG.

Shayna Cook is a partner in Goldman Ismail's Chicago office and has an impressive track record in high-stakes trials and multidistrict litigation in the area of product liability. She has particular expertise in claims concerning pharmaceuticals and medical devices as well as handling toxic torts cases. **Strengths:** "She has great jury presentation skills, excellent knowledge of the record, her client service is terrific and she's good at translating complex material to court imagery."

Chilton Davis Varner (see p.538) has decades of experience handling some of the country's largest product liability cases taken to trial. She has represented some of the country's largest pharmaceutical and medical device companies. She is based in the Atlanta office of King & Spalding. Founding partner of Desmarais LLP, **John Desmarais** (see p.2558) is renowned for his trial work in the intellectual property space. He is based in New York and has a wealth of experience representing high profile clients in major disputes across the country. **Strengths:** "John has an excellent ability to run a courtroom."

Karen Dunn (see p.1321) has attained a formidable reputation for her pedigree in trial work, having acted for an impressive array of major corporations and boards of directors in their most challenging courtroom matters. She is based in the Washington, DC office of Paul, Weiss. **Strengths:** "Karen is one of the most impressive people I've come across in my career. Her skill as a trial lawyer is matched by her humanity and ethics."

Gibbs & Bruns founder **Robin Gibbs** (see p.3225) draws praise for his distinguished and varied career in trials. He regularly represents major energy companies in complex commercial disputes. He is based in Houston. **Strengths:** "Robin is one of the best lawyers I have ever worked with. He is a great orator, briefer and writer. The more we can get him involved, the happier we are."

Arturo González (see p.1026) is highly sought after by clients in the technology sector. He has considerable expertise across a range of commercial disputes, including trade secrets and intellectual property. He is based in the San Francisco office of Morrison Foerster. **Strengths:** "Arturo is at his best storytelling in front of the jury."

Rusty Hardin is an impressive performer in a

whole host of civil and criminal matters, with substantial experience representing both individuals and corporates at trial. He is based in Houston.

Strengths: "Many consider Rusty to be the best trial lawyer in America. He is someone you want on your team." "He is the best trial lawyer. Rusty has tried 1,000 cases and won 900 of them. If you are an American trial lawyer and don't know Rusty Hardin, then you should just quit."

Sean Hecker (see p.581) has a wealth of trial experience, representing corporate clients facing white-collar criminal charges. He is based in the New York office of Kaplan Hecker & Fink. **Strengths:** "Sean is an incredible trial lawyer. He's just an absolute superstar in every way." "He's excellent and a likeable person for a jury. He does a lot of very impressive criminal defense work which is very hard to win, and he does."

Lynne Hermle has remarkable expertise handling a variety of complex employment cases at trial, including cases involving allegations of gender discrimination and unfair dismissal. She operates out of Orrick's office in Silicon Valley. **Strengths:** "Lynne is a leader in her field. Her judgment is outstanding, she is an amazing oral advocate and her advice is spot on." "She is my number one for any employment litigation that's going to be sticky. Lynne is a master strategist and an exceptional trial lawyer. She really digs in, is always really well prepared and is so experienced."

Heidi Hubbard is regularly called upon to try significant product liability and mass tort cases for pharmaceutical companies and medical device manufacturers. She is based in Washington, DC and cochairs Williams & Connolly's products liability, torts and medicine practice group. **Strengths:** "Heidi is a phenomenal trial presence, she's exceptional in court. She has warmth and empathy but is also incredibly logical, deliberate and thoughtful."

John Hueston comes highly recommended for his expert trial capabilities, which see him handle high-stakes civil and criminal claims for an impressive nationwide client base. His experience includes both trial and appellate proceedings arising from major environmental and commercial disputes, among others. He is founding partner of Hueston Hennigan and is based in Los Angeles. **Strengths:** "He's a brilliant trial lawyer and a great tactician who you can rely on for your most significant matters."

"John is one of the top trial lawyers in the country." "John is tried and tested, he's got a steel-trap mind and is incredibly quick in analyzing cases and scenarios. His mind is several steps ahead of other people. He is a gifted trial lawyer."

James Hurst (see p.592) is widely revered as a stellar trial lawyer for complex patent cases, regularly acting on behalf of clients in the life sciences space. He is based in the Chicago office of Kirkland & Ellis. **Strengths:** "James is a very talented lawyer, highly regarded by clients. He's a great trial lawyer and looks out for his colleagues which is admirable."

Tarek Ismail has a superlative reputation for handling some of the country's largest and most complex product liability trials, particularly in the pharmaceutical and medical devices spaces. He is cofounder of Goldman Ismail and is based in the firm's Chicago office. **Strengths:** "Tarek

is a renowned trial lawyer who has fantastic trial instincts. He is smart and clear, and he explains things very well." "He is one of our top trial lawyers. We have complete trust in him. He has a lot of integrity, he knows the law around the case and he has terrific client service skills."

William Jeffress (see p.1334) has deep and varied experience acting on behalf of clients in jury and bench trials across the United States. He is particularly adept at defending corporates and individuals in white-collar cases involving fraud and corruption and is also able to handle the full range of commercial disputes. He is based in Baker Botts' Washington, DC office.

Moez Kaba (see p.1035) has a strong track record in complex commercial disputes on behalf of major names in the pharmaceutical, technology and accounting sectors, among others. His far-reaching experience includes high-stakes trials concerning trademark infringement and trade secret theft. **Strengths:** "Moez has outstanding instincts and is excellent on his feet. He can do a blistering cross examination." "Moez's trial skills are paramount; he presents well to clients and in the courtroom." "Moez is an incredibly strong trial lawyer and effective cross-examiner."

Keker, Van Nest & Peters cofounder **John Keker** has an incredible reputation for his courtroom advocacy, able to draw on years of experience handling the most complex criminal and commercial cases. He is based in San Francisco.

Keller/Anderle founding partner **Jennifer Keller** (see p.1036) boasts an excellent reputation for her work in commercial disputes, including cases involving IP infringements, fraud and breach of contract. She is based in Orange County. **Strengths:** "Jennifer is an articulate and very good communicator with juries."

Tracey Kennedy is an impressive performer in a wide array of labor and employment-related disputes, with a strong track record handling sensitive high-stakes cases at trial. She is a partner at Sheppard Mullin and based in Los Angeles. **Strengths:** "She is an exceptional trial attorney. She is often able to pull the rabbit out of the hat on employment trials. She is highly trusted for her skills." "She is super polished and sophisticated. She is a great advocate in court and has a great team." "She is an outstanding and fearless trial lawyer."

The Lanier Law Firm founder **Mark Lanier** is hugely well reputed for his handling of major plaintiff-side product liability cases on behalf of large classes seeking damages. He is based in Houston. **Strengths:** "He understands, knows and loves people, and knows how to preach to them in a way that moves them and makes them make decisions on a case." "He is a talented trial lawyer, he's well prepared and his cross-examinations are stellar."

John Lauro (see p.1480) is a renowned trial lawyer with a wealth of experience handling complex, high profile white-collar cases. His expertise covers a wide range of areas including healthcare and securities and conspiracy. He splits his time between Lauro & Singer's Tampa and New York offices.

William Lee is widely regarded as a leader in intellectual property and patents disputes with

an enviable track record acting in major trials and appeals on behalf of leading technology sector clients. He is based in WilmerHale's Boston office.

Strengths: "He is truly extraordinary. Stylistically, he's incredibly relatable, you automatically trust everything he says to you. He's fantastic." "He's an outstanding lawyer who is able to communicate with juries in a way many others can't and to explain really complicated things in a way that's simple."

Janet Levine is an impressive performer in a wide range of white-collar criminal matters and is regularly sought after to represent clients in high-stakes trials, alongside her considerable strengths in investigations. She is a partner at Kendall, Brill & Kelly and based in Los Angeles.

Strengths: "Janet brings her formidable trial talent to bear on each case and she's highly effective. I've seen her do written and oral advocacy and its top tier."

New York-based **Seth Levine** is an acclaimed trial lawyer who specializes in complex white-collar criminal work, with experience handling cases involving allegations of securities fraud and anti-trust violations. **Strengths:** "Seth has a knack for trail-blazing legal arguments, he has incredible relationships with all the judges. He is a force of nature and has total and absolute dedication to his clients." "He is a tremendous strategist and an effective communicator." "He is a relentless advocate."

George Lombardi (see p.1741) acts for pharmaceutical and healthcare clients in complex patent and other intellectual property disputes. He cochairs Winston & Strawn's litigation department. **Strengths:** "George is an outstanding trial lawyer. He's very smooth on his feet, knowledgeable and credible." "He's a phenomenal trial lawyer, he tries all kinds of cases. He's brilliant, very likeable and able to translate complex concepts in a persuasive manner to jurors."

Enu Mainigi is renowned for her representation of clients in the healthcare, pharmaceutical and financial services sectors in complex trials. She is particularly noted for her considerable strength in False Claims Act litigation alongside further capabilities in a wide array of commercial disputes. **Strengths:** "Enu does everything. She resolves cases and is very client focused." "Enu's client service and excellent trial skills stand out."

Florida-based Markus/Moss founder **David Markus** is widely recognized for his white-collar criminal defense and appellate experience. He has particular expertise in cases involving allegations of fraud. **Strengths:** "David Markus is incredible. He is successful on high profile cases and is a team player."

New York-based **David Marriott** (see p.2616) is a go-to trial attorney for matters relating to antitrust disputes, with further skill in handling IP, securities and general commercial litigation. **Strengths:** "David is really prepared and polished in the courtroom. He is a smart, confident, standout trial lawyer." "He is an exceptional and talented lawyer. David is a real trial expert."

Craig Martin (see p.1743) is a partner at Willkie Farr & Gallagher and has a breadth of trial expertise spanning a broad array of commercial, intellectual property and ERISA disputes. He is based in Chicago. **Strengths:** "He is a terrific lawyer who

is able to distill complex concepts from complicated legal issues. He is also a terrific trial lawyer."

Randy Mastro (see p.2617) has an outstanding trial practice, which sees him act for clients in state and federal courts in commercial disputes. He operates out of King & Spalding's New York office. **Strengths:** "Randy is a fabulous litigator and a tremendous gentleman." "He's a smart, seasoned, experienced trial lawyer."

Steven McCool (see p.1345) is the founder of McCool Law and is well regarded for his expert handling of criminal cases, involving issues such as bank and securities fraud, money laundering and FCPA violations. He is based in Washington, DC. **Strengths:** "Steve is a very accomplished and seasoned trial lawyer."

Tom Melsheimer (see p.640) is a highly accomplished trial lawyer who regularly handles civil and criminal trials for major players in the pharmaceutical and healthcare spaces. He is managing partner of Winston & Strawn's Dallas office. **Strengths:** "He is truly stellar in the courtroom." "Tom is a national powerhouse. He is a tremendous lawyer." "He is an outstanding trial lawyer."

Matthew Menchel is a renowned white-collar litigator at Kobre & Kim, known for trying many of the country's most high profile criminal cases. He is based in Miami. **Strengths:** "Matthew is an extremely effective advocate and clients feel comfortable with him."

Steven Molo is an impressive performer in trials on behalf of both plaintiffs and defendants arising from complex commercial disputes and high-stakes securities actions. He has additional strengths in white-collar criminal cases. He is based in New York and is the cofounder of Molo-Lamken. **Strengths:** "He is extraordinarily skilled and charismatic. He is a master strategist in terms of marshalling evidence and putting it together in ways the jury can understand it."

Daniel Petrocelli acts on behalf of household-name clients in the media and entertainment sectors in high profile and high-stakes trials as well as handling a broad range of civil disputes. He chairs the trial practice at O'Melveny & Myers and operates out of the firm's Century City office. **Strengths:** "He is the hardest working and most comprehensive thinking lawyer I have had the pleasure working with. A rock star in every measure of the term." "Dan is an extremely impressive litigator and team leader. He is thoughtful, intelligent and strategically focused." "Daniel is a great trial lawyer, he has terrific judgment."

Lyn Pruitt is a leading figure in the product liability space, with experience defending pharmaceutical and medical device clients in high-stakes trials across the country. She is a partner in DLA Piper's Dallas office. **Strengths:** "Lynn is fantastic. Her authenticity, charm and brain power make her a phenomenal advocate."

Quinn Emanuel founding partner **John Quinn** is a heavyweight litigator with decades of experience trying high-stakes cases across the US. He handles the full range of commercial cases, including intellectual property and antitrust cases. He is based in Los Angeles.

Tracie Renfro (see p.3262) acts for clients in the energy, manufacturing and pharmaceutical sectors and is noted for her considerable expertise in

environmental and product liability litigation. She is managing partner of King & Spalding's Houston office. **Strengths:** "Tracie is great on deposing and cross-examining experts in trial and deposition. She has a great knowledge of the facts and is also great at preparing for trial."

David Ross is an accomplished Delaware trial lawyer, with substantial experience handling high-stakes litigation concerning transactions, shareholder actions and breach of fiduciary duty allegations. He is based in Wilmington and is the founding partner of Ross Aronstam & Moritz. **Strengths:** "David has a good presence in court. He's very comfortable, knows the law and I think I can say with certainty has more trial experience than any others." "David is maybe the best litigator in Delaware. He has outstanding substantive knowledge and judgment."

As cochair of Willkie Farr & Gallagher's white-collar defense practice, **Michael Schachter** (see p.2652) offers considerable expertise representing clients in complex trials and investigations brought by government agencies. He is based in New York. **Strengths:** "Mike is a very talented lawyer. He's good in the courtroom and very good at examinations. He's been very successful at getting involved in significant cases." "Mike is a master strategist, a phenomenal trial lawyer and a creative legal thinker." "Mike is a fabulous trial lawyer with incredible strategic instincts. He is a great oral advocate and an excellent lawyer."

Paul Schmidt (see p.692) has a distinguished reputation for representing clients in a range of product liability trials, regularly defending major pharmaceutical companies. He works out of Covington & Burling's New York and DC offices. **Strengths:** "Paul is a great advocate, he's impressive on his feet."

Orin Snyder (see p.2663) represents household names in the media and technology sectors in complex commercial disputes. He cochairs the global trial practice group at Gibson Dunn and is based in New York. **Strengths:** "Orin is a very aggressive and capable litigator who fights hard and knows his way around commercial litigation and the courtroom." "He's a superb trial lawyer who does an incredible job in choosing the right narrative to frame the defendant's response to the plaintiff's claim. He is a maestro in the courtroom."

Richard Strassberg (see p.2667) advocates on behalf of major corporates and individuals in the full range of white-collar criminal trials. He is based in New York and heads Goodwin's white-collar practice. **Strengths:** "He has great trial experience, which he incorporates into his strategy. He always has his eye on the ball and will be thinking everything through from every angle." "He does extraordinarily good work in the courtroom on complex white-collar matters."

Diane Sullivan (see p.713) is renowned for her trial work, with particular expertise defending large medical device and pharmaceutical companies in major product liability trials, including high-stakes mass torts. She is based in the New York office at Weil. **Strengths:** "Diane continues to try high-stakes cases around the country and achieves enormous success for her clients." "Diane is an effective lawyer."

Brendan Sullivan is considered one of the lumi-

naries of the white-collar space. He has experience trying high-stakes criminal cases across the country. He is based in the DC office of Williams & Connolly.

Robert Van Nest is renowned for his representation of technology companies facing intellectual property and commercial disputes. He is based in the San Francisco office of Kecker, Van Nest & Peters. **Strengths:** *"He is extraordinary. He tries big cases and he's just really good at what he does." "He has a good courtroom presence."*

Alexandra Walsh has an impressive breadth and depth of trial experience, with capabilities handling product liability, securities and criminal-related disputes in trial and appellate courts. She is based in Washington, DC and is the founder of Walsh Law.

Winston & Strawn's **Dan Webb** (see p.1766) is a first rate trial lawyer who represents clients in high-stakes antitrust, product liability and other commercial and criminal cases. He is based in Chicago. **Strengths:**

"Dan is the best trial lawyer in America." "Dan Webb is world class."

Reid Weingarten is a partner at Steptoe & Johnson and maintains an outstanding reputation representing both corporate and individual clients facing high-stakes white-collar criminal charges. He is based in Washington, DC. **Strengths:** *"Reid is stellar. He is one of the great trial attorneys in the country."*

Theodore Wells (see p.2677) receives universal acclaim as one of the country's premier trial lawyers. He represents the full gamut of corporate clients in high profile commercial and criminal trials. Based in New York, he cochairs the litigation practice in Paul, Weiss. **Strengths:** *"Ted's amazing. He's a fabulous trial lawyer. He is well prepared, runs a great team and is really impressive in the courtroom." "He's a phenomenal trial lawyer. He has the ability to command a room, whether in a court, board or meeting room."*

Wilkinson Stekloff founding partner **Beth Wilkinson** (see p.734) receives praise from both clients and peers for her supreme advocacy in large scale product liability and commercial disputes. She is based in Washington, DC. **Strengths:** *"Beth Wilkinson connects to the jury and the judge."*

She presents a very fresh perspective and is highly strategic." "She is a prominent litigator and a very high profile person. She has a super understanding of what moves judges." "Beth's skill set is beyond comprehension. She is just a brilliant trial lawyer and holds the jury in the palm of her hands. She is the best I have ever seen."

Chair of Proskauer Rose's litigation department, **Bart Williams** (see p.1085) handles complex multidistrict commercial and criminal litigation for clients from a range of industry sectors, including pharmaceutical and technology companies. He is based in Los Angeles. **Strengths:** *"He's incredibly calm under pressure and knows when to be aggressive in cross-examinations. He just has a way of making juries want to listen to him." "Whenever you want a case to be won, you give it to Bart Williams. I can't say enough good things about him."*

Mediators Nationwide

Mediators
Leading Individuals
Band 1
Berman Lee Jay <i>The Mediation Offices of Lee Jay Berman</i>
Dobbs C Edward <i>Parker, Hudson, Rainer & Dobbs LLP</i>
Fairbank Robert <i>Fairbank ADR*</i>
Feinberg Kenneth <i>The Law Offices of Kenneth Feinberg</i>
Geronemus David <i>JAMS</i>
Green Eric D <i>Resolutions LLC</i>
Kichaven Jeff <i>Jeff Kichaven*</i>
Marks Jonathan <i>Marks ADR, LLC</i>
Meisinger (Ret.) Lou <i>Signature Resolution</i>
Meyer Robert A <i>JAMS</i>
Philbin Jr Donald R <i>Donald R Philbin Jr PC-Independent</i>
Phillips Layn R. <i>Phillips ADR Enterprises, P.C.</i>
Piazza Antonio <i>Mediated Negotiations</i>
Weinstein Daniel H <i>JAMS</i>
Welsh Diane <i>JAMS</i>
Young Michael <i>JAMS</i>
Band 2
Abrams Hesha <i>Hesha Abrams Mediation, LLC</i>
Belen Ariel <i>JAMS</i>
Black Robert <i>MehaffyWeber</i>
Brodsky David M <i>Brodsky ADR</i>
Cahill William <i>JAMS</i>
DiLeo Anthony M <i>Anthony M DiLeo, A Professional</i>
Friedman Bruce A <i>JAMS</i>
Galton Eric <i>Lakeside Mediation Center</i>
Gandhi Jay <i>JAMS*</i>
Gibbs Kenneth C <i>JAMS</i>
Holzberg Robert <i>Pullman & Comley, LLC</i>
Hughes III Hunter R <i>Hunter Hughes, Esq.-Alternative</i>
Ichel David W <i>X-Dispute LLC</i>
Isserles Marc <i>JAMS*</i>
Max Rodney <i>Upchurch, Watson, White & Max</i>
McGowan Gary <i>McGowan ADR</i>
Melnick Jed <i>JAMS*</i>
Nadolna Andrew <i>JAMS*</i>
Noll Douglas <i>Noll Associates</i>
Nolland Christopher <i>Offices of Christopher Nolland</i>
Oliver-Parrott Alice <i>Alice Oliver-Parrott, P.C.</i>
Reeves Barbara <i>JAMS</i>
Reperowitz Deborah <i>Stradley Ronon Stevens & Young</i>
Rothman Deborah <i>Deborah Rothman, Esq.</i>
Rudy Mark <i>Rudy, Exelrod, Zieff & Lowe, LLP</i>
Sherrill John A <i>John Sherrill Resolution</i>
Symchych Janice M <i>JAMS*</i>
Westerfield Rebecca <i>JAMS</i>
Winters Brad <i>JAMS</i>
Wulff Randall W. <i>Wulff, Quinby & Sochynsky</i>
Yanni Cathy <i>JAMS</i>
Yoshida Michelle <i>Phillips ADR Enterprises, P.C.</i>
Zimmerman Alvin <i>Zimmerman, Axelrad, Meyer, Stern</i>
<small>* Indicates individual with profile.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

Ranked Lawyers

Hesha Abrams is noted for her strong mediation practice assisting and counseling clients seeking to settle complex intellectual property disputes, securities class actions and other commercial cases. She is based in Dallas.

Ariel Belen is highly regarded for his adept handling of a wide range of domestic and international

disputes and possesses considerable experience mediating complex contractual matters, among others. He is based in New York. **Strengths:** "He is my go-to mediator. He understands the issues on a deep level and has a fantastic demeanor. He is calm, patient and sophisticated."

Lee Jay Berman is a highly esteemed mediator who focuses his practice on facilitating settlements in complex multiparty disputes arising out of commercial litigation, construction defects and employment claims. He is based in Los Angeles. **Strengths:** "Lee Jay is very personable, outgoing, persuasive and knowledgeable about mediation techniques. He keeps up with the literature and developments."

Texas-based **Robert Black** is particularly adept at handling mediations in the personal injury, product liability and medical negligence areas. **Strengths:** "He is smart, hardworking, tenacious and dedicated." "Bob's exceptional service and responsiveness are unparalleled. He is exceptional at handling complex mediations." "Mr. Black is my go-to mediator for both large and small cases. He has an excellent track record at resolving cases and a stellar reputation in the legal community."

New York-based **David Brodsky** is a go-to mediator for clients in complex business disputes, with experience spanning M&A, intellectual property and insurance-related matters.

Based in San Francisco, **William Cahill** has a wide and varied mediation practice, and is frequently sought out to resolve securities, breach of contract and insurance disputes, among others. **Strengths:** "Judge Cahill understands the business of law very well." "He is a very quick study."

New Orleans-based **Anthony DiLeo** is a well-known mediator who resolves a broad variety of disputes for clients, including healthcare issues, fraud and breach of contract claims, among others. **Strengths:** "Tony is the complete package. He is brilliant, diplomatic, persuasive and responsive. He understands the concerns of his business clients."

Edward Dobbs is a go-to mediator for large-scale business contract disputes, bankruptcy-related cases and product liability claims. He is based in Atlanta. **Strengths:** "Ed is organized, responsive and as sharp as they come. His understanding of the issues as a mediator may often surpass the parties' own grasp of them." "Ed is a very talented mediator. He would be my first choice in the future to mediate complex, very adversarial cases." "I have a very high regard for his mediation skills, particularly in multiparty complex cases. He's very thorough and well prepped."

Based in Los Angeles, **Robert Fairbank** (see p.550) is a go-to mediator for parties across the country. He has experience resolving complex disputes, including class actions, across a range of fields of law, including energy and mass torts. **Strengths:** "Robert Fairbank is one of the best. He is thoughtful, he distills the issues, and he is incredibly kind throughout the process." "Bob takes on and settles the toughest cases. He never gives up and helps clients fully understand and appreciate the strengths and weaknesses in their cases." "His

thorough analysis of the underlying facts, procedural history and substantive legal issues gives him great credibility."

Washington, DC-based **Kenneth Feinberg** maintains a strong reputation for settling a variety of disputes, most notably high-profile mass torts. **Strengths:** "What Ken does is amazing. He's very good at getting people to agree on an amount of money to settle and how to allocate who gets what." **Bruce Friedman** draws on his litigation background to adeptly mediate complex insurance-related disputes, with further expertise in commercial and employment matters. He is based in Los Angeles. **Strengths:** "Bruce has an excellent understanding of insurance law and is effective at reaching resolutions in such cases." "He has a keen eye for the strength and weaknesses of each side's case and is relentless and creative in pursuing settlement opportunities." "He is extremely knowledgeable on insurance issues and very easy to work with."

Eric Galton has a broad mediation practice and assists parties locked in disputes concerning negligence claims, employment disputes and deceptive trade practices, among other areas. He is based in Austin. **Strengths:** "Eric is one of the pioneers of innovation. He has built a wonderful presence in Austin and has been a leading force."

Based in Los Angeles, **Jay Gandhi** (see p.562) is sought after for his expert ability to resolve complex, high-stakes cases. He specializes in mediating class actions among a wide range of commercial disputes. **Strengths:** "He employs sophisticated strategies to bring the parties to resolution and is very attuned to businesses' economic realities. His client service level is also exceptional." New York-based **David Geronemus** boasts extensive mediation experience and is able to assist clients in a range of insurance disputes, securities class actions and breach of contract cases. **Strengths:** "David Geronemus is my go-to mediator for complex disputes. He rolls up his sleeves and gets it done. Exemplary in every respect." "David is an extremely capable mediator. He will typically address the merits of the dispute at length in order to sensitize all participants to the risks of not settling."

Kenneth Gibbs ably assists clients in resolving significant disputes, with particular expertise in construction and insurance-related matters. He is based in Los Angeles. **Strengths:** "Ken is always very informed of the issues in dispute and comes up with creative solutions to the problems facing the clients."

Based in Massachusetts, **Eric Green** is an eminent mediator whose practice covers all manner of commercial and finance-related lawsuits, including securities, antitrust and product liability disputes, among others. **Strengths:** "Eric has been involved in some of the biggest cases in the country and he has a good track record." "Eric has a very nice, inclusive way of dealing with everybody."

Robert Holzberg possesses a wealth of expertise in complex commercial and mass tort cases, with experience mediating and arbitrating a wide range of disputes. He is based in Hartford, CT.

Strengths:

"Judge Holzberg is a mediation savant." "He forms a strong bond with the attorneys and is persistent and unwavering in his commitment to achieving an accepted resolution." "He is comfortable in any setting and good at putting clients and counsel at ease. He's creative in his approach, committed to resolution and regularly follows up."

Atlanta-based **Hunter Hughes** is a widely known mediator who has notable strength in helping clients reach a mutually acceptable conclusion across a myriad of employment, securities and commercial disputes.

David Ichel draws on his previous experience as a litigation partner to mediate a range of commercial disputes, including for international clients. He is based in Miami. **Strengths:** "David is tireless in his preparation for mediation conferences. His experience litigating myriad disputes allows him to present cogent and credible assessments." "He is my go-to mediator for complex commercial disputes." "David is an amazing mediator. He's energetic, sharp and committed."

Based in New York, **Marc Isserles** (see p.594) is experienced in mediating a range of complex commercial matters, with particular expertise in high-profile entertainment industry disputes.

Strengths: "Marc is the smartest person in the room. He easily grasps the most complicated issues and will work tirelessly to help the parties reach resolution."

Jeff Kichaven (see p.606) has a widely known and respected mediation practice and regularly assists parties in coming to a settlement in complex commercial disputes, including multiparty and class action claims. He is based in Los Angeles. **Strengths:** "Jeff is highly skilled and knowledgeable." "He is very sophisticated and he's excellent on insurance issues." "He is one of the most professional neutrals in the USA."

Bethesda-based **Jonathan Marks** regularly mediates high-stakes commercial cases and has helped settle contractual and insurance claims, as well as large class actions and malpractice claims. South Florida-based **Rodney Max** has a wealth of expertise in acting as a neutral party in a variety of cases. He has experience assisting with matters concerning breach of contract and insurance as well as personal injury, wrongful death and mass torts.

Gary McGowan is widely regarded for settling high-stakes disputes. He possesses experience mediating energy, securities and intellectual property cases, among others. He is based in Houston. **Strengths:** "People trust him to make the final call and think very highly of him."

California-based **Lou Meisinger** excels in the mediation of complex class action and other multiparty cases, with experience handling major environmental and insurance-related matters.

Jed Melnick (see p.640) offers mediation services in a range of commercial matters, with particular expertise in securities class actions and financial disputes. He is based in New York. **Strengths:** "Jed has established himself as one of the preeminent mediators for large, complex disputes. He is smart, diligent and a pleasure to work with." "Jed is a standout star. He is creative, collaborative, thoughtful and never gives up."

Robert Meyer's distinguished Los Angeles-based mediation practice encompasses a broad variety of high-stakes commercial litigation including intellectual property, environment disputes and securities class actions. **Strengths:** "Robert Meyer is my first choice for a mediator and we frequently recommend him." "He is an exceptional problem solver."

Andrew Nadolna (see p.650) is a New York-based mediator with experience settling a range of business disputes. He has particular strength in handling complex insurance matters, benefiting from his considerable in-house expertise. **Strengths:** "Andrew brings a unique and unmatched level of experience and expertise to insurance coverage claims and litigation. He's a tireless and devoted mediator." "He looks for creative ways to resolve matters yet doesn't neglect to address the substance of the legal issues presented."

Douglas Noll is widely respected for his deep mediation experience, with a history of bringing a whole range of different high-stakes disputes to settlement. He is based in Clovis, California.

Christopher Nolland acts as mediator in a range of commercial disputes, including bankruptcy and trade secrets cases, among others. He is based in Dallas. **Strengths:** "Chris is a wonderful mediator and also serves as settlement counsel to help parties resolve disputes. He comes with high praise."

Houston-based **Alice Oliver-Parrott** is noted for her robust mediation offering. She possesses considerable experience resolving disputes in areas such as torts, personal injuries and contract issues, among others. **Strengths:** "Alice has a sterling reputation in this space."

Based in San Antonio, **Donald Philbin** is a thought leader among mediators, providing expert commercial mediation services for those facing energy, construction and other business disputes. **Strengths:** "I think Donald is a unique, highly talented and experienced, one-of-a-kind mediator." "He is a unique professional and the most qualified mediator I've ever worked with. Clients from across Texas seek him out for his special skill set and outstanding value." "Don is our go-to mediator for complex commercial litigation."

Based in Corona del Mar, **Layn Phillips** uses his vast mediation experience to bring parties to agreement in a wide variety of different disputes, including employment claims, securities cases and antitrust class actions. **Strengths:** "He can look at a case wearing his Judge hat and it gives him a unique viewpoint. He is also very practical."

Antonio Piazza is deftly able to bring a whole array of commercial disputes to settlement. He is based in San Francisco. **Strengths:** "He has an excellent reputation. If you have a case you really need to settle, people recommend Tony."

Los Angeles-based **Barbara Reeves** is regularly called upon to settle litigation between entities in the media, technology and healthcare spaces.

Deborah Reperowitz brings her considerable litigation expertise to bear in mediating complex business disputes. She is based in New York and cochairs the bankruptcy, workouts and creditors' rights group at Stradley Ronon Stevens & Young. **Strengths:** "Deborah handles complex and sophisticated mediation with the utmost skill, preparation and effectiveness." "She has served as a mediator

in several complex litigation matters and assisted the parties in navigating difficult and in some cases esoteric issues, with creativity, patience and sophistication."

Based in Los Angeles, **Deborah Rothman** facilitates mediations between parties in a broad variety of commercial disputes, such as employment, insurance and real estate cases, among others. **Strengths:** "Deborah is a bright intellect. She is very well thought of."

San Francisco-based **Mark Rudy** has a wealth of experience assisting clients with significant employment disputes and class actions. **Strengths:** "Mark is a leading employment mediator in California and beyond. He is talented and enormously well liked."

Based in Atlanta, **John Sherrill** is highly regarded for his extensive experience mediating cases across a broad range of areas, including construction, real estate, product liability and entertainment. **Strengths:** "John is an outstanding lawyer. He has a wonderful presence and a great background and temperament." "He is a class act, a good resolver of disputes. He's practical and gets it done."

Janice Symchych (see p.714) offers mediation services for a range of complex multiparty disputes, particularly those centered on the False Claims Act. She is based in Minneapolis. **Strengths:** "She is doggedly persistent and gets results, even where prior efforts at mediation have failed. She is also very efficient with her time and cost-effective." "Judge Symchych is very skilled as a mediator. It is unusual in such a specialized industry to work with someone as knowledgeable as her."

Daniel Weinstein is particularly adept at resolving class actions, often concerning complex real estate or antitrust issues, as well as shareholder disputes. He is based in San Francisco. **Strengths:** "Judge Weinstein works relentlessly to try to resolve cases."

Philadelphia-based **Diane Welsh** specializes in mediating multiparty disputes spanning commercial, employment, mass torts and insurance. **Strengths:** "Judge Welsh is simply the best mediator I have worked with for many years. Smart, thoughtful, creative and tireless. She is an absolute pleasure to work with." "I think very highly of her. She is always prepared and very balanced and is highly effective in bringing the parties to an agreement." "Judge Welsh has a very good demeanor in bringing people to a consensus. She is one of the best around. She's experienced, smart, savvy and practical."

Rebecca Westerfield is called upon to mediate a range of complex disputes, including cases involving personal liability, employment and fraudulent financial conduct issues. She is based in San Francisco. **Strengths:** "Judge Westerfield is very strong and hardworking." "I trust her judgment and she is particularly attuned to the dynamics in a negotiation."

Based in Clayton, Missouri, **Brad Winters** offers mediation services for a multitude of issues, from single-plaintiff personal injury matters to multiparty commercial disputes. **Strengths:** "Brad has been an excellent mediator in numerous complex and difficult class actions for many years. He works efficiently and tirelessly to obtain appropriate

results.” “Brad is able to settle complex matters where others have failed. He is dedicated and fair.” Over the course of his extensive career **Randall Wulff** has successfully mediated a whole host of commercial claims, intellectual property disputes and construction cases. He is based in Napa, CA. San Francisco-based **Cathy Yanni** handles high-profile national disputes and often mediates pharmaceutical mass torts and employment litigation. She has further experience in settling ERISA, bankruptcy, and privacy and data breach disputes. **Strengths:** “Cathy brings order to the most

complex settlement scenarios.”

Michelle Yoshida has experience settling a variety of disputes, including financial and commercial lawsuits. She is based in Corona del Mar, CA. **Strengths:** “Michelle is very competent and capable.”

New York-based **Michael Young** focuses on mediating a range of finance-related cases for clients and helps to settle disputes involving securities, antitrust and insurance coverage issues. **Strengths:** “Michael is excellent. He brings common sense and commercial acumen to

resolving disputes and is well prepared for each mediation session.”

Alvin Zimmerman helps parties reach a settlement in commercial disputes, as well as mass torts and employment cases, among others. He is based in Houston.

Mining & Metals Nationwide

Mining & Metals	Mining & Metals
Leading Firms	Leading Individuals
Band 1	Band 1
A&O Shearman	Estes John E. Sullivan & Cromwell LLP*
Cleary Gottlieb Steen & Hamilton LLP	Galvis Sergio J. Sullivan & Cromwell LLP*
Sullivan & Cromwell LLP	Koenigsnecht John J. Crowell & Moring LLP
Band 2	Lewis Jeffrey S. Cleary Gottlieb Steen & Hamilton LLP*
Crowell & Moring LLP	Urda Kassis Cynthia A&O Shearman
DLA Piper LLP (US)	Wright Oliver DLA Piper LLP (US)
Dorsey & Whitney LLP	Band 2
Milbank LLP	Anderson Kimberley R. Dorsey & Whitney LLP
White & Case LLP	Benson Joel Davis Graham & Stubbs LLP
Band 3	Borisoff Alexander Milbank LLP*
Davis Graham & Stubbs LLP	de la Hoz Fernando White & Case LLP
Parsons Behle & Latimer PC	Doerksen Christopher Dorsey & Whitney LLP
Perkins Coie LLP	Fjelstad Eric B. Perkins Coie LLP*
Stoel Rives LLP	Goodenow Rew R. Parsons Behle & Latimer PC
* Indicates individual with profile.	Monroe Ramona Stoel Rives LLP*
Alphabetical order within each band. Band 1 is highest.	Parker Wells Dorsey & Whitney LLP
Band 1	Stone David S. Crowell & Moring LLP
A&O Shearman	Up-and-coming individuals
What the team is known for A&O Shearman has an experienced practice group with strong capabilities in domestic and international mining and metals transactions. Clients include major mining companies, multinationals, private equity funds and other lenders. Offers significant capabilities in Central Asia and African markets. On 1 May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.	Kent Benjamin Sullivan & Cromwell LLP*

A&O Shearman

What the team is known for A&O Shearman has an experienced practice group with strong capabilities in domestic and international mining and metals transactions. Clients include major mining companies, multinationals, private equity funds and other lenders. Offers significant capabilities in Central Asia and African markets. On 1 May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

“The firm has a very strong and skilled team.”

“The team has very good knowledge of mining and the market standards.”

“The firm is very good across the board. Its advice is

very well calculated.”

Work highlights The firm advised Nevada Copper in its development and financing activities related to the Pumpkin Hollow project in Nevada.

Notable practitioners

Cynthia Urda Kassis has vast experience in the mining and energy industries and expertly handles large transactions for her clients. **Strengths:** “Cynthia is very good for strategic advice.”

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP has a distinguished team acting for an enviable roster of global mining and metals

companies. Excels in complex M&A, joint ventures and other strategic alliances. Also a go-to practice for high profile securities offerings and other sophisticated financing transactions. Noted for its work both domestically and abroad, with particular knowledge of South American markets.

Strengths

“Cleary’s team is really good – I have never seen a lawyer there that is not brilliant.”

“Cleary is a go-to firm for complex, cross-border matters.”

“Cleary is top notch. Its attorneys are fast, thorough and also bring a level of practicality to matters.”

Work highlights Cleary Gottlieb advised Vale in the sale of a 10% minority stake in its base metals business.

Notable practitioners

Jeffrey Lewis (see p.622) routinely handles complex acquisitions and joint ventures for his mining clients. He offers strength in both domestic and international transactions. **Strengths:** “Jeffrey is a comprehensive thinker with a smooth and sophisticated delivery. He is a calming presence when situations get complex and chaotic.” “Jeffrey is very experienced. He cuts to the heart of what we are trying to accomplish.” “He has a great depth of experience and broad commercial acumen.”

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP offers a well-regarded mining practice that assists clients with cross-border mergers and financings. Additional capital markets and restructuring capabilities support its comprehensive industry practice.

Strengths

“The quality of the Sullivan & Cromwell team is top

notch from top to bottom.”

“Sullivan & Cromwell’s team has an understanding of the intricacies of difficult matters.”

“Sullivan & Cromwell has a very capable and knowledgeable team.”

Notable practitioners

John Estes (see p.548) has a wealth of experience acting for mining clients in domestic and international transactions, including debt and equity and acquisition financings. **Strengths:** *“John is key to our strategy and he is extremely knowledgeable.” “He’s an extremely good lawyer.”*

Sergio Galvis (see p.562) is regularly sought out by mining clients for his expert handling of complex financings, including cross-border transactions. **Strengths:** *“Sergio suggests very smart or sophisticated solutions and he gives very effective advice.” “He’s an outstanding lawyer.” “He’s a great lawyer and a great leader.”* **Benjamin Kent** (see p.605) is an up-and-coming partner held in high regard by a client base of prominent mining companies. He routinely assists in major financing matters. **Strengths:** *“Benjamin is not only knowledgeable but proactive in approaching matters.” “He always reacts quickly with intelligent opinions and advice.” “He is always responsive, thoughtful, commercial and highly intelligent.”*

Band 2

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP have strength across a range of matters in the mining and metals space. The team have a depth of expertise in capital market transactions and are equally well equipped to handle acquisitions in the sector.

Notable practitioners

John Koenigsknecht provides expert representation of his mining company clients in a range of capital markets transactions. **Strengths:** *“John is reachable, pragmatic and attentive.” “He is extremely responsive.”* **David Stone** is routinely called upon to handle complex transactions in the mining space. **Strengths:** *“David is extremely communicative and commercial.” “He is very knowledgeable. He also has a lot of expertise and is easy to work with.”*

DLA Piper LLP (US)

What the team is known for DLA Piper leans on its international network of offices to support clients with mining operations throughout the world. US-based practitioners routinely lead corporate compliance, financing and project development matters, alongside supporting colleagues handling matters across the globe. The team specializes in advising on matters concerning critical minerals, including providing support on federal funding initiatives.

Strengths

“The team is great to work with.”

Work highlights DLA Piper represented Atlas Lithium Corporation on SEC reporting and compliance matters.

Notable practitioners

Oliver Wright focuses his practice representing clients in the mining and metals space. His is

experienced across a range of transactions including M&A, capital markets and project financing. **Strengths:** *“Oliver is very client-focused.” “He has a depth of experience in the space.” “Oliver is extremely commercial.”*

Dorsey & Whitney LLP

What the team is known for Dorsey & Whitney LLP has a highly regarded practice with experience assisting domestic and international mining and metals clients. Particularly noted for representation of Canadian clients dealing with US market issues. Offers expertise in joint ventures, land transactions and regulatory compliance as well as natural resources development and financings.

Strengths

“Dorsey & Whitney’s team is knowledgeable about the industry and the issues.”

“The Dorsey & Whitney team is always on the ball and able to provide practical advice.”

Work highlights Dorsey & Whitney represented Energy Fuels in the sale of its Alta Mesa ISR uranium mining project to enCore Energy.

Notable practitioners

Kimberley Anderson frequently acts on cross-border acquisitions and financing transactions in the mining and metals space. She is particularly adept in representing Canadian clients.

Strengths: *“Kimberley is very knowledgeable and very responsive.” “She is an excellent technical and practical attorney.”*

Christopher Doerksen is frequently called upon by Canadian-based mining companies for his expert handling of acquisitions and capital market transactions in the US.

Strengths: *“Christopher is very knowledgeable and extremely attentive.”* **Wells Parker** is head of the firm’s energy and natural resources industry group and is highly skilled across a range of transactions in the mining space, including joint ventures, sales and financing matters. **Strengths:** *“Wells is an outstanding attorney.” “Wells is very helpful and diligent.”*

Milbank LLP

What the team is known for Milbank is a strong firm with a sophisticated mining and metals practice, particularly in the financing space. The team regularly advises lenders and ECAs on complex financing packages and leverages their environmental expertise to adeptly represent clients in connection with mining and metal projects.

Notable practitioners

Alexander Borisoff (see p.510) demonstrates particular strength in acting as lenders counsel in major mining and metals project financing transactions. He has considerable experience of handling issues containing cross-border elements.

White & Case LLP

What the team is known for White & Case LLP is well versed in representing domestic and international clients in the mining and metal industry across a spectrum of matters. The team expertly handles M&A, financing, restructuring and private equity matters, as well as assisting clients with complex cross-border disputes. The firm is particularly noted for its expertise in the Americas, EMEA and APAC regions.

Strengths

“White & Cases provides excellent coordination across multiple teams and legal jurisdictions.”

“White & Case houses a tremendous range of expertise. The team is also very accessible and responsive.”

“White & Case provides outstanding legal and strategic advice. The deep experience of the team results in a high level of agility and quick but thoughtful advice.”

Notable practitioners

Fernando de la Hoz has considerable experience handling transactions in the space, including M&A and project financings. He is notably adept at handling matters with cross-border elements, particularly those involving Latin America. **Strengths:** *“Fernando provides excellent counsel.”*

Band 3

Davis Graham & Stubbs LLP

What the team is known for Davis Graham & Stubbs is a Colorado-based firm notable for its ample experience in transactions and operational issues in the mining sector, particularly when matters concern federal lands. The firm routinely handles mergers and acquisitions between mining companies, both domestically and across borders. The team is equally comfortable handling financing and mineral lease issues. Wider support is provided by the firm’s litigation partners who are experienced in industry related issues.

Strengths

“Davis Graham is a very good firm.”

Notable practitioners

Joel Benson has a diverse mining practice, advising clients on financings, M&A and joint venture matters. **Strengths:** *“Joel is an awesome lawyer, he is really smart.”*

Parsons Behle & Latimer PC

What the team is known for Parsons Behle & Latimer is a popular choice among clients. The firm offers a broad set of capabilities, ranging from corporate transactions, mineral rights and regulatory and commercial litigation. The team boasts notable experience of handling M&A and joint ventures.

Notable practitioners

Rew Goodenow is equally comfortable leading commercial litigation and transactional matters on behalf of his mining and metals clients. He is experienced in handling M&A and a broad set of governance mandates. **Strengths:** *“Rew is an excellent advisor.”*

Perkins Coie LLP

What the team is known for Perkins Coie operates an impressive mining practice with a client base active in the extraction of base, precious and critical minerals. The team routinely handles regulatory and permitting issues alongside a broad range of litigation around operations and environmental issues. The firm offers additional experience in financing and asset acquisition deals.

Notable practitioners

Eric Fjelstad (see p.788) heads the Alaska natural resources group. He handles compliance, permit-

ting and commercial matters on behalf of significant mining operations in the US. **Strengths:** “Eric is very experienced.”

Stoel Rives LLP

What the team is known for Stoel Rives is well respected for its full-service mining practice. The firm boast a team with a broad swathe of experience in operational and transactional issues including permitting, mineral rights, land issues and project financing. The team is particularly active on behalf of clients with operations in Alaska and Idaho.

Notable practitioners

Ramona Monroe (see p.789) is relied upon by many of Alaska's most prominent mineral companies for her broad mining expertise. She is experienced in handling transactional matters alongside associated compliance and due diligence issues. **Strengths:** “Ramona's knowledge of the mining industry makes her an incredible asset.” “She is a fantastic mining lawyer.”

Native American Law Nationwide

Native American Law
Leading Firms
Band 1
Akin
Dentons
Drummond Woodsum
Hobbs Straus Dean & Walker LLP
Kanji & Katzen PLLC
Sonosky, Chambers, Sachse, Endreson & Perry, LLP
Band 2
Dorsey & Whitney LLP
Faegre Drinker Biddle & Reath, LLP
Greenberg Traurig, LLP
Holland & Knight LLP
Jenner & Block LLP
Robins Kaplan LLP
Band 3
Brownstein Hyatt Farber Schreck, LLP
Conner & Winters, LLP
Dykema Gossett PLLC
Hogen Adams
Holland & Hart LLP
Kilpatrick Townsend & Stockton LLP
Lewis Roca
Lippes Mathias LLP
Miller Nash LLP
Powers Pyles Sutter & Verville PC
Quarles & Brady LLP
WilmerHale

The editorial is in alphabetical order by firm name.

Akin

What the team is known for Akin has extensive experience handling contentious and noncontentious gaming matters on behalf of Native Amer-

ican tribes. Akin offers expertise in litigation relating to treaty rights, water rights and tribal sovereignty. The team is highly regarded for experience in public policy, finance and tribal energy policy. Akin also assists tribes with healthcare and employment matters.

Strengths

“Akin has great expertise and is very good at determining how to handle tricky issues.”

Work highlights Akin represented the Pechanga Band of Luiseño Indians with respect to the acquisition of access to an increased water supply in order to support development on tribally owned land.

Notable practitioners

Donald Pongrace (see p.671) is well regarded for his lobbying experience and is particularly active on matters involving water and land rights. **Strengths:** “Donald is very effective for his client and is very knowledgeable.” **Katie Brossy** (see p.514) represents tribes in legislative and policy matters at state and federal levels, and advises on a range of issues including gaming, water rights and land purchases. **Strengths:** “Katie is great to work with and has a very personal way of dealing with clients.” “Katie tries to get work done in an expeditious way and is able to get communications back to us to help our understanding.” **Jason Travis Hauter** is commended for his expertise in Native American law. He regularly represents tribes in water rights, gaming and environmental regulatory matters. **Strengths:** “Jason is excellent all-around. He is responsive, engaged, pragmatic, well-prepared and very collaborative.” “Jason's work is very special in the area of tribal water law and he's a preeminent name in that space.”

Appleby Law PLLC

What the team is known for Appleby Law is home to an experienced practice offering regulatory and transactional advice in relation to Indian law. It covers a full spectrum of matters including real estate and land issues, financing transactions and business development. The group represents businesses and corporations which are counterparties with tribes and tribal businesses.

Strengths

“The depth and breadth of Appleby Law's knowledge is outstanding.”

Notable practitioners

Managing partner **Nancy Appleby** assists corporations with a variety of complex real estate and land use matters involving Native American law, as well as advising on commercial financings. **Strengths:** “Nancy is a specialist in the Bureau of Indian Affairs and navigates through the nuances of Native American law very well.”

Barnhouse Keegan Solimon & West LLP

What the team is known for Barnhouse Keegan Solimon & West is a prominent boutique Native American practice providing high quality advice to tribal entities. It is regularly sought out for its expertise in water rights, land use, gaming and employment issues. The firm offers additional experience advising on commercial and real estate transactions.

Notable practitioners

Kelli Keegan is managing partner at the firm.

Brownstein Hyatt Farber Schreck, LLP

What the team is known for Brownstein Hyatt Farber Schreck LLP has extensive experience in representing tribes, water districts and cor-

Native American Law	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Locklear Arlinda Law Office of Arlinda Locklear (ORL) ◇
Chambers Reid Sonosky, Chambers, Sachse, Endreson	Sansonetti Thomas L. Holland & Hart LLP
Gips Robert Drummond Woodsum	
Leading Individuals	
Star individuals	Streitz Mary Dorsey & Whitney LLP
Kanji Riyaz Kanji & Katzen PLLC	Tompkins Hilary Hogan Lovells US LLP (ORL) ◇
Band 1	Webster Joseph Hobbs Straus Dean & Walker LLP
Albright Cory Kanji & Katzen PLLC	
Baker-Shenk Philip M. Holland & Knight LLP	Band 3
Durocher Skip Dorsey & Whitney LLP	Adams III Andrew Hogen Adams
Eid Troy A. Greenberg Traurig, LLP	Appleby Nancy J. Appleby Law PLLC
Harper Keith Jenner & Block LLP	Brossy Katie Akin *
Johnson Brendan Robins Kaplan LLP	Daughety Samuel Dentons LLP
Miller Lloyd Sonosky, Chambers, Sachse, Endreson	Elliott Nicole Holland & Knight LLP
Pavel Mary Sonosky, Chambers, Sachse, Endreson	Hart Steve Lewis Roca *
Pongrace Donald R. Akin *	Hauter Jason Travis Akin
Sibbison Heather Dentons LLP	Heckman Carol Lippes Mathias LLP
Weddle Jennifer H. Greenberg Traurig, LLP	Hinton Michael-Corey Drummond Woodsum
Band 2	Hirsch Sam Jenner & Block LLP
Boldrey R. Lance Dykema Gossett PLLC	Larson Peter Lewis Roca *
Endreson Douglas Sonosky, Chambers, Sachse	Lewis Brian Drummond Woodsum *
Galanda Gabe Galanda Broadman	Martin Connie Sue Schwabe, Williamson & Wyatt (ORL) ◇
Galbraith Charles Jenner & Block LLP	Masse Christine Miller Nash LLP
Giampetroni David Kanji & Katzen PLLC	Munson Catherine F. Kilpatrick Townsend & Stockton
Harkins Aaron J. Hogen Adams	Ochoa Luis Quarles & Brady LLP
Hogen Vanya S. Hogen Adams	Parsons Kenneth Holland & Knight LLP
Hughes Jennifer Hobbs Straus Dean & Walker LLP	Ray-Hodge Vanessa L. Sonosky, Chambers, Sachse
McCoy Padraic I. Ocotillo Law & Policy Partners	Schaeffer Suzanne Dentons LLP
McSloy Steven Paul Carter Ledyard & Milburn LLP	Skenandore Samantha Quarles & Brady LLP
Meggesto James Holland & Knight LLP	Sledd John Kanji & Katzen PLLC
Purdon Timothy Robins Kaplan LLP	Smith Ryan Brownstein Hyatt Farber Schreck, LLP
Rey-Bear Dan Rey-Bear McLaughlin LLP	Steadman Jane Kanji & Katzen PLLC
Rossetti Michael Lippes Mathias LLP	Thomas Pilar Quarles & Brady LLP
Sarcinella Joseph Drummond Woodsum	Ward Stephen R. Conner & Winters, LLP
Setshwaelo Sara Dutschke Kaplan Kirsch LLP (ORL) ◇	Up-and-coming individuals
Smith Gregory A. Hobbs Straus Dean & Walker LLP	Billion Timothy Robins Kaplan LLP
Smith Rob Roy Kilpatrick Townsend & Stockton	Giles Erick Drummond Woodsum *
Smith, Jr. Kaighn Drummond Woodsum	Murray Sarah Brownstein Hyatt Farber Schreck, LLP
Staudenmaier Heidi M. Snell & Wilmer LLP (ORL) ◇	Powell Leonard Jenner & Block LLP
	Salguero Rebekah Ocotillo Law & Policy Partners
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

porations before Congress, the Department of the Interior and the courts on tribal issues and Western natural resource issues. The firm acts as go-to legal and policy counsel to Native American tribal communities across the United States.

Strengths

"The team at Brownstein is engaging, knowledgeable and highly responsive to its client's legal needs."

"The level of expertise, professionalism and quality of work provided by the BHFS team speaks for itself."

Work highlights BHFS LLP advised the White Mountain Apache Tribe in connection with the White Mountain Apache Tribe Water Rights Quantification Act which quantified the tribe's water rights and authorized \$100+ million for a tribal drinking water project.

Notable practitioners

Ryan Smith is recognized for his expertise in representing tribal nations, corporates and districts in natural resource and water disputes. He is chair of the firm's American Indian Law & Policy

Group, as well as cochair of Brownstein's Natural Resources Department. **Strengths:** *"Ryan has a very good reputation in the water law space in relation to Native American land."* **Sarah Murray** is an up and coming partner who is well versed in advising clients on regulatory and administrative matters related to tribal gaming and Indian affairs. **Strengths:** *"Sarah is super responsive."* *"Sarah is the most helpful and expert outside counsel."* *"Sarah is a subject matter expert in Indian Gaming Law. She understands the nuances of the industry and is very engaging and responsive."*

Carter Ledyard & Milburn LLP

What the team is known for Carter Ledyard & Milburn LLP demonstrates extensive expertise at the juncture of corporate finance and Native American law. The firm regularly works with tribes and financing parties on bonds, workouts and commercial lending matters. It also provides general corporate counsel and offers expertise in joint venture work.

Notable practitioners

Native American Law: Non-Tribal Counsel	
Leading Firms	
Band 1	
Modrall Sperling	
Perkins Coie LLP	
Leading Individuals	
Band 1	
MacLean Jena Perkins Coie LLP	
Slade Lynn H. Modrall Sperling	
Band 2	
Bennett Deana M. Modrall Sperling	
Curtis Jr Charles G. Perkins Coie LLP *	
Mansinghani Mithun Lehotsky Keller Cohn LLP (ORL) ◇	
Nichols Brian K. Modrall Sperling	
Stern III Walter E. Modrall Sperling	

Steven Paul McSloy is chair of Carter Ledyard's Native American practice group and represents both financial institutions and tribes in complex finance matters. **Strengths:** *"Steven is an incredible finance lawyer."* *"Steven is a great lawyer and is great for any business transaction."*

Conner & Winters, LLP

What the team is known for Conner & Winters is an Oklahoma-based practice operating on a national level for Native American tribes and household name companies with Indian country clients. The law firm handles transactional, governance and contentious mandates, with key strengths in the areas of lending and financings, energy sector deals and litigation to US Supreme Court level. It is notable for its ability to handle matters within tribal legal systems, and is securing increasing recognition outside state borders. The team also offers counsel on legal infrastructure and tribal governance.

Work highlights Connor & Winters advised the Muscogee Nation Gaming Enterprises, LLC regarding a \$500 million financing of its operating and development capital.

Notable practitioners

Stephen Ward is well known for his representation of tribal clients in state and federal courts. **Strengths:** *"Stephen is a very client-oriented attorney and his responsiveness and attentiveness are greatly appreciated."*

Dentons

What the team is known for Dentons has an illustrious and well-established Native American practice working exclusively for tribes. The Dentons team enjoys an excellent reputation for gaming work, environmental regulations and fee-to-trust land acquisitions, among other matters. Dentons skillfully advocates on behalf of clients before state legislatures, Congress and government agencies in addition to its strong litigation and regulatory capabilities. Team members have experience working at the DOI, National Indian Gaming Commission and DOJ.

Strengths

"Dentons is very professional and very responsive."

"The Dentons team has a wide breadth of knowledge, skills and experiences."

"The attorneys at Dentons are very experienced at handling difficult legal questions regarding Native American law."

Work highlights Dentons represented the Prairie

Native American Law: Finance	
Leading Firms	
Band 1	
Carter Ledyard & Milburn LLP	
Faegre Drinker	
Orrick, Herrington & Sutcliffe LLP	
Sheppard, Mullin, Richter & Hampton LLP	
Leading Individuals	
Band 1	
Hernandez Miko	Faegre Drinker Biddle & Reath, LLP
Hyatt Townsend	Orrick, Herrington & Sutcliffe LLP
Swanick Christine L.	Sheppard, Mullin, Richter
Wahpepah Wilda	Sheppard, Mullin, Richter & Hampton
Band 2	
Coddington Michael	Faegre Drinker Biddle & Reath, LLP
Lin David	Orrick, Herrington & Sutcliffe LLP
Miernicki Jennifer	Faegre Drinker*
* Indicates individual with profile.	
Alphabetical order within each band. Band 1 is highest.	

Island Indian Community in its efforts to have land added to its reservation to settle its claims against the federal government for illegally flooding part of the Tribe's reservation through the operation of a federal dam.

Notable practitioners

Heather Sibbison maintains an excellent reputation for her wealth of experience representing tribes in land matters, gaming disputes and other civil litigation. **Strengths:** "Heather is very attentive, thorough, responsive and extremely knowledgeable." "Heather is one of the very best attorneys who works in the area of Native law in the whole country." "Heather's quality of work and breadth of knowledge are great." **Samuel Daughety** is commended for his experience handling water rights and gaming issues for Native American tribes. He has particular expertise in tribal lands and public policy issues. **Strengths:** "Samuel is very responsive, attentive and smart." "Samuel is very strong on water law issues." **Suzanne Schaeffer** has broad expertise in the Native American law space, with significant experience handling natural resources, environmental and Indian lands issues. **Strengths:** "Suzanne is extremely responsive and helpful in matters involving her area of expertise."

Dorsey & Whitney LLP

What the team is known for Dorsey & Whitney is a versatile full-service firm offering breadth and depth of expertise encompassing finance, employment law, litigation, economic development, taxation and governmental relations, for both tribal and nontribal clients. The firm's areas of expertise include treaty rights, gaming and healthcare. The team also advises Alaska Native corporations on M&A and natural resource management.

Strengths

"Dorsey & Whitney houses excellent attorneys with a nationwide practice."

"The team at Dorsey is very timely in terms of communications and its depth of expertise is exceptional."

"The team's thoroughness and accuracy are strong and its communication is great."

Work highlights Dorsey & Whitney represented the Gila River Indian Community in a dispute with the Indian Health Service and Department of Vet-

Native American Law: Appellate	
Leading Firms	
Band 1	
Jenner & Block LLP	
Kanji & Katzen PLLC	
WilmerHale	
Leading Individuals	
Band 1	
Gershengorn Ian Heath	Jenner & Block LLP
Kanji Riyaz	Kanji & Katzen PLLC
Waxman Seth	WilmerHale

eran Affairs regarding payment for healthcare provided by the tribe to veterans.

Notable practitioners

Skip Durocher represents both tribes and tribal entities in federal, state and tribal courts, with particular expertise in Indian gaming law.

Strengths: "Skip is an excellent lawyer." "Skip is always willing to make an effort to be available and is a quick learner who picks up issues quickly and efficiently." **Mary Streitz** focuses her practice on a wide variety of Federal, State and Tribal tax matters on behalf of tribes and tribal entities as well as entities engaging in business with tribes.

Strengths: "Mary is a renowned expert in tax law."

Drummond Woodsum

What the team is known for Drummond Woodsum is recognized for its excellent Indian finance and economic development practice. Drummond Woodsum represents Native American businesses as well as tribes in litigation, government affairs and transactional work. The Drummond Woodsum team frequently acts for tribes on the developing, financing and subsequent operation of Indian tribal enterprises, as well as demonstrating great expertise in labor and employment cases. Drummond Woodsum also represents tribes in sovereignty issues and jurisdictional disputes.

Strengths

"Drummond Woodsum provides great service. It is always responsive, helpful and solution oriented."

"The team at Drummond Woodsum is very personable and has great communication."

"The Drummond Woodsum team is knowledgeable and engaging with a diverse skill set."

Work highlights Drummond Woodsum advised the Seneca Nation's cannabis regulatory body with respect to the establishment of regulations regarding cannabis.

Notable practitioners

Robert Gips maintains an excellent reputation for advising tribes on corporate transactions.

Strengths: "Robert is very experienced and has great insight and creative thinking." "Robert is well-seasoned and deeply experienced in Indian law and the way in which it relates to corporate law." "Robert is highly responsive and very bright."

Joseph Sarcinella is an experienced attorney recognized for his work representing tribes and tribal entities across a broad variety of matters. He has particular capabilities in renewable energy, tribal lands and economic development issues. **Strengths:** "Joseph is extremely sophisticated and is strong at handling complex work."

Kaighn Smith has an excellent reputation for his work in Native American law and is known for

Specialist Firms in Native American Law	
Leading Firms	
Band 1	
Hobbs Straus Dean & Walker LLP	
Kanji & Katzen PLLC	
Sonosky, Chambers, Sachse, Endreson & Perry, LLP	
Band 2	
Hogen Adams	
Powers Pyles Sutter & Verville PC	
Band 3	
Appleby Law PLLC	
Barnhouse Keegan Solimon & West LLP	
Frye & Kelly P.C.	
Galanda Broadman	
The Jacobson Law Group	
Ocotillo Law & Policy Partners	
Rey-Bear McLaughlin LLP	
Rothstein Donatelli LLP	

advising clients on a range of disputes, including gaming and water rights as well as labor and employment law. **Strengths:** "Kaighn is a very experienced and very seasoned creative thinker in this space." **Michael-Corey Hinton** is commended for his work representing tribes and tribal entities across a range of legal areas. He is particularly expert in regulatory and administrative proceedings. **Strengths:** "Michael-Corey Hinton provides strong insights and is a pleasure to work with. He delivers quality results." "Mr. Hinton's performance is very impressive." **Brian Lewis** (see p.622) is an experienced attorney recognized for his expertise in tribal economic development matters and the protection of tribal powers, rights and interests. **Strengths:** "Brian is a very thorough professional." **Erick Giles** (see p.566) is very well versed in a wide range of Native American law matters. He is frequently sought by tribal nations and tribal businesses, among many others, to advise on complex federal regulatory issues, treaty rights and commercial contracts. **Strengths:** "Erick has a good understanding of issues addressing multiple jurisdictions." "Mr. Giles is a great attorney with a special gift for balancing a massive and diverse workload for his clients."

Dykema Gossett PLLC

What the team is known for Dykema Gossett is recognized for its expertise at the juncture of gaming and Native American law. The team advises nontribal clients as well as tribes and tribal entities on a broad range of related issues including land-to-trust work, eligibility applications and financing agreements.

Strengths

"The team at Dykema Gossett is very well versed in the area of Native American law and is able to handle complex and sophisticated matters."

Work highlights Dykema Gossett represented the Little River Band of Ottawa Indians in its federal applications to have off-reservation land in Muskegon, Michigan taken into trust for gaming purposes.

Notable practitioners

Lance Boldrey advises tribes, nontribal governments and nontribal entities on a wide array of Native American law matters, with an emphasis on state-tribal relations, economic development and other corporate matters. **Strengths:** "Lance is very

nice to work with. He's confident, has good interpersonal skills and excellent communication." "Lance's background knowledge of issues is very strong." "Lance is able to go beyond legal work and really understand transactions and work to find solutions for everyone involved."

Faegre Drinker Biddle & Reath, LLP

What the team is known for Faegre Drinker provides high quality advice to tribal and nontribal clients on a range of matters. Faegre Drinker is noted for its market-leading expertise in tribal finance as well as gaming, real estate and the environment. The team assists in drafting tribal codes and constitutional amendments, and regularly represents tribes before Federal and State Courts.

Strengths

"The Faegre team is knowledgeable and responsive."

"The quality of work provided by the Faegre team is accurate, comprehensive and thorough."

Work highlights Faegre Drinker Biddle & Reath advised the Shakopee Mdewakanton Sioux Community on intellectual property matters including trademark and copyright clearance, prosecution and maintenance.

Notable practitioners

Miko Hernandez regularly advises tribes and financial institutions on financing disputes involving real estate, construction and gaming.

Strengths: "Miko's cultural awareness is excellent and her finance background in this space is very strong." "Miko has a high level of expertise and experience." "Miko is a very diligent worker who makes herself readily available and her quality of work is always thorough." **Michael Coddington**

has a broad practice as a commercial lawyer. He is noted for his work in Native American law.

Strengths: "Michael is a top notch attorney with a great ability to balance business sense with legal points." **Jennifer Miernicki** (see p.642) is highly knowledgeable of Indian tribal financial matters and regularly advises lenders and tribal corporate entities on a wide array of complex issues.

Strengths: "Jennifer is very communicative and able to digest legal matters into something that we can understand."

Frye & Kelly P.C.

What the team is known for Frye & Kelly has a reputable Native American law practice advising tribal entities on a range of issues. It has expertise which covers healthcare, education and business development, among others. The team exhibits strength in tribal resolutions, economic development and sovereign immunity.

Notable practitioners

Paul Frye is a key partner at the firm.

Galanda Broadman

What the team is known for Galanda Broadman is a reputable firm providing support and representation for tribal clients. It has considerable experience handling complex litigation and regulatory disputes. The firm's expertise covers an array of issues including taxation, gaming and government relations.

Notable practitioners

Gabriel Galanda represents Native American tribes in a variety of complex disputes. He is particularly well known for his handling of high-stakes tax litigation. **Strengths:** "Gabe is a great leader and really stands out among Native Law lawyers." "Gabe is a crusader for issues in Indian Country."

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig caters to Native American tribes as well as corporations, government bodies and nonprofit organizations. The team offers an interdisciplinary practice encompassing tribal economic development, financial transactions, energy and natural resources law, and federal policy matters. The group has experience at all levels of Tribal, State and Federal Court, including the Supreme Court. Greenberg Traurig also offers capabilities in mediation, particularly in disputes involving energy projects affecting tribal land.

Strengths

"The Greenberg team is always available, fast to turn work around and brings a deep strategic business perspective to its advice, which is very rare these days."

"The Greenberg team has exceptional breadth and depth which allows it to innovate and breed new ideas to address complex issues within Native American law."

"The quality and speed of the Greenberg team is highly impressive."

Work highlights Greenberg Traurig represented Summit Carbon Solutions in its development a carbon sequestration and storage project across five Midwest states in an area that contains 64 federally recognized Native American tribes.

Notable practitioners

Troy Eid is well regarded for his Native American law practice and regularly handles disputes between tribes and companies at both trial and appellate levels. **Strengths:** "Troy has extremely deep connections and some very good institutional knowledge." "Troy is an incredible lawyer, business advisor and friend who consistently looks for ways to add more value to our business." **Jennifer Weddle** advises tribes on economic development and natural resources disputes. **Strengths:** "Jennifer's knowledge, expertise and professionalism are only exceeded by her great compassion for Native American communities."

Hobbs Straus Dean & Walker LLP

What the team is known for Hobbs Straus Dean & Walker is a boutique firm committed to Native American issues. Hobbs Straus provides legal counsel and representation in tribal affairs, sovereignty issues, economic development and natural resources. The team has additional areas of expertise include gaming, healthcare, housing and child welfare. It has experience representing tribal clients before tribal and federal courts, including several appearances before the US Supreme Court.

Strengths

"Hobbs is an excellent litigation firm with a national reach."

Notable practitioners

Jennifer Hughes is noted for her work in trial gov-

ernance and regulatory matters. She is also an expert in legislative work. **Gregory Smith** regularly represents tribes and tribal entities in issues relating to governmental affairs. **Strengths:** "Gregory Smith is a very good lawyer." **Joseph Webster** is a strong tribal lawyer whose broad practice covers matters such as gaming, economic development and self-determination.

Hogen Adams

What the team is known for Hogen Adams is a specialist firm advising tribes and their partners both in the Upper Midwest and nationwide on a variety of matters, including financial transactions, hunting rights and gaming litigation. It also assists tribes with drafting, reviewing and revising tribal governance and policy documentation. The team's additional areas of expertise include natural resource protection, labor and employment, reservation boundary disputes and tribal jurisdiction.

Notable practitioners

Aaron Harkins regularly represents both tribes and financial institutions and is recognized for his strong litigation practice. **Vanya Hogen** regularly advises on financing, gaming and tribal economic development matters. **Strengths:** "Vanya is a great lawyer and is very strong on business transactions."

Andrew Adams is a respected practitioner who acts for tribes on financing, taxation and gaming issues. He has expertise in tribal constitutional law and tribal governance.

Holland & Hart LLP

What the team is known for Holland & Hart has a very reputable Native Law team which is frequently sought by clients doing business with Indian tribes or on tribal lands. The firm is also well versed at representing tribes in contentious and noncontentious matters such as development. The team has indepth knowledge of natural resource and environmental rights.

Strengths

"Holland & Hart's depth of knowledge and experience gives us confidence in the work product."

Work highlights Holland & Hart represented Calpine Corporation in a lawsuit brought in the Federal District Court of Sacramento by the Pit River Tribe of California. The matter is a challenge to the legitimacy of a lease.

Notable practitioners

Thomas Sansonetti of Holland & Hart is commended for his excellent work advising tribes on natural resources and environmental law issues.

Strengths: "Thomas provides strong specialized knowledge of water law issues."

Holland & Knight LLP

What the team is known for Holland & Knight's flourishing Indian law outfit covers a broad range of matters including gaming, government relations and public policy issues. The firm also handles oil and gas transactional work for tribes, as well as aiding clients in navigating federal environmental regulations. The team's clients include tribal governments and Alaska Native corporations and is known for advising tribes on complex tax issues.

Strengths

"Holland & Knight provides specialised expertise to Native American tribes on unique issues."

"The H&K team is always willing to make themselves available and turn work around promptly and efficiently."

Work highlights Holland & Knight acted for Saint Regis Mohawk Tribe in a dispute with Franklin County over the unauthorized collection by the county of Vehicle Use taxes.

Notable practitioners

Philip Baker-Shenk is well known in the field for his lobbying practice, representing tribal governments and organizations. **James Meggesto** advises tribes on a variety of matters including policy and regulation, gaming and tribal sovereignty. **Nicole Elliott** is known for handling a variety of litigious matters for a number of tribal clients. She is notable for her knowledge of tax-related issues. **Kenneth Parsons** advises Native American governments on a variety of issues including gaming and taxation matters. He is further noted for his work with State and Local Fiscal Recovery Funds under the American Rescue Plan Act. **Strengths:** *"Kenneth is outstanding to work with. He is respectful, understanding, responsive and helpful."*

The Jacobson Law Group

What the team is known for The Jacobson Law Group offers a nationwide Native American law practice based out of Minnesota that offers expertise on a range of different areas including gaming, ICWA, environment and natural resources, ADR, finance and more.

Notable practitioners

Joseph Halloran is a key contact.

Jenner & Block LLP

What the team is known for Jenner & Block maintains a strong reputation for its capabilities in litigation involving Native American tribes. It represents clients in a range of disputes involving gaming, taxation and tribal sovereignty concerns. The firm has notable experience acting before the federal and state courts and is widely recognized for the strength of its appellate practice. The group boasts a sizable team of former government attorneys.

Strengths

"Jenner & Block houses a Native law team that is super responsive and always looks for creative ways to approach issues."

"The firm provides a great service with smart, helpful responses."

"Jenner & Block offers an impressive mix of advocates from those specializing in federal Indian law and connected to Native nations to experts with years of experience in Supreme Court advocacy."

Work highlights Jenner & Block represented the Cherokee Nation of Oklahoma, the Morongo Band of Mission Indians and the Oneida Nation of Wisconsin in a Supreme Court case concerning the constitutionality of the Indian Child Welfare Act (ICWA).

Notable practitioners

Ian Heath Gershengorn was a former Acting Solicitor General of the United States and has extensive experience acting on behalf of tribes and tribal entities in cases relating to land rights

and other complex litigation. **Strengths:** *"Ian provides a great service and is in the top echelon of appellate lawyers in this space."* *"Ian is an exceptionally good litigator and an absolute pleasure to work with."*

Keith Harper represents both tribes and individual clients in gaming litigation, sovereign disputes and large tort claims. **Strengths:** *"Keith is super smart and his responsiveness and willingness to exchange ideas to find solutions is greatly helpful."* *"Keith is brilliant and is always willing to go above and beyond."* **Charles Galbraith** advises tribal clients on policy issues and other government affairs matters. He also has some expertise in environment and energy work and formerly served as the White House Associate Director of Intergovernmental Affairs and Public Engagement. **Strengths:** *"Charles is a very well-rounded lawyer, a good litigator and is someone that really pays attention to the nuance that is required with some work."* *"Charles is beyond excellent."*

Sam Hirsch assists tribes on a range of issues, including environmental disputes, taxation, and legislation and policy matters. He has significant experience in energy and environmental law. **Strengths:** *"Sam is wonderful to work with."* **Leonard Powell** has significant experience representing clients in high stakes disputes around federal Indian laws. He is well versed at all levels of court, up to the Supreme Court. **Strengths:** *"Leonard has brilliance coming out of every pore."* *"Leonard is a pleasure to work with and is extremely communicative."* *"Leonard is extremely knowledgeable and does wonderful work."*

Kanji & Katzen PLLC

What the team is known for Kanji & Katzen is a highly distinguished and experienced group noted for its representation of Indian nations and tribes. The team advises primarily on sovereignty and governance matters, treaty rights, taxation and jurisdictional issues. It has a strong reputation among peers for appellate litigation at all levels, including up to the Supreme Court. The group is known to be increasingly handling environmental disputes such as contamination and fishing rights as part of its growing emphasis on environmental protection.

Strengths

"The team at Kanji & Katzen is pragmatic with very good judgment."

"Kanji & Katzen is an excellent litigation firm with a national reach."

"The team at Kanji & Katzen is very easy to communicate with and responsive to the needs of its clients."

Work highlights Kanji & Katzen PLLC represented the Bad River Band of Lake Superior Tribe of Chippewa Indians in a dispute with a crude oil pipeline company regarding a pipeline installed on the Band's reservation for which the Federal easements had expired.

Notable practitioners

Riyaz Kanji has a stellar reputation, is widely acknowledged for his work advising tribes on treaty rights and environmental disputes, and is revered for his impressive appellate practice. He is particularly renowned for his Supreme Court work. **Strengths:** *"Riyaz is an extremely good lawyer."* *"Riyaz is a wonderful Supreme Court prac-*

itioner." *"He is an exceedingly gifted analyst and researcher."* *"Riyaz is an incredibly articulate oral advocate and superb brief writer."* **Cory Albright** represents tribes in a wide range of disputes concerning sovereignty and treaty rights with additional experience advising on water rights, fisheries and natural resources. **Strengths:** *"Cory is very clear on what he thinks needs to be done and forms creative solutions and theories for the client to choose from."* *"Cory is an extremely hard-working and dedicated lawyer who really goes the extra mile."* **David Giampetroni** has garnered a strong reputation for his work with Indian tribes and has experience representing clients in treaty rights and tribal sovereignty disputes. **Strengths:** *"David has a deep knowledge of Native law and has a real mastery of the details in each case. He really digs in at an extraordinary level."* **John Sledd** is an accomplished attorney noted for his Native American law practice in which he represents tribes in matters of self-governance, treaty rights, economic development and natural resources. **Jane Steadman** is commended for her expertise at the intersection of environmental and Native American law. She is particularly knowledgeable of forestry matters. **Strengths:** *"Jane is a strong and knowledgeable lawyer, particularly with regard to environmental matters."*

Kilpatrick Townsend & Stockton LLP

What the team is known for Kilpatrick Townsend & Stockton's burgeoning litigation, finance and government affairs practice provides representation and counsel to tribal governments, organizations and businesses. The team offers expertise in a range of issues including land rights, labor issues and intellectual property. Kilpatrick also represents tribal clients in matters concerning tribal sovereignty and the protection of natural resources. Many of the team's lawyers have acted in-house for tribes or worked for government agencies dealing with complex tribal issues. The firm has also been assisting tribes with federal funding under the CARES Act during the pandemic.

Work highlights Kilpatrick served as counsel to the Snoqualmie Indian Tribe in a \$368 million senior secured credit facility finance. The financing will be used to fund the Tribe's expansion of a new hotel and resort complex at the current Snoqualmie Casino site.

Notable practitioners

Rob Roy Smith is widely regarded for his work representing tribal governments, individuals and corporates in litigation before the federal and appellate courts. **Catherine Munson** focuses her practice on tribal water rights matters and represents clients before Federal, District and appellate courts.

Lewis Roca

What the team is known for Lewis Roca has a robust Native American law practice assisting a number of tribes on a broad range of contentious and noncontentious issues. The Lewis Roca team provides extensive guidance on gaming, land use and financing matters.

Notable practitioners

Steve Hart (see p.818) is an expert in gaming law

as it interacts with Native American law. Clients benefit from his prior experience as the director of the Arizona Department of Gaming. **Strengths:** *"Steve is extremely knowledgeable with rules and regulations and is able to predict and avoid potential licensing risks and issues."* **Peter Larson** (see p.820) has considerable experience working with tribes and tribal entities on public finance matters. He is knowledgeable of economic development concerns.

Lippes Mathias LLP

What the team is known for Lippes Mathias is noted for its representation of tribes and tribal entities in economic development and sovereignty matters. The team has considerable experience in dispute resolution, frequently appearing before the courts on a host of significant issues including land claims, sovereign immunity disputes and contract cases.

Notable practitioners

Michael Rossetti is recognized for his work representing clients in gaming, water rights and economic development matters. **Carol Heckman** has considerable experience as a litigator, trial attorney and former Magistrate Judge. She has expertise across a vast array of issues covering gaming, sovereignty and other commercial business issues.

Miller Nash LLP

What the team is known for Miller Nash LLP has a solid Native America Law practice. The firm acts for Native American Tribes and organizations on a range of issues including gaming, financial matters, construction issues and labor and employment cases. The team also has experience of advising on cannabis related mandates.

Strengths

"Miller Nash does very complex and high value work."

Notable practitioners

Christine Masse provides experienced counsel to Native American tribes and organizations on issues related to gaming, cannabis, real estate, finance and many other economic development issues. **Strengths:** *"Christine is a brilliant, hard-working and amazingly talented attorney who is very results oriented."* *"Christine is a very good lawyer and has great experience in the cannabis and gaming side of the work, as well as, economic development more generally."*

Modrall Sperling

What the team is known for Modrall Sperling has recognized expertise in a range of contentious and noncontentious areas, including energy, environment, real property rights and finance. It typically advises nontribal clients in the energy sector on structuring transactions and conducting business involving tribal nations and tribal lands. The firm has considerable experience negotiating agreements for the protection of cultural resources, and advising on ethical issues and legal malpractice related to tribal law and enterprises.

Strengths

"I would rate Modrall Sperling highly."

Work highlights Modrall Sperling represented

the State of Oklahoma in the settlement of the Choctaw and Chickasaw Nations' claims to water in Southeastern Oklahoma.

Notable practitioners

Lynn Slade represents nontribal clients in transactions, negotiations, project development and litigation affecting economic development on tribal lands. **Deana Bennett** specializes in natural resource development as it relates to tribal lands. She offers expertise in permitting and environmental compliance. **Strengths:** *"Deana is very knowledgeable about Native American matters and natural resource matters."* **Brian Nichols** provides excellent counsel to clients on Federal Indian laws. He is adept at providing advice on a wide range of matters including liability, environmental law and taxation matters. He is particularly knowledgeable about Navajo Nation-related matters.

Strengths: *"Brian Nichols has excellent knowledge."* **Walter Stern** focuses his practice on land rights, energy and environmental law, and represents both businesses and individuals in their dealings with tribes.

Ocotillo Law & Policy Partners

What the team is known for Ocotillo Law & Policy Partners is a specialist Native American law firm located in Colorado. The team demonstrates notable capabilities across a range of areas including Indian lands, gaming and economic development work.

Notable practitioners

Padraic McCoy is knowledgeable in Native American gaming matters and regularly advises on complex tribal financings. **Rebekah Salguero** has a strong reputation for her work representing tribal governments and entities. **Strengths:** *"Rebekah Salguero is a very good lawyer."*

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe has a stellar Native American law team that is well regarded for its skill in handling financial transactions to fund health clinics, cultural centers and tribal infrastructure development. Orrick represents Indian tribal governments and enterprises, as well as major financial institutions in relation to financing transactions. The team also continues to serve as counsel on debt transactions involving Native American tribes.

Strengths

"Orrick has industry experts who are very knowledgeable about the players involved in the space."

"Orrick is one of the most experienced law firms in the US pertaining to tribal law and gaming matters."

Work highlights Orrick advised the Seneca Gaming Corporation and the Seneca Nation of Indians in connection with a \$100 million borrowing to refinance the corporation's long-term debt.

Notable practitioners

Townsend Hyatt is a go-to lawyer for tribal financing matters and is regularly brought in to advise on transactions and funding of land acquisitions, gaming facilities and health clinics, among others. **Strengths:** *"Townsend is great at anticipating risk and catching things that go over the heads of others."* *"Townsend's knowledge of the complexities of tribal law and tribal sovereignty are*

incredible." **David Lin** is a finance attorney noted for his expertise at the intersection of banking and Native American law.

Perkins Coie LLP

What the team is known for Perkins Coie fields a strong team with significant experience advising local and state governments, as well as corporations, in treaty and subsistence rights, tribal acknowledgment, Indian gaming, trust acquisition and intergovernmental agreements. The firm's attorneys offer assistance with high-stakes litigation, strategic counseling and business negotiations. The team is particularly experienced in disputes involving oil and gas projects, as well as gaming operations. It also possesses significant experience representing clients in cases before the US Supreme Court.

Strengths

"The team at Perkins is very timely in its responses and has great communication overall."

Work highlights Perkins Coie defended the Klickitat Public Utility District against claims asserted by the United States under the National Indian Forest Resources Management Act and state tort law for fire damage and suppression costs in relation to a fire on the Yakama Reservation in 2013.

Notable practitioners

Jena MacLean has a broad practice covering matters such as environmental law, tribal sovereign immunity and treaty rights. **Strengths:** *"Jena can do in a few minutes work that would take other lawyers weeks. She has so much knowledge."* *"Jena has great strategic sense and always sees creative ways to solve problems."* *"Jena's knowledge base is incredible and her availability is great too."* **Charles Curtis** (see p.3445) is particularly well known in the market for advising on a whole host of civil disputes. **Strengths:** *"Charles Curtis is exceptionally bright."*

Powers Pyles Sutter & Verville PC

What the team is known for Powers Pyles Sutter & Verville continues to impress in the Native American law space, representing tribes and entities doing business with tribes on a broad range of issues, including lobbying work and matters pertaining to energy development, federal recognition and gaming projects. The team also advises tribal clients on healthcare, housing and environmental law. Its other capabilities include fee-to-trust land acquisitions and tribal governance.

Notable practitioners

Brian Gunn in DC is a key contact.

Quarles & Brady LLP

What the team is known for Quarles & Brady is a reputable Native American practice focused on protecting the interests of tribes. The firm provides high quality advice on issues relating to tribal sovereignty, gaming, development projects, and employment and tax issues, among others. The firm's attorneys have noteworthy experience in both federal and tribal governments.

Strengths

"Quarles & Brady has a good team."

Work highlights Quarles & Brady represented the Moapa Band of Paiute Indians in negotiations for over 1 GW of solar, storage and transmission line

projects on tribal lands, estimated to generate over \$500 million in revenue, jobs and other community benefits.

Notable practitioners

Luis Ochoa is a well-regarded attorney with a strong Native American practice. He advises tribal clients on gaming, employment matters and property development and related financings.

Samantha Skenandore advises tribal and corporate clients on a multitude of issues relating to energy and solar projects, M&A and tribal sovereignty. **Pilar Thomas** has an excellent reputation for her work with Indian tribes, with expertise in renewable energy developments, real estate, land disputes and tribal funding relating to the pandemic. **Strengths:** “Pilar has great executive skills and is great at bringing people together.” “Pilar is a great tribal energy practitioner and is excellent at what she does.”

Rey-Bear McLaughlin LLP

What the team is known for Ray-Bear McLaughlin is a specialist boutique firm committed to representing American Indian tribes and Indian enterprises. The team has strong expertise in tribal sovereignty, economic development, gaming and taxation.

Notable practitioners

Dan Rey-Bear is highly regarded for his broad Native American law practice and represents clients in gaming, finance and taxation tribal matters. **Strengths:** “Dan is extremely smart.”

Robins Kaplan LLP

What the team is known for Robins Kaplan's distinguished team advocates on behalf of tribes in a range of complex litigation. It possesses a wealth of experience representing clients in energy extraction and sovereignty disputes in federal, state and tribal courts. The firm has played a particularly prominent role in opioid litigation brought against manufacturers and distributors. The team also offers capabilities in the area of tribal lending and advises clients on tribal cannabis business operations.

Strengths

“The Robins Kaplan team is cohesive and works well with others.”

“The team invests personal effort in order to achieve its clients' long term goals.”

Work highlights Robins Kaplan represented 28 Tribal Nations located in the Great Plains, Upper Midwest and West Coast to secure a \$589 million settlement in litigation against major opioid distributors.

Notable practitioners

Brendan Johnson maintains a strong market presence for his work representing clients in complex litigation surrounding issues such as opioids, tribal sovereignty and tribal lending. **Strengths:** “Brendan is a trusted attorney and a quality human being.” “Brendan is a fantastic trial lawyer and has excellent judgment about strategic positioning.” Former US Attorney for the District of North Dakota **Timothy Purdon** regularly leads criminal investigations and handles litigation relating to Native American law issues. **Strengths:** “Timothy is an outstanding lawyer and is readily available for any potential questions.” **Timothy Billion** has

experience representing tribal clients in a range of litigation matters including tribal lending enterprises, trespass issues and ownership rights.

Strengths: “Timothy is a very solid and thorough attorney. He's great at managing many moving parts and is a strong critical thinker.”

Rothstein Donatelli LLP

What the team is known for Rothstein Donatelli is a well-regarded boutique firm with a reputable Native American practice covering criminal law and civil rights litigation. The firm regularly counsels on behalf of Indian tribes and has considerable expertise in sovereignty disputes, Indian gaming and economic development.

Notable practitioners

Mark Donatelli is a key partner at the firm.

Sheppard, Mullin, Richter & Hampton LLP

What the team is known for Sheppard, Mullin, Richter & Hampton has extensive experience handling financing transactions for tribal infrastructure and gaming projects, typically on behalf of lenders. The firm also provides governance, regulatory and litigation advice to tribes, tribal agencies and other tribal entities. The Sheppard Mullin team acts extensively in disputes arising from the Labor Relations Act and land-to-trust acquisitions.

Strengths

“The firm has a diverse team of knowledgeable attorneys who are able to find a specialist for any area being addressed.”

Work highlights Sheppard, Mullin, Richter & Hampton advised the Washoe Development Corporation in its purchase of the Wa She Shu Casino facility for PCI Gaming Authority.

Notable practitioners

Christine Swanick holds a sterling reputation for her work advising tribes and tribal entities on financial matters including bond financings, syndicated credit facilities and commercial loans.

Strengths: “Christine has an excellent reputation among lenders in Indian Country.” “Christine's consistent professionalism and ability to communicate at all levels make the attorney-client relationship more enjoyable and productive.” “Christine is very responsive and has considerable expertise in this practice area.” **Wilda Wahpepah** is highly regarded for her Native American law practice and advises on finance matters, tribal jurisdiction issues and gaming, among many other legal concerns for Indian tribes. **Strengths:** “Wilda is very strong in the tribal finance area.”

Sonosky, Chambers, Sachse, Endreson & Perry, LLP

What the team is known for A longstanding and respected Native American law boutique, Sonosky, Chambers, Sachse, Endreson & Perry is well known for handling litigation and governance exclusively on behalf of tribal clients. Sonosky is particularly experienced in water, fishing and hunting rights cases. The team represents clients at all levels of Tribal, State and Federal Courts and tribunals, as well as lobbying to Congress and Federal agencies.

Notable practitioners

Reid Chambers has a wealth of litigation expertise in matters pertaining to land claims and gaming law. He also represents clients in sovereignty and tribal water rights. **Lloyd Miller** is recommended for his work on labor law, social service and self-determination disputes for tribes and tribal entities. **Mary Pavel** is recognized for her work representing tribes in both legislative and lobbying matters and is known in the market for her litigation work. **Douglas Endreson** represents tribes in a wide variety of different matters including gaming, environmental and taxation disputes. **Vanessa Ray-Hodge** is commended for her expertise in water rights matters as they intersect with Native American law. **Strengths:** “Vanessa is an excellent lawyer with an eye for detail and good passion for her work.”

WilmerHale

What the team is known for WilmerHale is a prominent firm renowned for counseling tribal governments on complex federal law questions and litigation. The firm also represents tribes in both strategic planning and litigation at both the trial and appellate levels. The team offers expertise in matters such as gaming, trust actions and land claims. WilmerHale represents tribes in policy matters, drawing on its strong relationships with Congress, the DOI, the Indian Gaming Commission and other key policymakers.

Strengths

“WilmerHale's communication is great.”

“WilmerHale provides efficient and sound legal arguments.”

Work highlights WilmerHale represented the Schaghticoke Tribal Nation in its efforts to secure federal recognition for the tribe after it had its previous recognition rescinded.

Notable practitioners

Seth Waxman leads the firm's appellate practice and is renowned across the country as one of the finest Supreme Court advocates of his generation. He has an outstanding track record for successfully representing tribal governments in a wide range of high-stakes disputes. **Strengths:** “Seth is extremely professional and considerate of other arguments and thoughts.”

Other Ranked Lawyers

Arlinda Locklear is an expert on settled recognition issues and is well known for her expertise in representing tribes in water rights matters.

Mithun Mansinghani of Lehotsky Keller Cohn LLP is a highly sought after litigator with in-depth knowledge of acting in State and Federal matters, he has particular expertise in mandates involving Federal Indian law. **Strengths:** “Mithun is always willing to learn and puts in the work to learn different areas of law quickly.” “Mithun understands matters at a level that others do not.”

Connie Sue Martin of Schwabe, Williamson & Wyatt PC is well regarded for her expertise in advising both tribes and companies on environmental Native American law. She is also adept at handling Superfund work as well as reviewing and evaluating tribal codes. **Strengths:** “Connie is very personable and professional. She has great

Native law experience with a focus on the environment.”

Sara Dutschke Setshwaelo represents tribes and tribal entities on an array of issues affecting tribal governments, including the development of tribal law and policy. She also sits as the chairwoman of the lone Band of Miwok Indians. **Strengths:** “Sara is an excellent lawyer.”

Heidi Staudenmaier of Snell & Wilmer regularly represents tribes, tribal entities and businesses

in relation to commercial transactions, including gaming licensing, compacting, economic development and governmental matters. **Strengths:** “Heidi has a very robust practice and a well-deserved national reputation.” “Heidi is very strong in the tribal gaming space.”

Hilary Tompkins of Hogan Lovells is noted for her strong environmental-focused practice. She previously held the position of solicitor of the US Department of the Interior and has success-

fully resolved complex long-standing disputes in the intersection between environmental law and Native American law. **Strengths:** “Hilary is an amazing person and is very talented at what she does.” “Hilary is very strong in the environmental and energy space in relation to Native law.” “Hilary is great at managing strong personalities and has a strategic approach to litigation.”

Occupational Safety and Health Nationwide

Occupational Safety and Health
Leading Firms
Band 1
Conn Maciel Carey
Morgan, Lewis & Bockius LLP
Ogletree, Deakins, Nash, Smoak & Stewart, PC
Band 2
Baker Botts L.L.P.
Fisher Phillips
Littler Mendelson, PC
Band 3
Alston & Bird LLP
ArentFox Schiff LLP
Farley & Partners LLP
Haynes and Boone, LLP
Holland & Knight LLP
Hunton Andrews Kurth LLP
Jones Walker LLP
McGuireWoods LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Conn Maciel Carey

What the team is known for Conn Maciel Carey is a leading national boutique handling the full spectrum of labor and employment litigation, with particular emphasis on workplace safety issues. The team offers impressive expertise in federal and state-level workplace safety laws, and has been especially active in recent years in the development of new rulemaking in relation to heat illness and the Worker Walkaround Rule. The group acts predominantly for management-side clients, as well as trade associations, and maintains a strong track record in complex OSHA inspections and enforcement matters.

Strengths

“Every attorney we deal with is strong and they work well as a team. The firm is very well positioned to handle the most complex and sophisticated matters in the OSHA space.”

“Conn Maciel Carey provide good knowledge, skills

Occupational Safety and Health
Leading Individuals
Band 1
Bailey Melissa Ogletree, Deakins, Nash, Smoak & Stewart
Conn Eric Conn Maciel Carey
Dillard Greg BakerHostetler LLP (ORL) ◇ *
Dreux Mark S ArentFox Schiff LLP
McCown Steven R Littler Mendelson, PC *
Mills Jason Morgan, Lewis & Bockius LLP
Snare Jonathan Morgan, Lewis & Bockius LLP
Wiltzie Susan Hunton Andrews Kurth LLP *
Band 2
Deffebach Matthew T. Haynes and Boone, LLP
Farley Mark Farley & Partners LLP
Foulke Jr Edwin G Fisher Phillips
Gelb Aaron Conn Maciel Carey
Heidingsfelder Jane H. Jones Walker LLP
Hobbs Eric E Ogletree, Deakins, Nash, Smoak & Stewart
Kleinman Kenneth Stevens & Lee PC (ORL) ◇
McMahon Kathryn Conn Maciel Carey
Morgan Charles H Alston & Bird LLP *
Taylor Ronald W Venable LLP (ORL) ◇ *
White Kristin Fisher Phillips
Band 3
Bland Kevin Ogletree, Deakins, Nash, Smoak & Stewart
Butera Valerie Conn Maciel Carey
Kim Benjamin Boies Schiller Flexner LLP (ORL) ◇
Russell Phillip Ogletree, Deakins, Nash, Smoak & Stewart
Sommer Andrew Fisher Phillips
Stine J. Larry Wimberly, Lawson, Steckel (ORL) ◇
Tyson Patrick R Constangy, Brooks, Smith (ORL) ◇
Vance Travis Fisher Phillips
Up-and-coming individuals
Downs Devon Farley & Partners LLP
Elliott Scott A. Baker Botts L.L.P. *
Genderson Alana Morgan, Lewis & Bockius LLP
Ramchandani-Raj Alka Littler Mendelson, PC *
Romero Alexandra ArentFox Schiff LLP
Scala Nicholas Conn Maciel Carey
Associates to watch
Laborde Paige Baker Botts L.L.P.
Moore Reilly Hunton Andrews Kurth LLP *

and communication in handling a variety of OSHA issues.”

“They are familiar with the challenges facing employers and they provide business-appropriate advice.”

“The team is very responsive. We always receive prompt and helpful guidance.”

“Their team provides depth and knowledge across the US at the federal level and they are experts in the unique requirements of various states too.”

Work highlights Conn Maciel Carey prepared testimony and written comments on the risks of indoor and outdoor heat illness as part of rule-making commissioned by President Biden’s OSHA administration.

Notable practitioners

Eric Conn is head of the firm’s national OSHA workplace safety practice. He is a renowned practitioner with a wealth of experience representing employers in OSHA inspections, investigations and litigation. **Strengths:** “Eric Conn is truly outstanding. He is knowledgeable about every aspect of OSHA and considers all angles. He provides such thoroughly detailed analyses of any issue in which he is involved.” “Eric is a top-tier attorney who we can always count on to help find an amicable solution with OSHA offices nationwide.” “Eric is a smart attorney who provides practical legal advice and is excellent at addressing regulatory bodies.” **Aaron Gelb** has a strong track record of representing employers in federal and state occupational safety and health investigations and enforcement proceedings. **Strengths:** “Aaron is knowledgeable, responsive and a creative thinker. He quickly understands our position as a business and helps us reach our goals.” **Kathryn McMahon** offers significant expertise in occupational safety and health and environmental law. She is especially noted for her strength in OSHA rulemaking. **Strengths:** “Kathryn is a good subject matter expert.” “Kate is willing to do whatever it takes to show her clients that she will support the team in any situation and that we will be better for it.” **Valerie Butera** is highly thought of for occupational safety work. She advises an array of national clients, including employers and trade associations. She is particularly adept at handling OSHA inspections and

advising on compliance. **Strengths:** “Valerie is an expert when it comes to process safety management.” **Nicholas Scala** specializes in issues involving mining safety and health and is chair of Conn Maciel Carey’s national MSHA practice group. He provides advice and guidance to clients on compliance and regulatory matters in addition to workplace training plans and programs. **Strengths:** “Nicholas’s handling of situations and our team is top notch. His expertise provides the calm needed for the team to listen and follow through on recommendations.”

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has a highly respected occupational safety and health practice with expertise at both the federal and state levels. The team is adept at handling the full gamut of workplace safety issues, from administrative agency investigations to litigating citations and advising on COVID compliance. The team advises regional and national employers in the energy, construction and manufacturing sectors, among others.

Strengths

“Morgan Lewis are an experienced team with a deep bench of expertise.”

“Morgan Lewis are an invaluable asset when dealing with complex matters in the field of health and safety.”

“The team is very experienced and makes sound recommendations. Every attorney is well educated on OSHA and the real-world application of regulations.”

Work highlights Morgan, Lewis & Bockius acted as Consigli’s OSHA counsel in response to citations issued by OSHA.

Notable practitioners

Los Angeles-based **Jason Mills** co-leads the OSHA team and handles federal as well as California and other state-level OSHA litigation and investigations. **Strengths:** “Jason is a very knowledgeable OSHA attorney.” “Jason is outstanding. He understands how California law is applied and how that might play out nationally.” “He is a great OSHA lawyer.” **Jonathan Snare** co-leads the firm’s occupational safety and health practice. He offers experience in a wide range of OSHA matters, from enforcement proceedings to compliance. His recent work includes handling COVID-19-related safety matters. **Strengths:** “Jonathan provides great OSHA advice and counseling. He is fantastic: he’s accessible, practical and understands our needs really well in this space.” “Jonathan is one of the heavy hitters in this area and one of those lawyers who are fundamental to the practice.”

Alana Genderson is a well-regarded attorney with notable experience assisting companies in a variety of safety and health matters. Her expertise includes crisis management and workplace accidents in addition to advising clients on the implementation of policies. **Strengths:** “Alana is a go-to outside counsel for OSHA matters and her service is excellent.” “Alana provides sound advice and does a fantastic job.” “Alana has a depth of knowledge and is very responsive as needs arise.”

Ogletree, Deakins, Nash, Smoak & Stewart, PC

What the team is known for Ogletree, Deakins, Nash, Smoak & Stewart, PC is a preeminent national labor and employment boutique with a deep bench of workplace health and safety lawyers. The team is highly regarded for its expertise in federal and state workplace safety matters, including Cal/OSHA. The firm is highly sought out by large national employers in connection with complex workplace safety investigations and disputes. The group counsels major clients in the construction, manufacturing and energy sectors, among others.

Strengths

“Ogletree Deakins’ expertise is second to none. They know the substance of the law at both the federal and state levels and really know our business.”

“They are always available and the advice is practical. It’s invaluable to be able to speak at any time to someone who knows your business inside and out.”

“Ogletree Deakins are extremely knowledgeable in this area and always quick to reply.”

“Ogletree Deakins attracts and retains high-caliber attorneys.”

“There is extremely strong OSHA knowledge and understanding of the issues at Ogletree.”

Work highlights Ogletree Deakins was engaged by Continental Web Press to assist with an OSHA investigation following a heat illness-related fatality that resulted in no citations being brought.

Notable practitioners

Melissa Bailey acts for national employers in the manufacturing and energy sectors, among others. She is well versed in OSHA litigation, inspections and rulemaking. **Strengths:** “Melissa is really knowledgeable and clearly a go-to in this area.” “She is a well-rounded and very knowledgeable lawyer for anything from litigation to advice and procedure.” “Melissa is a top attorney in her field. She is knowledgeable, well connected and respected. She has a good sense of emerging issues and their potential impact on industry.” **Eric Hobbs** has significant expertise in both state and federal workplace safety investigations and litigation. **Strengths:** “Eric is awesome. He is a tremendous ambassador for OSHA lawyers and is important to the practice.” “Eric is a very good lawyer and litigator. He is a great speaker, and that’s a really important asset for a good courtroom lawyer.”

Kevin Bland is a renowned Cal/OSHA specialist with significant experience advising employers on citation appeals, regulatory rulemaking and risk management. **Strengths:** “Kevin is an excellent attorney and very well versed in the subject matter.” **Phillip Russell** is based in the firm’s Tampa office. He is a seasoned workplace safety expert with experience handling OSHA investigation, citations and training. **Strengths:** “Phillip connects well with employers and is doing a great job in Florida.” “He is very good in construction and safety.”

Band 2

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. counsels clients on the full array of occupational safety and health matters, including incident response and compliance counseling. The firm has a track record of representing clients before OSHA, the EPA, the Chemical Safety Board and other regulators. It is especially proficient in litigating OSHA citations.

Strengths

“I am super impressed with the ability of the lawyers to jump into matters and understand years of facts and be collaborative and practical. They are team players and I would happily recommend them.”

“Baker Botts provide pragmatic advice based on deep expertise.”

“Baker Botts has very experienced and knowledgeable attorneys in its occupational safety and health practice group.”

Notable practitioners

Scott Elliott (see p.547) is a strong choice to assist clients with regulatory proceedings involving workplace injuries and fatalities. He acts on behalf of clients in the energy and chemical sectors, among others. **Strengths:** “Scott handles client operational and major incident responses really well.” **Paige Laborde** supports clients in OSHA-related matters and has notable experience managing on-site inspections, conducting incident responses as well as providing counsel on settlement strategy. **Strengths:** “Paige is very knowledgeable and really impressive at leading privileged investigations.”

Fisher Phillips

What the team is known for Fisher Phillips is an impressive labor and employment boutique with extensive experience in workplace safety matters. The group offers considerable experience in OSHA and MSHA matters, including complex investigations, litigation and COVID-19 compliance.

Strengths

“Fisher Phillips is proactive and has a strong counseling practice that benefits employers.”

“Fisher Phillips is a stellar OSHA practice. They provide sophisticated counsel with a deep bench of practitioners. The advice we receive is always practical and business-friendly, and the attorneys are highly responsive.”

“They do an excellent job of distilling complex matters into simple strategy and actionable milestones.”

Work highlights Fisher Phillips assisted Industrial Services Group in the Court of Appeal after it was issued several citations by North Carolina OSHA which the employer argued were in violation of the law.

Notable practitioners

A former Assistant Secretary of Labor for Occupational Safety and Health, **Edwin Foulke** is frequently instructed in workplace safety investigations. He acts for clients in a range of industries including manufacturing. **Strengths:** “Ed is well versed in the rules and regulations of the law.” Denver-based **Kristin White** is held in high

regard for her expertise in MSHA and OSHA matters. **Strengths:** “Kristin is great, really fantastic. She is a really well-respected part of the community.” “Her prominence for MSHA work can’t be disputed.” **Andrew Sommer** has a broad employment litigation practice with notable strength in workplace safety including OSHA and Cal/OSHA. **Strengths:** “Andrew is a go-to for California employment and OSHA matters.” “He is very experienced and competent.” **Travis Vance** frequently assists employers faced with OSHA inspections and incidents. He is a regional managing partner of the firm’s Charlotte office. **Strengths:** “Travis is really excellent.” “He is very experienced, creative and an excellent lawyer.”

Littler Mendelson, PC

What the team is known for Littler Mendelson, PC is a highly sought-after management-side labor and employment firm that garners considerable praise for its OSHA and MSHA practice. The group is highly praised for its deep knowledge of both state and federal occupational safety work, from complex investigations to managing incident response and litigation. The firm offers significant expertise in workplace safety issues arising from COVID-19.

Strengths

“Littler Mendelson is a true OSHA practice.”

“Littler Mendelson has a good reputation with quality lawyers who cover all bases.”

Notable practitioners

Austin-based **Steven McCown** (see p.637) is co-chair of the firm’s workplace safety and health group. He has a broad labor and employment practice, including significant strength in OSHA and MSHA matters. He is particularly adept at handling citations disputes and investigations arising out of accidents and fatalities in the workplace. **Strengths:** “He is a founding member of the national OSHA practice and is really well respected.” **Alka Ramchandani-Raj** (see p.674) is a highly sought-after occupational safety and health attorney with experience guiding clients through inspections and responding to workplace injuries and fatalities. She is based in the firm’s Walnut Creek, California office. **Strengths:** “Alka provides good advice and counsel and is great at what she does.”

Band 3

Alston & Bird LLP

What the team is known for Alston & Bird LLP is a full-service firm with a dedicated occupational safety and health practice. The firm has a strong track record of assisting employers in the wake of an accident, including fatalities. The attorneys also assist clients with OSHA and state law compliance.

Strengths

“Alston & Bird are excellent at analyzing facts and the law and developing litigation strategy.”

“They are very competent and great at translating complexity to various levels of leadership.”

“Alston & Bird possess strong knowledge and experience.”

Notable practitioners

Charles Morgan (see p.647) offers considerable know-how in occupational safety and health, frequently assisting employers on federal and state enforcement matters, as part of his wide-ranging employment practice. **Strengths:** “Charlie is very knowledgeable on OSHA standards and builds positive relationships with attorneys to resolve matters.” “Charles remains calm in highly stressful interactions. He is very thoughtful and patient in his approach and delivery as well as being accessible, responsive and a valuable resource.” “Charlie is a magnificent lawyer who performs with quality and integrity.”

ArentFox Schiff LLP

What the team is known for ArentFox Schiff LLP is at the forefront of workplace safety and health, frequently assisting employers with OSHA and EPA inspections and enforcement matters. The firm is a go-to for clients in the chemical, manufacturing and construction industries, among others. It is also frequently sought out to provide OSHA training.

Strengths

“ArentFox Schiff are very good overall for workplace safety.”

Work highlights ArentFox Schiff assisted Anheuser-Busch with three inspections conducted by the EPA and subsequent negotiations.

Notable practitioners

Mark Dreux leads the firm’s OSHA group and is known for his impressive track record in high-stakes workplace safety litigation. He acts on behalf of prominent clients in the oil and gas and manufacturing sectors, among others. **Strengths:** “Mark is an excellent attorney. He is sharp and experienced.” “Mark is a real OSHA stalwart.” **Alexandra Romero** provides expert counsel to employers and trade associations in a wide array of industries, including manufacturing and energy. She is highly adept at OSHA litigation. **Strengths:** “Alex is very practical and clear in her guidance.” “She is super helpful, knowledgeable and pragmatic.”

Farley & Partners LLP

What the team is known for Farley & Partners LLP provides expert counsel to natural resources, manufacturing and chemical companies, among others. It is a strong choice to help clients navigate the aftermath of an incident and in dealings with regulators including federal OSHA and the EPA. The firm also helps clients with plan inspections and safety reviews.

Strengths

“Farley & Partners has an incredible leadership team and talented group all around. It’s an extremely responsive and exceptional service.”

“Counsel are well informed on all things OSHA and provide outstanding help with federal and state programs.”

Work highlights Farley & Partners provided Oxy Vinyls with advice on an investigation into the derailment of a train carrying hazardous chemicals in East Palestine.

Notable practitioners

Managing partner **Mark Farley** is a go-to attorney for incident response and related enforcement matters. **Strengths:** “Mark is responsive and knowledgeable, for both a quick gut check or a

deep dive.” “Mark is an expert in his field and has vast experience handling workplace safety and crisis management matters.” “He produces extraordinary results, has – and is able to develop – great relationships with regulators or investigators, and is thoughtful and creative in his approach to representing his clients.” **Devon Downs** has developed an impressive workplace safety practice. She is often sought after in the aftermath of a workplace incident, and is particularly active on behalf of clients in the energy and chemical industries. **Strengths:** “Devon is amazing. She is incredibly knowledgeable of the law and agency processes but she also has good, practical approaches to handling inspections and compliance.” “Devon is smart, creative and hard-working.” “She is a knowledgeable and personable professional.”

Haynes and Boone, LLP

What the team is known for Haynes and Boone’s occupational safety and health department offers nationwide support on all aspects of workplace safety. It routinely provides clients with compliance guidance and strategy as well as supporting companies faced with citations from the various enforcement agencies. The team is particularly experienced in representing retailers and in matters involving chemical exposure.

Strengths

“They are always quick to respond or engage as needed.”

“The Haynes and Boone team are very experienced and pragmatic in their approach to handling complex matters.”

“Haynes and Boone is outstanding. The lawyers are very responsive, practical, pragmatic and they explain issues clearly and give sound advice.”

“Their labor and employment team is deep, client-focused and handles matters with a high degree of professionalism and skill.”

Work highlights Haynes and Boone represented Interline Brands against claims brought by California OSHA regarding a forklift accident in a warehouse.

Notable practitioners

Houston-based **Matthew Deffebach** is chair of Haynes and Boone’s OSHA and workplace disasters practice. He is called upon to advise employers on workplace safety litigation and compliance. **Strengths:** “Matt is an absolute superstar.” “Matthew is a strong leader with good vision.”

Holland & Knight LLP

What the team is known for Holland & Knight LLP undertakes high-stakes workplace safety mandates as part of its full-service offering. It advises regional and national employers on compliance with federal and state regulations, as well as inspections, citations and other enforcement proceedings. The firm is also noted for its capability in whistle-blower retaliation claims.

Strengths

“They are always responsive and have the ability to pivot at a moment’s notice. Their commercial awareness is on point with our operational needs.”

“They are excellent OSHA practitioners.”

“Holland & Knight’s attorneys are extremely knowledgeable on OSHA regulations, policies and proce-

dures.”

“They are very responsive to any request for assistance when completing a project.”

Work highlights Holland & Knight defended a large manufacturing company against multiple OSHA citations relating to machine guarding practices.

Notable practitioners

Gina Fonte and Howard Sokol are key contacts.

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth LLP has a highly respected labor and employment practice with vast expertise in occupational safety and health matters. The team frequently assists employers with OSHA compliance as well as investigations and citation defense.

Strengths

“Hunton Andrews Kurth is very responsive and gives thorough, well thought-out advice.”

“The quality is always outstanding, being creative in their arguments as well as responsive.”

“They have the resources necessary to properly address a variety of matters.”

Notable practitioners

Susan Wiltsie (see p.735) of Hunton Andrews Kurth LLP acts for employers on the full gamut of workplace safety matters, including COVID-19 compliance, accident investigations and citation contests. **Strengths:** “Susan is the best and a go-to for occupational safety advice or issues.” “Susan is at the top of her game.” “She is super knowledgeable and creative.” **Reilly Moore** (see p.646) of Hunton Andrews Kurth LLP has a nationwide practice providing clients with representation in workplace safety matters including defending OSHA citations, compliance assistance and support through investigations. **Strengths:** “Reilly is creative, smart, quick and very versatile, with good knowledge.” “Reilly is incredible to work with. He is highly responsive and has a great sense of the market and our risk profile.” “Reilly is an excellent OSHA lawyer.”

Jones Walker LLP

What the team is known for Jones Walker LLP is adept at handling OSHA inspections and citations on behalf of employers. The firm acts for clients in the energy and construction sectors, among others. The department also assists clients with developing safety processes and compliance counseling.

Strengths

“We always receive exceptional responsiveness to our needs.”

“Jones Walker are very professional, direct and walk us through every step.”

“They are able to create comprehensive legal strategy for unique situations to achieve favorable outcomes. The team show adaptability and have insights from multiple experts.”

Notable practitioners

Jane Heidingsfelder is a partner in the firm’s New Orleans office. She has strong expertise in OSHA, MSHA and labor and employment matters, including litigation. **Strengths:** “Jane provides excellent legal guidance and we rely on her expertise in dealing with the various regulatory agencies associated with occupational health and safety.” “Jane’s legal analysis provides a solid foundation. She anticipates potential challenges and proactively develops contingency plans.” “Jane is client service focused and extremely sophisticated.”

McGuireWoods LLP

What the team is known for McGuireWoods LLP provides comprehensive counsel on workplace safety issues as part of its respected labor and employment offering. It is a go-to for employers in connection with OSHA compliance, inspections and enforcement. The firm’s clients hail from a wide range of sectors including manufacturing, chemicals, retail and transportation.

Strengths

“McGuireWoods always have someone on their staff who is able to handle the issues we bring, and they are very responsive.”

“McGuireWoods has high-quality lawyers.”

Work highlights Following a release of hydrochloric acid at a Wacker Polysilicon North America facility, McGuireWoods provided counsel on the immediate response and on subsequent investigations.

Notable practitioners

California-based Sabrina Beldner is a key contact.

Other Ranked Lawyers

Greg Dillard (see p.541) is a partner in the firm’s Houston office. He is a distinguished OSHA lawyer with considerable experience in incident response, OSHA investigations and litigation. He frequently represents oil and gas companies.

Strengths: “He is extremely approachable and able to communicate with people throughout our organization.” “Greg has deep background knowledge and is very tenacious negotiating with OSHA.”

“Greg has carved out a unique role as a leader in the process safety industry and is a top lawyer in that area.”

Los Angeles-based **Benjamin Kim** leads the firm’s occupational safety and health practice. He advises employers on both state and federal-level workplace safety matters, and is particularly well regarded for his Cal/OSHA expertise. He is also well versed in MSHA matters. **Strengths:** “Benjamin is a talented OSHA lawyer.”

Kenneth Kleinman is a Philadelphia-based senior counsel at Stevens & Lee PC. He is well known for his vast experience in OSHA and employment litigation. **Strengths:** “Kenneth is an excellent lawyer. He is accessible and the kind of attorney you can call and seek advice from.” “He is a well-respected lawyer who does a good job driving his practice.”

Larry Stine of Wimberly, Lawson, Steckel, Schneider & Stine is a renowned litigator with a wealth of experience in OSHA matters. **Strengths:** “Larry has an amazing recall of the law that is really impressive.”

Ronald Taylor (see p.1930) of Venable LLP is respected for his expert handling of occupational safety and health matters. **Strengths:** “Ronald is great all around. He can try cases, judges know him and he is excellent.” “Ronald is an excellent trial OSHA attorney doing top-notch work.” “Ronald is highly respected in the field, is really smart and does sophisticated work.”

Patrick Tyson is an Atlanta-based partner and co-chair of the firm’s workplace safety group. He has a wealth of experience handling OSHA matters as well as whistle-blower and retaliation disputes. **Strengths:** “Pat’s depth of knowledge, responsiveness and practicality is extremely valuable.”

Offshore Energy Nationwide

Offshore Energy	
Leading Firms	
Band 1	
Bracewell LLP	
Holland & Knight LLP	
Latham & Watkins LLP	
Vinson & Elkins LLP	
Band 2	
Blank Rome LLP	
Jones Walker LLP	
Kirkland & Ellis LLP	
Liskow	
Mayer Brown LLP	
Milbank LLP	
Perkins Coie LLP	
Sidley Austin LLP	
White & Case LLP	
Winston & Strawn LLP	
Leading Individuals	
Band 1	
Eberhardt Robert Kirkland & Ellis LLP *	
Ewing Kevin Bracewell LLP *	
Kalpin Mark C Holland & Knight LLP	
Michael John J. Vinson & Elkins LLP	
Ottillar Steven P White & Case LLP *	
Papavizas Constantine G Winston & Strawn LLP *	
Schneider Janice Latham & Watkins LLP *	
Schwartz David L Latham & Watkins LLP *	
Band 2	
Bradshaw Brian A Sidley Austin LLP *	
Goodwine Paul Looper Goodwine P.C. (ORL) ◇	
Grauberger Jana Liskow	
Koenigsberg Benjamin Y Norton Rose Fulbright (ORL) ◇	
Muller Cindy Jones Walker LLP	
(Ted) Boling Edward Perkins Coie LLP *	
Varnell Danielle Bracewell LLP *	
Waldron Jonathan K Blank Rome LLP	
Zagar Laura Godfrey Perkins Coie LLP *	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Bracewell LLP

What the team is known for Bracewell LLP houses an accomplished group that frequently represents a diverse client base of midstream companies, financial institutions and manufacturers in offshore wind and oil and gas matters. Bracewell's attorneys are experienced with joint ventures and market entry, along with financings of major offshore energy projects. The team is also noted for its strength in guiding clients through the evolving federal regulatory landscape.

Strengths

"Bracewell is among the best nationwide when it comes to renewable energy and offshore wind. They combine commercial awareness with subject matter specialist skill."

"Bracewell has a very strong team and delivers on time, always."

"One of the benefits of Bracewell is the firm is able to leverage colleagues in a variety of departments."

Work highlights Bracewell LLP advised SSE

Renewables on risks associated with its investment strategies in the US offshore wind market in addition to policy developments at the federal and state levels.

Notable practitioners

Kevin Ewing (see p.549) is a go-to attorney with experience in offshore wind as long as the sector is old, having advised on some of the most groundbreaking projects in the space. His clients benefit from his broad environmental and energy knowledge and his particular expertise in permitting work. He regularly works with the largest sector clients to guide them through complex regulatory proceedings. **Strengths:** "Kevin Ewing is great to work with. He is the best in the industry." "Kevin is a very thoughtful person; he has great legal judgment." "Kevin Ewing is a unique mind in permitting energy projects, particularly offshore wind."

Danielle Varnell (see p.726) is a transactional attorney commended for her work in connection with large generation and storage projects across the energy sector. She is particularly highlighted for her work on joint venture structuring and financing arrangements for companies entering the offshore wind space. **Strengths:** "Danielle is fantastic both in her legal mind and in her acuity in understanding her counterparty and our goals as an organization." "Danielle Varnell is extremely competent. She is a very confident speaker, very thoughtful and always comes fully prepared."

Holland & Knight LLP

What the team is known for Holland & Knight LLP has a comprehensive offshore energy practice across oil and gas work, maritime contracting and offshore wind development. The team is particularly noted for its regulatory expertise in the offshore wind sector, with considerable strength in planning, permitting and policy issues. The firm's oil and gas team covers E&P regulatory advice, platform decommissioning and asset sales. The group also advises on all manner of vessel charter, management and services agreements.

Strengths

"Holland & Knight is one of the premier East Coast offshore wind focused firms."

Work highlights Holland & Knight acted as lead federal regulatory counsel to Orsted in connection with the development of six proposed offshore wind projects in the USA.

Notable practitioners

Mark Kalpin is co-lead of the renewable energy team at Holland & Knight. He has a broad projects practice, with notable expertise in the offshore wind space. Kalpin is particularly sought after by clients for his regulatory nous and is well known for his work with large offshore wind developers.

Strengths: "Mark Kalpin is a phenomenal advocate." "Mark knows the industry inside and out."

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is a juggernaut in the offshore energy space, skillfully guiding global clients through both the biggest-ticket transactions and most complex regulatory proceedings. Offering experienced

counsel on offshore oil and gas matters and on maritime issues, the firm is particularly highlighted for its pedigree in the offshore wind space. Latham & Watkins' attorneys have advised on joint venture formation, permitting, and project development and finance work for some of the most significant offshore wind projects in the USA.

Strengths

"Latham & Watkins has a broad and deep practice."

"Latham & Watkins has a highly qualified and responsive team. They provide sharp communication and attention to client needs."

Work highlights Latham & Watkins represented proposed floating liquefaction and LNG export project Delfin LNG in connection with regulatory authorizations, commercial contracting and financing.

Notable practitioners

Janice Schneider (see p.693) has decades of experience in energy and environment law working with some of the largest sector clients on high-profile offshore projects. Her clients benefit from the experience she brings as a former Assistant Secretary for Land and Minerals Management. **Strengths:** "Janice Schneider has deep familiarity with the regulatory processes. She gives good, frank advice and she is incredibly hard-working." "Janice Schneider has been in this space since day one. She is an extremely knowledgeable person." "Janice Schneider is one of the preeminent experts on all things regulatory. She has a stellar reputation among a broad range of stakeholders."

David Schwartz (see p.694) is an accomplished and highly regarded attorney particularly well known for his electricity regulatory practice. He is highlighted for his experience advising large offshore wind companies on the complex regulatory environment they face when seeking to enter the space in the USA. **Strengths:** "It is the commercial knowledge and the attention David Schwartz offers that brings about the best outcomes." "David Schwartz is very much recognized for his FERC strength."

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP is a leading firm in the offshore energy space, offering clients a full-service practice and near unparalleled depth of experience in the energy sector, particularly on the oil and gas side. The firm excels in work at the confluence of maritime and energy work, with considerable abilities in admiralty litigation. Vinson & Elkins' attorneys are notable for their work pertaining to FPSO, FLNG and other offshore facilities as well as taking on supply vessel and offshore wind-related matters.

Strengths

"Vinson & Elkins is a full-service law firm with expertise in the energy space from production to finished product. The firm's partner quality is top notch and it has smart associate talent in the ranks."

"Vinson & Elkins are the best at keeping their focus on the ultimate business goal and delivering quality results on time."

"The Vinson & Elkins team is able to accommodate multiple large transactions simultaneously. The

team is incredibly timely and responsive.”

Work highlights Vinson & Elkins represented Enterprise Products Partners in matters relating to the development of a crude oil export terminal to be located offshore of the USA.

Notable practitioners

John Michael is a name synonymous with offshore energy. He practices at the intersection of maritime and energy work, counseling clients on a broad array of transactions and disputes. He regularly advises on complex terminaling and oil-field services matters as well as contracting work for offshore production assets. He is particularly notable for his considerable admiralty expertise, frequently appearing before the US Coast Guard and other agencies. **Strengths:** “John Michael is our number one choice for energy commercial transactions. He is a superb, careful and accomplished attorney on many levels.” “John Michael has a versatile practice and he is practical and commercial in his thought process.” “John Michael is able to handle a wide variety of projects with a deep knowledge and skill set that enables deals to get done promptly and with an exceptional degree of quality.”

Band 2

Blank Rome LLP

What the team is known for Blank Rome LLP leverages its exceptional maritime practice to service clients in the offshore energy space. The team offers clients expertise in joint venture formation and regulatory matters relating to the manning of offshore energy projects and related vessels.

Strengths

“Blank Rome performs at the highest level of professionalism and excellence. The team is meticulous and talented.”

“Blank Rome’s strength is their depth of knowledge and familiarity with the industry. The firm also provides excellent customer service.”

Work highlights Blank Rome advised U.S. Wind on Jones Act and maritime law issues relating to development of its offshore wind project off the coast of Maryland.

Notable practitioners

Jonathan Waldron brings his considerable maritime expertise to bear in complex regulatory matters for clients in the offshore wind space. He is particularly notable for his knowledge of the Jones Act and background in the Coast Guard. **Strengths:** “Jonathan is recognized as a voice in the maritime community operating at the highest level.” “Jonathan Waldron is an expert in the area of the Jones Act. He is very responsive and has very high commercial awareness.” “Jonathan Waldron is very good on the intricacies of federal maritime law and he has good connections in DC.”

Jones Walker LLP

What the team is known for Jones Walker LLP is recognized as a go-to firm for offshore energy work in the USA. The team acts for an array of notable energy clients, including oil and gas majors and power companies, on transactional and regulatory matters.

Strengths

“Jones Walker always has the resources I need, whether it is the simple matters or a major legal battle.”

“The Jones Walker team will work all night long and understands our business.”

Notable practitioners

Cindy Muller is cochair of the offshore wind group at the firm. She has a wide-ranging transactional practice and particular expertise at the junction of energy and maritime work. She is markedly knowledgeable of issues affecting offshore services companies. **Strengths:** “Cindy is always available and provides good practical advice. She is good at getting to the heart of the matter.” “Cindy Muller has a strong technical mind.”

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis LLP is home to a huge energy team able to turn its hand to large and sophisticated transactions in the offshore energy space. Kirkland & Ellis’s attorneys work with multinational corporations and investment management companies on big-ticket financings, business formations and acquisitions in the offshore space. The group is active across both the oil and gas and offshore wind sectors.

Work highlights Kirkland & Ellis advised Global Infrastructure Partners on its \$18.4 billion investment in Rio Grande LNG, a joint venture with TotalEnergies, NextDecade, GIC and Mubadala Investment Company.

Notable practitioners

Robert Eberhardt (see p.546) is a highly regarded attorney commended for his work in renewable project financing. He has experience ably managing debt financing arrangements for industry-leading offshore wind generation projects in the USA. **Strengths:** “Robert Eberhardt provides outstanding guidance.”

Liskow

What the team is known for Liskow demonstrates particular expertise in the offshore oil and gas space. The firm acts for a variety of clients, including major oil and gas companies and private equity funds. Its lawyers have wide-ranging experience across disputes, compliance and lease work.

Strengths

“Liskow know the offshore industry and its key players.”

“Liskow’s attorneys are able to assimilate a significant amount of information and provide succinct and helpful advice on the most complex of issues. You do not get the pure legal answer but one that is balanced with the commercial realities of the business.”

“Liskow are super attentive and super focused on what we need as a company.”

Notable practitioners

Jana Grauberger is an energy attorney with significant experience in the offshore oil and gas sector. She is particularly well known for her expertise in leasing work. Grauberger is further noted for advising clients engaged in offshore wind development. **Strengths:** “Jana is great to work with. She is very knowledgeable, has good business acumen and is a good listener.” “Jana is a superb lawyer with deep expertise in Gulf of Mexico matters. She is

attentive, practical and acts as a true partner to her clients.” “Jana has decades of experience in litigation in respect to offshore energy.” “Jana has incredible knowledge of BOEM.” “Jana Grauberger is one of the most knowledgeable and capable lawyers in her field. She consistently provides us with on-point and timely advice on a variety of matters.”

Mayer Brown LLP

What the team is known for Mayer Brown LLP has a strong offering in the offshore energy sector, drawing on its considerable expertise in renewable project financing and development work. The team is well placed to advise energy companies and financing parties.

Work highlights Mayer Brown represented Progress Resources USA, a US affiliate of PETRONAS, in connection with the development of the Monument Field oil and gas project offshore in the US Gulf of Mexico.

Notable practitioners

Paul Astolfi is a key contact.

Milbank LLP

What the team is known for Milbank LLP is widely appreciated as one of the leading energy project finance firms in the nation. The team’s broad-based project capability extends to the offshore wind space in which Milbank has featured in some of the largest capital raises and transactions in the sector. The firm’s practitioners are particularly well known for their representation of lending parties.

Strengths

“Milbank is a first-rate finance firm.”

“Milbank is at the cutting edge of financing structures.”

“Milbank has an incredible project finance team.”

Notable practitioners

Allan Marks in Los Angeles is a key contact.

Perkins Coie LLP

What the team is known for Perkins Coie LLP is highlighted for its considerable practice in the offshore wind space. The team is well known for its regulatory expertise with particular acumen in securing environmental approvals, as well as handling siting and permitting work for large projects. The firm also manages policy-related work for major sector clients.

Strengths

“The Perkins team has deep expertise and a strong ability to make that expertise usable to non-experts.”

“Perkins Coie are very strong at presenting and explaining very complex nuances of US laws.”

“Perkins Coie’s focus on client relationships stands out.”

Work highlights Perkins Coie provided counsel on permitting and environmental review to Invenenergy in connection with the development of the company’s Leading Light Wind project in the New York Bight.

Notable practitioners

Ted Boling (see p.717) is a well-known attorney commended for his NEPA expertise. He advises entrant companies on regulatory issues pertaining to the development of new offshore wind assets. **Strengths:** “Ted Boling has really strong

communication and influencing skills.” “Ted is super smart, he knows everything and he has great connections.” “Ted Boling clearly knows the national regulatory scheme and he is very good at offering practical advice.” **Laura Zagar** (see p.740) has significant expertise across the environment and energy issues affecting energy companies in the offshore wind space. She is sought after for her particular knowledge of floating wind power developments. **Strengths:** “Laura is one of the best when it comes to client development.” “Laura Zagar has a broad scope to her work and she is uniquely personable. She builds relationships and trust.”

Sidley Austin LLP

What the team is known for Sidley Austin LLP is a go-to resource for large energy and infrastructure companies developing offshore wind projects in the USA. The team is well placed to handle permitting and environmental challenges to large projects as well as big-ticket transactions. Sidley Austin is further noted for its expertise in maritime terminaling and offshore LNG-related issues. **Work highlights** Sidley Austin represented China National Oil and Gas Exploration and Development Company in its participation, through its Brazilian subsidiary, in the development and production of the Búzios field in Brazil.

Notable practitioners

Brian Bradshaw (see p.511) impresses for his work representing clients in the oil and gas sector. He is experienced in handling transactions, financing and commercial agreements in connection with significant offshore exploration in jurisdictions around the world. **Strengths:** “Brian Bradshaw is truly an energy expert.”

White & Case LLP

What the team is known for White & Case LLP has a respected offshore energy practice and regularly advises clients on complex joint ventures,

financings and asset sales in the space. The team is highly regarded for counseling energy companies engaged in both wind and oil and gas offshore energy projects in jurisdictions throughout Africa and Latin America.

Strengths

“White & Case has a deep bench with people who understand this area and adjacent areas.”

“The White & Case team is attuned to detail while staying commercial.”

“White & Case is a go-to firm for everything international. The team is very, very knowledgeable and its client service is amazing.”

Work highlights White & Case represented Chevron with the development of offshore oil and gas fields located in the maritime border between Cameroon and Equatorial Guinea.

Notable practitioners

Steven Otilar (see p.659) has tremendous expertise in offshore energy work, with decades of experience representing clients engaged in significant projects in the USA, Latin America and further afield. Clients benefit from his fluency in both Spanish and English. **Strengths:** “We like using Steven Otilar because he is so efficient and knowledgeable on offshore issues.” “Steven is excellent to deal with. He has been in numerous negotiations before.”

Winston & Strawn LLP

What the team is known for Winston & Strawn LLP is recommended for its extensive offering in the offshore space, most notably for its Jones Act and broader maritime expertise. The firm also counsels clients on project development, finance and transactional matters. The team is also noted for its frequent representation of offshore energy clients before regulatory bodies.

Strengths

“Winston & Strawn respond to questions quickly and execute plans of action without delay.”

“The Winston & Strawn team has an impressive understanding of maritime legal issues in the offshore wind space.”

“Winston & Strawn is a top maritime practice. Its attorneys are well versed in federal maritime law.”

Work highlights Winston & Strawn represented American Petroleum Institute in offshore energy matters including in respect to pending offshore manning legislation.

Notable practitioners

Constantine Papavizas (see p.661) is a hugely respected figure in the maritime space with market-leading expertise in Jones Act matters. He provides wise shipping and admiralty counsel to clients involved in the offshore wind industry. **Strengths:** “Mr. Papavizas is an expert in the field and very easy to work with.” “Constantine Papavizas is an impressive jurist, scholar and commercial thinker.” “Constantine is extremely experienced and knowledgeable on offshore developments.” “Constantine Papavizas is the godfather of the Jones Act.”

Other Ranked Lawyers

Paul Goodwine of Looper Goodwine P.C. is well thought of for his expertise in offshore energy matters, particularly regulatory issues relating to BOEM. Based in New Orleans, Goodwine is most active for clients operating in the Gulf of Mexico. **Strengths:** “Paul is an expert on regulatory matters involving BOEM. He has deep experience and contacts.”

Benjamin Koenigsberg of Norton Rose Fulbright is highly skilled in offshore energy matters in particular wind, LNG and natural gas. He has significant experience in related financing matters, project development and sales. **Strengths:** “Benjamin Koenigsberg is very knowledgeable.”

Oil & Gas Litigation Nationwide

Band 1

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. has a preeminent oil and gas litigation practice providing expert representation to multinational companies, service companies, shale play independents and investors. Offers enviable strength in high-stakes multidistrict and class action litigation arising from exploration, production and transportation activities, particularly in the context of horizontal drilling. Capable of handling disputes involving leases and royalty payments, as well as alleged breaches of contract, joint oper-

ating and joint development agreements.

Strengths

“Baker Botts has a very deep bench of exceedingly competent attorneys.”

“Baker Botts’s service and responsiveness is first rate.”

Work highlights Baker Botts represented Southwestern Energy in litigation relating to historical and ongoing exploration and production activities in the Haynesville shale play in North Louisiana.

Notable practitioners

William Kroger (see p.614) is an esteemed attorney with considerable expertise handling lease, contract and broader oil and gas industry

disputes concerning the exploration, production and transportation of oil and gas. **Strengths:** “William Kroger is great to work with. He is very knowledgeable and responsive.” “William Kroger really understands the law. He has an eye toward trial and he knows what he needs to win a case.” **Louis Larrisson** (see p.618) is highly regarded for his work in oil and gas litigation. He frequently advises investors, operators, service companies and refineries on a broad array of disputes arising from exploration and production activities. **Strengths:** “Louis is very good at developing relationships with clients and putting them at ease in stressful situations.” “Louis is a great advocate.” **Jason Newman**

Oil & Gas Litigation
Leading Firms
Band 1
Baker Botts L.L.P.
Band 2
BakerHostetler LLP
Bracewell LLP
Haynes and Boone, LLP
Hogan Thompson Schuelke LLP
Holland & Knight LLP
Kirkland & Ellis
K&L Gates
Norton Rose Fulbright
Vartabedian Hester & Haynes LLP
Vinson & Elkins LLP
Yetter Coleman LLP
Band 3
Davis, Gerald & Cremer, P.C.
Holland & Hart LLP
Kelly Hart & Hallman LLP
King & Spalding LLP
McAfee & Taft
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

(see p.653) has considerable expertise in handling complex litigation arising from horizontal drilling, including lease termination and royalty payment issues as well as surface use and joint operating agreement disputes. **Strengths:** “Jason Newman has a real understanding of the business and is practical in his thinking. He cuts to the issues that matter.” **Amy Hefley** (see p.3232) is recognized for her strong litigation practice and offers particular expertise in the oil and gas sector. **Strengths:** “Amy is a terrific, careful lawyer who provides smart advice.” **Aaron Streett** (see p.3271) expertly handles oil and gas royalty class actions as part of his wider appellate and commercial litigation practice. **Strengths:** “Aaron Streett is a brilliant legal mind.” “Aaron is a fantastic attorney. He argues the most important motions and writes the most important briefs.” **Tina Nguyen** (see p.654) is sought after for her strength in breach of contract and royalty disputes in the oil and gas sector. **Strengths:** “Tina is amazing in her attention to detail. The way she presents arguments provides a superb benefit.”

Band 2

BakerHostetler LLP

What the team is known for BakerHostetler LLP offers representation to upstream companies active in all major US oil and gas basins. Particularly noted for expertise pertaining to exploration and production on public lands. Handles lease disputes, joint operating agreement issues and other contract litigation.

Strengths

“BakerHostetler’s expertise in federal permitting issues is top notch, and the team is very responsive to varied questions and concerns of all sizes.” “BakerHostetler has excellent understanding of royalty and leasing regulations and laws and policies that impact our issues and litigation.”

Work highlights BakerHostetler represented

Oil & Gas Litigation
Leading Individuals
Band 1
Donovan Daniel T. Kirkland & Ellis LLP
Haynes Craig A. Vartabedian Hester & Haynes LLP*
Hogan Christopher Hogan Thompson Schuelke LLP*
King Jeffrey C. K&L Gates*
Kroger William Baker Botts L.L.P.*
Leggette L. Poe BakerHostetler LLP*
McClure Daniel M. Norton Rose Fulbright*
McConn Timothy Yetter Coleman LLP
Pierce Jesse Pierce & O’Neill, LLP (ORL) ◇*
Stahl Craig Haynes and Boone, LLP
Thompson James D. Vinson & Elkins LLP
Tiblets Elizabeth K&L Gates*
Vartabedian Robert Vartabedian Hester & Haynes LLP*
Band 2
Barron Mark S. BakerHostetler LLP*
Binns Gregory D. Holland & Knight LLP
Brown Reagan Norton Rose Fulbright*
Crain Stephen B. Bracewell LLP*
Layrisson Louis “Louie” Baker Botts L.L.P.*
McElvy Meghan Bradley Arant Boult Cummings (ORL) ◇
Newman Jason Baker Botts L.L.P.*
Scheffler Michelle Skadden, Arps, Slate (ORL) ◇*
Snyder Bagnell Nicole R. Reed Smith LLP (ORL) ◇
Stammel Matthew R. Vinson & Elkins LLP
Thompson Samantha Hogan Thompson Schuelke LLP*
Zeve Andrew White & Case LLP (ORL) ◇
Band 3
Ammons David Haynes and Boone, LLP
Clinton Ryan Davis, Gerald & Cremer, P.C.
Cruse Sam Gibbs & Bruns LLP (ORL) ◇*
Curry Greg W. Holland & Knight LLP
Hefley Amy Baker Botts L.L.P.*
Hester Conrad Vartabedian Hester & Haynes LLP*
Nareish Ragan Kirkland & Ellis*
Rodriguez Mark Beck Redden LLP (ORL) ◇*
Rotman Anna Kirkland & Ellis LLP*
Ryan Thomas C. K&L Gates*
Streett Aaron Baker Botts L.L.P.*
Sutphin, Jr. Robert J. Holland & Hart LLP
Thompson Joe Porter Hedges LLP (ORL) ◇*
Whitman W Ray BakerHostetler LLP*
Woods Robert Yetter Coleman LLP
Up-and-coming individuals
Allison Alix Dean Vartabedian Hester & Haynes LLP*
Martin Garrett Haynes and Boone, LLP
Nguyen Tina Baker Botts L.L.P.*
Shum Nicholas Nathaniel Vinson & Elkins LLP
Young Kenneth A. Kirkland & Ellis LLP*

Ovintiv in pursuing a federal oil and gas royalty dispute with the Office of Natural Resources Revenue.

Notable practitioners

Poe Leggette (see p.619) has a strong track record assisting clients with disputes and class actions in connection with royalty calculation, payments and cost deductions as well as audits by state and federal agencies. **Strengths:** “Poe is extremely knowledgeable, well connected and knows what needs to be accomplished to get a job done.” “Not only does Mr. Leggette have a deep knowledge of the laws governing the federal leasing system, but he is also practical and candid with you about the best way to approach an issue.” “Poe is an excellent attorney and a great critical thinker.” **Mark Barron** (see p.1124) focuses his practice on representing

oil and gas sector clients in complex litigation. His experience includes royalty and lease disputes. **Strengths:** “Mr. Barron is smart, sensible and able to get to the root of an issue quickly.” “The breadth of Mark’s DOJ experience gives him a strong perspective and knowledge base.” “Mark is able to distill information quickly and put a case on the path to settlement very early.” **Ray Whitman** (see p.734) is a strong choice for clients active in the oil and gas sector seeking expert representation in litigation. **Strengths:** “Ray Whitman is excellent from a strategy standpoint and is likable and persuasive with the court.”

Bracewell LLP

What the team is known for Bracewell LLP has a highly regarded oil and gas litigation practice able to handle complex royalty and lease disputes as well as breach of contract litigation. Affords energy companies equally capable representation as both defendants and plaintiffs.

Strengths

“Bracewell are consistently able to handle any issue we throw at them. From the associate level to the managing partner level, the attorneys are knowledgeable and experienced.” “Bracewell provides fantastic client service.” “Bracewell has the full spectrum of expertise needed.”

Work highlights Bracewell represented Hilcorp Energy Company in a royalty class action lawsuit. The plaintiffs alleged that Hilcorp mispaid royalties on produced natural gas that was used as fuel for post-production off-lease processing and treating operations.

Notable practitioners

Stephen Crain (see p.3211) is a highly regarded attorney who serves as chair of the firm’s litigation group. He represents a broad array of energy clients including developers, producers and suppliers in high-stakes sector-specific disputes. **Strengths:** “I cannot speak highly enough of Stephen’s writing ability and understanding of our business.” “Stephen is very good at putting things in perspective. He brings a wealth of experience to different matters.” “In addition to being a good lawyer, Stephen Crain has a keen business sense.”

Haynes and Boone, LLP

What the team is known for Haynes and Boone, LLP is a respected Texas firm recognized for representing large energy companies in high-stakes litigation. Deftly handles royalty class actions, breach of contract disputes and other contentious issues arising in the exploration and production sector.

Strengths

“The Haynes and Boone team is extremely sophisticated, responsive and collegial.” “Haynes and Boone’s deep bench and their understanding of our business and the legal landscape make the firm a great partner in complex matters.” “Haynes and Boone provides impeccable client service and responsiveness.”

Work highlights Haynes and Boone acted for Ovintiv in a putative class action alleging improper post-production royalty deductions on more than 22,000 leases in Oklahoma.

Notable practitioners

Craig Stahl is an experienced trial lawyer capable of assisting clients with the full spectrum of upstream oil and gas disputes, including class actions and multidistrict litigation concerning royalty payments and lease rights. **Strengths:** “Craig Stahl is particularly good at client service.” **David Ammons** has a strong litigation practice with expertise in the oil and gas space. His experience includes lease and royalty disputes. **Strengths:** “David Ammons is an excellent lawyer and leader.” “David is a true full-scope adviser and attorney.”

Garrett Martin is an associate experienced across an array of litigation in the oil and gas sector. **Strengths:** “Garrett has a strong understanding of the oil and gas industry and royalty disputes.” “Garrett provides sound advice on complex and sophisticated legal issues.” “Garrett Martin is a master technician in royalty calculations.”

Hogan Thompson Schuelke LLP

What the team is known for Hogan Thompson Schuelke LLP is an impressive boutique handling a range of oil litigation. The team's expertise covers breach of contract, mineral rights, leases and title disputes. The firm is regularly sought out to represent top-tier clients in the sector.

Strengths

“Hogan Thompson provides excellent legal analysis and prompt communication.”

“Hogan Thompson have a wide breadth of legal knowledge.”

“The firm's greatest skill is taking the complex and presenting it to judge or jury in a manner that is cogent and persuasive.”

Work highlights Hogan Thompson Schuelke represented El Dorado Gas & Oil in a jury trial versus Energy Transfer. It was claimed El Dorado's oil and gas assets were damaged by Energy Transfer injections of hydrogen sulfide in a nearby facility.

Notable practitioners

Christopher Hogan (see p.586) has considerable commercial and energy litigation expertise. He has particular strengths in mineral rights disputes including pooling and commingling, ownership and royalty payment issues. **Strengths:** “Christopher is a knowledgeable lawyer and a fantastic trial advocate.” “Christopher Hogan is very impressive. His knowledge of litigation in the upstream oil and gas market is deep.” **Samantha Thompson** (see p.718) represents an array of oil and gas companies in sector-specific litigation including title and royalty disputes. **Strengths:** “Samantha is an amazing counselor and strategist.” “Samantha is fantastic – competent, thorough and a real encyclopedia of knowledge.”

Holland & Knight LLP

What the team is known for Holland & Knight LLP has a highly regarded litigation team offering extensive expertise in complex litigation arising from exploration and production activities in the upstream oil and gas space. Possesses experience spanning royalty, contract, title and lease disputes involving shale plays. Further strength in a range of contractual matters, including alleged breaches of joint development and joint operating agreements.

Notable practitioners

Gregory Binns has a strong track record of rep-

resenting clients across the sector in high-stakes litigation arising from exploration and production activities. He provides expert handling of contract, title, royalty and lease disputes involving mineral rights. **Strengths:** “Gregory Binns is really good at thinking of novel ideas and other ways we can keep our end goal in sight.” **Greg Curry** has significant experience in oil and gas litigation and expertly handles cases pertaining to issues of royalty payments and breach of contract.

Kirkland & Ellis

What the team is known for Kirkland & Ellis is commended for its representation of energy companies across a range of significant disputes. Manages breach of contract and royalty disputes for many of the largest companies active in the upstream sector.

Strengths

“Kirkland & Ellis has a huge team that is able to help us with any of our litigations needs, including very big matters.”

“You feel with Kirkland you are getting the best possible advice. Everything is incredibly well thought out.”

“Kirkland & Ellis has a talented team of trial lawyers that can handle high-pressure matters.”

Work highlights Kirkland & Ellis successfully defended EQT Corporation in a class action alleging that EQT's subsidiary, Rice Drilling, had trespassed on the properties of more than 1,200 landowners in Ohio when it produced natural gas from its properties.

Notable practitioners

Daniel Donovan has substantial expertise in oil and gas industry litigation. He manages disputes over breach of contract and lease termination, royalty payments and allegations of failure to operate and improper cost deduction. **Strengths:** “Daniel Donovan is exceptionally good in court and always has the big picture in mind.” “Daniel Donovan has a breadth of knowledge in the area and his work product is excellent.” **Ragan Naresh** (see p.651) regularly handles disputes arising in the oil and gas sector. He has experience in lease, nuisance and royalty litigation. **Strengths:** “Ragan Naresh is very responsive and very sharp. I am impressed with his trial practice.” **Anna Rotman** (see p.3264)'s oil and gas litigation practice covers breach of contract and royalty disputes. **Strengths:** “Anna Rotman is a great litigator.” **Kenneth Young** (see p.740) assists clients with oil and gas disputes as part of his wider litigation practice. His experience includes lease breaches and royalty issues.

K&L Gates

What the team is known for K&L Gates has a highly experienced litigation practice with a roster of accomplished trial lawyers that counts oil and gas multinationals, producers, marketing companies and pipelines among its client base. Frequently called upon to handle class actions and multidistrict litigation at trial and appellate levels. Possesses considerable strength in disputes arising from drilling and hydraulic fracturing, including calculation and payment of royalties and alleged breach of leases and contracts.

Strengths

“K&L Gates is particularly well suited to handle

complex and sophisticated issues. They have the knowledge and resources to tackle any matter.”

“The strength of K&L Gates lies in their extensive knowledge and deep understanding of litigation. Their combined expertise makes the firm formidable in oil and gas litigation.”

“The K&L Gates team is deep and broad. It has attorneys licensed in almost every state, and the firm can handle almost any matter I send its way.”

Work highlights K&L Gates defended Enterprise Products Partners against claims from several landowners of alleged hydrological impact arising from pipeline construction and operations.

Notable practitioners

Jeffrey King (see p.608) is a strong choice for multiplaintiff and class action disputes concerning the calculation and payment of royalties as well as breach of contract claims, particularly in the upstream and midstream spaces. **Strengths:** “Jeffrey King is very sharp.” **Elizabeth Tiblets** (see p.719) offers expert representation to multinational oil and gas clients in high-stakes litigation at district and Supreme Court levels. She has considerable experience across a broad array of oil and gas disputes, with particular strengths in royalty class actions. **Strengths:** “Elizabeth Tiblets is very helpful, responsive and practical.” **Thomas Ryan** (see p.2977) earns plaudits for his handling of energy litigation matters including large class actions. Ryan is frequently instructed by clients operating in the Marcellus and Utica shale plays. **Strengths:** “Thomas's dedication to his clients is truly second to none.” “Thomas Ryan takes a practical approach to legal matters and is mindful of potential commercial implications when proposing litigation decisions.” “Thomas is able to get to the core of issues quickly.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright represents energy producers, oilfield services providers and refining operators among other well-known clients active across the oil and gas sector. The firm demonstrates significant capabilities in multidistrict class action litigation.

Strengths

“Norton Rose has a great deal of expertise and the team is very responsive.”

“The Norton Rose team is lovely to work with. They do not over-lawyer matters and have a deep passion for the work they do.”

Work highlights Norton Rose Fulbright served as lead counsel to EOG Resources in defense of two class royalty class actions brought in Oklahoma and Wyoming.

Notable practitioners

Daniel McClure (see p.637) has a strong track record of representing oil and gas clients in a range of complex litigation. He regularly handles breach of contract, lease and royalty disputes.

Strengths: “Daniel McClure has a vast knowledge of the subject matter.” “Daniel is great at explaining very complex matters of law to not just in-house counsel but also various other business professionals.” “Daniel McClure is really good at giving me an overall strategy view and I feel confident that he is looking under every rock and making sure we explore everything.” **Reagan Brown** (see p.3204) is recognized for his skills as a litigator at both trial

and appellate levels. He is highly regarded for his deft handling of royalty litigation and other oil and gas sector disputes. **Strengths:** “Reagan is highly engaging with juries.” “Reagan Brown is a smart guy and very polished.” “Reagan Brown has a lot of royalty litigation experience.”

Vartabedian Hester & Haynes LLP

What the team is known for Vartabedian Hester & Haynes LLP is a Fort Worth-based litigation boutique focused on the oil and gas sector. The firm handles litigation stemming from industry-specific contracts for a range of market participants. The team's expertise includes complex lease, royalty and title disputes.

Notable practitioners

Craig Haynes (see p.580) has a strong track record of handling high-stakes disputes arising from shale plays, including pooling and utilization issues, royalty payments and breach of contract allegations. **Strengths:** “Craig Haynes is a great lawyer.” **Robert Vartabedian** (see p.726) has particular strength in disputes arising from contested ownership of oil and gas lease rights and alleged breaches of contract and joint operating agreements. **Strengths:** “Robert is a fantastic courtroom lawyer who is always a step ahead of the other side.” “Robert Vartabedian really understands the subject matter and is exceptional in the courtroom.” **Conrad Hester** (see p.583) demonstrates expertise across all manner of upstream sector disputes. He handles access and damage, royalty and lease termination litigation. **Strengths:** “Conrad is a terrific, whip-smart lawyer.” “Conrad Hester is particularly adept at formulating the legal framework within which to analyze a case.” “Conrad is super creative and strategic. He really understands the law.” **Alix Dean Allison** (see p.490) is recognized for her able counsel on a host of oil and gas disputes. **Strengths:** “Alix is exceptional. She is thoughtful and attentive to detail.”

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP offers outstanding representation in the most complex and high-stakes litigation in the oil and gas industry, with substantial prowess in multi-plaintiff and class action litigation arising from shale play development. A strong choice for clients facing challenging disputes involving joint development, joint operating and surface use agreements. Further strength advising on ownership, royalty payment and lease obligation issues in connection with mineral rights. Capable of representing clients across the life cycle of litigation, including at trial, appellate and Supreme Court levels.

Strengths

“Vinson & Elkins’ service levels and responsiveness exceed high expectations. The team also has an outstanding grasp of underlying commercial drivers and dynamics.”

“Vinson & Elkins’ lawyers are very knowledgeable about the energy industry and are very solution-oriented and practical in their approach.”

Work highlights Vinson & Elkins represented QEP in a lawsuit brought by non-operators under two joint operating agreements.

Notable practitioners

James Thompson has decades of experience handling trials and appeals across the oil and gas sector. Clients benefit from his technical knowledge as a former petroleum engineer. He co-heads the litigation and regulation department, and deftly handles disputes and arbitrations arising from issues such as breach of gas supply contracts and joint development agreements. **Strengths:** “James is smart and experienced and can go in front of a jury and relate to them.” “James Thompson’s judgment is impressive.” **Matthew Stammel** is head of the firm’s energy litigation practice group and has considerable expertise in oil and gas industry disputes involving complex issues, particularly arising from exploration and drilling activity. He has particular strength in advising on litigation concerning joint development, joint operating and surface use agreements. **Strengths:** “Matthew Stammel’s advice is logical and thoughtful.” “Matthew brings to the table an incredible amount of practicality. He remains cool, calm and collected.” “Matthew Stammel is very smart and very reasonable to deal with.” **Nicholas Shum** centers his practice on representing upstream and midstream sector clients in litigation. **Strengths:** “Nicholas is an excellent lawyer who provides timely and practical legal advice.”

Yetter Coleman LLP

What the team is known for Yetter Coleman LLP deftly handles the full range of disputes affecting companies operating in the upstream space. Provides adroit representation in breach of contract, trespass and royalty disputes. Notable for also counseling energy-sector private equity firms and portfolio companies.

Strengths

“Yetter Coleman are very diligent, and the team understands oil and gas overall very well.”

“Yetter Coleman’s client service is exceptional and the team is very strategic in positioning cases.”

“Yetter Coleman do a very good job of taking a huge amount of information and synthesizing it.”

Work highlights Yetter Coleman successfully represented Apache at the Texas Supreme Court after plaintiffs accused the company of breaching three purchase-and-sale agreements.

Notable practitioners

Timothy McConn is a skilled litigator who represents major oil and gas clients in a range of disputes. He handles high-value breach of contract claims and royalty class actions. **Strengths:** “Timothy McConn is very thoughtful and is excellent in the courtroom.” “Timothy McConn is a very, very good trial lawyer.” **Robert Woods** is noted for his impressive oil and gas litigation practice, which covers royalty class actions, nuisance claims and disputes arising from breach of supply contracts. **Strengths:** “Robert Woods is very well versed in oil and gas law.” “Robert Woods is very thorough and very knowledgeable on oil and gas issues.” “Robert Woods is a really sharp litigator.”

Band 3

Davis, Gerald & Cremer, P.C.

What the team is known for Davis, Gerald & Cremer, P.C. is well thought of for its oil and gas litigation practice. Operating out of offices in Midland and Austin, the firm is frequently called upon for litigation relating to activities in the Permian basin. The team’s expertise includes operator/non-operator disputes, lease disputes and royalty disputes at the district court and appellate court levels.

Notable practitioners

Ryan Clinton is known for his oil and gas appellate litigation practice. He has featured in cases heard at the Court of Appeal and Texas Supreme Court in matters concerning leases and royalties.

Strengths: “Ryan Clinton is fantastic.” “Ryan is a really sharp and insightful attorney.”

Holland & Hart LLP

What the team is known for Holland & Hart LLP is well regarded for its work in oil and gas litigation in the Western USA. Its well-resourced team has experience in matters concerning surface and title disputes, royalty litigation and contract disputes, among others.

Strengths

“In terms of western oil and gas litigation, Holland & Hart is a premier firm.”

“Holland & Hart has a depth of experience in the west of the country.”

Notable practitioners

Robert Sutphin is recognized for his substantial expertise in oil and gas disputes. He has notable experience in joint operating agreement disputes and royalty cases, including class action matters.

Strengths: “Robert is a high-quality lawyer. He truly understands complex class action arguments.”

Kelly Hart & Hallman LLP

What the team is known for Kelly Hart & Hallman LLP’s broad oil and gas litigation practice is called upon by notable oil and gas operators and producers. The team is known for its expertise in matters including royalty disputes, including class actions, operating agreement disputes, and trespass, lease and mineral issues.

Strengths

“Kelly Hart & Hallman are very knowledgeable in this area of law.”

“Kelly Hart is our go-to counsel for practical advice.”

Notable practitioners

William Burford is a key contact within the firm.

King & Spalding LLP

What the team is known for King & Spalding LLP offers adroit counsel across a range of sophisticated litigation. Often handles large-scale multi-district class actions. The firm has an impressive client base including multiple large publicly traded oil and gas producers.

Notable practitioners

Charles Correll is a key contact.

McAfee & Taft

What the team is known for McAfee & Taft is frequently turned to by prominent clients for oil and gas litigation matters, especially concerning

issues in Oklahoma. The team is known for its able handling of a range of mandates including royalty class action matters, trespass cases and contractual disputes.

Notable practitioners

Timothy Bomhoff is a key contact.

Other Ranked Lawyers

Sam Cruse (see p.534) of Gibbs & Bruns LLP handles litigation for an array of oil and gas companies, including breach of contract disputes.

Strengths: "Sam is well organized, focused and easy to work with." "Sam is very strategic, smart and tough in negotiations and in the courtroom."

Meghan McElvy of Bradley Arant Boult Cummings LLP is a go-to attorney for clients facing high-stakes and complex disputes in the oil and gas space. She is particularly capable of assisting with legal and operational issues arising from shale development. Her litigation experience spans alleged breaches of leases, contracts and royalty obligations as well as joint operating

and joint development agreements. **Strengths:** "Meghan McElvy is very capable and professional." "Meghan is very detail-oriented. She also has sound judgment and is a good trial lawyer."

Jesse Pierce (see p.668) of Pierce & O'Neill, LLP draws on his significant experience to adeptly represent clients in complex oil and gas litigation. **Strengths:** "Jesse Pierce is one of the deans of the Bar. He is very knowledgeable." "Jesse interfaces with the court very well. He is very polished."

Mark Rodriguez (see p.682) of Beck Redden LLP is experienced in a range of disputes, including royalty class action matters and significant commercial litigation fought between oil and gas interests. **Strengths:** "Mark is very able and knowledgeable." "Mark Rodriguez is really good at royalty class action cases." "Mark Rodriguez is very talented."

Michelle Scheffler (see p.692) of Skadden, Arps, Slate, Meagher & Flom & Affiliates is noted for her work defending major oil companies in royalty litigation, contract violation and cost disputes.

Strengths: "Michelle is exceptionally talented. She has instant credibility with the judge and jurors."

"Michelle Scheffler is a very skilled trial attorney and is very business-oriented." "Michelle Scheffler is an extremely knowledgeable and confident trial attorney and leader." "Michelle is a fantastic writer. She prepares really excellent, comprehensive memos and briefs."

Nicolle Snyder Bagnell of Reed Smith LLP has notable oil and gas litigation experience, including representing clients in royalty class actions and contract disputes. Her class action-focused practice extends to lease and subsurface rights ownership issues.

Joe Thompson (see p.718) of Porter Hedges LLP focuses his litigation practice on the oil and gas space, handling royalty, cost and title disputes, as well as issues arising from exploration.

Strengths: "Joe is super smart but also great at describing things in a very relatable way."

Andrew Zeve of White & Case LLP is highly capable across a variety of oil and gas litigation, including breach of contract and title disputes.

Outsourcing Nationwide

Outsourcing	Outsourcing
Leading Firms	Senior Statespeople
Band 1	Senior Statespeople: distinguished older partners
Gibson, Dunn & Crutcher LLP	Alberg James L Pillsbury
Mayer Brown LLP	Kimball George Wiggins and Dana LLP
McDermott Will & Emery LLP	
Pillsbury	
Band 2	Leading Individuals
Baker McKenzie	Band 1
DLA Piper LLP (US)	Guedry David N McDermott Will & Emery LLP*
Loeb & Loeb LLP	Helms Shawn C McDermott Will & Emery LLP*
Morgan, Lewis & Bockius LLP	Hirshman Neil S Kirkland & Ellis*
Band 3	Melby Barbara Murphy Morgan, Lewis & Bockius LLP
Hunton Andrews Kurth LLP	Nordahl Stephen D Gibson, Dunn & Crutcher LLP*
Kilpatrick Townsend & Stockton	Oser Aaron M Pillsbury
Kirkland & Ellis	Peterson Brad L Mayer Brown LLP*
Morrison Foerster	Stern Akiba Loeb & Loeb LLP
Norton Rose Fulbright	Band 2
Wiggins and Dana LLP	Adler Kenneth A Loeb & Loeb LLP
Band 4	Finkel Robert WilmerHale (ORL) ◇
Covington & Burling LLP	Hansen Edward J Nelson Mullins Riley & Scarborough
Nelson Mullins Riley & Scarborough LLP	Hanson Vivian L Morrison Foerster*
	Heaphy Mark Wiggins and Dana LLP
	Krieser Jason D McDermott Will & Emery LLP
	Peters William J Gibson, Dunn & Crutcher LLP*
	Sanchez Vincent DLA Piper LLP (US)*
	Band 3
	Andrews Jeffrey B Bracewell LLP (ORL) ◇*
	Barton John L Pillsbury
	Chernichaw Adam A&O Shearman (ORL) ◇*
	Christy Sean D Norton Rose Fulbright
	Fisher Todd A King & Fisher (ORL) ◇
	Ford Christopher D Davis Wright Tremaine LLP (ORL) ◇
	Kirchhoefer Gregg Kirkland & Ellis*
	Mensik Michael S Baker McKenzie*
	Millstein Julian S Moses & Singer LLP (ORL) ◇
	Ganz Joshua S Kilpatrick Townsend & Stockton
	George Peter R Baker McKenzie
	Harvey Jeffrey L Hunton Andrews Kurth LLP*
	Hollis III Charles F Norton Rose Fulbright
	Howard Nigel L Covington & Burling LLP*
	Levi Stuart D Skadden, Arps, Slate, Meagher (ORL) ◇*
	Mahajan Sarvesh Pillsbury
	Parks Randall S Hunton Andrews Kurth LLP*
	Tanenbaum William Moses & Singer LLP (ORL) ◇*
	Zimmer Elizabeth Pillsbury
	Band 4
	Baldia Sonia Kilpatrick Townsend & Stockton LLP
	Bethancourt Heather S McDermott Will & Emery LLP*
	Geyer Andrew Hunton Andrews Kurth LLP*
	Kramer Samuel Baker McKenzie
	Manter Gregory A DLA Piper LLP (US)*
	Nishawala Vipul Clifford Chance US LLP (ORL) ◇*
	Paine Jr James R Holland & Knight LLP (ORL) ◇
	Petretti Vito Morgan, Lewis & Bockius LLP
	Schwartz Alison Pollock Loeb & Loeb LLP
	Simonis Tamia Wiggins and Dana LLP
	Vickers Geoffrey P Nelson Mullins Riley & Scarborough
	Associates to watch
	Edwards Christina C Hunton Andrews Kurth LLP*

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

Technology
Leading Firms
Band 1
Latham & Watkins LLP
Morrison Foerster
Band 2
Baker McKenzie
DLA Piper LLP (US)
Mayer Brown LLP
Band 3
Cooley LLP
Fenwick
Goodwin
Perkins Coie LLP
Pillsbury
Sidley Austin LLP
Weil, Gotshal & Manges LLP
Wilson Sonsini Goodrich & Rosati
Band 4
Covington & Burling LLP
Gunderson Dettmer Stough Villeneuve Franklin
Kirkland & Ellis
Morgan, Lewis & Bockius LLP
Orrick, Herrington & Sutcliffe LLP
White & Case LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Mensik Michael S. Baker McKenzie *
Leading Individuals
Band 1
Delaney John Perkins Coie LLP *
Levi Stuart D. Skadden, Arps, Slate, Meagher (ORL) ◇ *
Band 2
Ballack Karen N. Weil, Gotshal & Manges LLP *
Bell Suzanne Y. Covington & Burling LLP *
Hayes David L. Fenwick
Mousavi Nader A. Sullivan & Cromwell LLP (ORL) ◇ *
Peterson Brad L. Mayer Brown LLP *
Schwartz Tessa Morrison Foerster *
Band 3
Brockland John P. Hogan Lovells US LLP (ORL) ◇
Chernichaw Adam A&O Shearman (ORL) ◇ *
George Peter R. Baker McKenzie
Gilluly III John J. DLA Piper LLP (US)
Halpern Marcelo Perkins Coie LLP *
Howard Nigel L. Covington & Burling LLP *
Kramer Samuel Baker McKenzie
Krasnow Melissa VLP Law Group LLP (ORL) ◇ *
Lesser Lori E. Simpson Thacher & Bartlett LLP (ORL) ◇ *
Nash Glenn Sidley Austin LLP *
Neuburger Jeffrey D. Proskauer Rose LLP (ORL) ◇ *
Nishawala Vipul Clifford Chance US LLP (ORL) ◇ *
Osterman Jeffrey D. Weil, Gotshal & Manges LLP *
Quittmeyer Peter Eversheds Sutherland (US) (ORL) ◇ *
Schwartz William Morrison Foerster *
Tanenbaum William Moses & Singer LLP (ORL) ◇ *
Band 4
Chory John Latham & Watkins LLP *
Hanson Vivian L. Morrison Foerster *
Zabaneh Sam Latham & Watkins LLP *
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Baker McKenzie

What the team is known for Baker McKenzie is a high-profile practice with expertise in sophisticated BPO and ITO transactions. The firm specialises in multijurisdictional outsourcing contracts and their compliance with regulatory frameworks, alongside related strengths in international regulatory, telecom and intellectual property matters. The firm possesses a deep understanding of prevailing technology issues, such as data protection, privacy and cloud-based services. Baker McKenzie's clients are drawn from a wide range of industries, including healthcare, food and drink, IT suppliers and retail.

Strengths

"The team at Baker McKenzie has provided sound guidance on contractual provisions to protect our corporate interests."

"Baker McKenzie gives excellent coverage and is virtually unchallenged in its ability to address a legal question in a single jurisdiction, but quickly scale expertise around the world if needed."

"Baker McKenzie provides excellent service and is responsive."

Work highlights Baker McKenzie advised Mozilla in its acquisition of Fakespot.

Notable practitioners

Michael Mensik (see p.641) has vast experience of domestic and international outsourcings and the attendant data security provisions. He is well placed to advise on joint ventures and strategic alliances, along with the protection and marketing of technology services and products. **Strengths:** "He is a true outsourcing lawyer." **Peter George** has wide-ranging experience handling matters on a global scale, including BPOs, ITOs and data licensing, often on behalf of clients in closely regulated industries. His practice in the technology space encompasses areas such as robotic process automation, cloud services and social media. **Strengths:** "Peter is excellent to work with. He is professional, personable and always responsive to my enquiries." **Samuel Kramer** is an expert in the licensing of hi-tech IP and software, outsourcing arrangements and data privacy. His practice includes a focus on the fintech industry and supply chain integration.

Cooley LLP

What the team is known for Cooley has a strong technology group with capabilities on both coasts. Its broad client base ranges from startups to large multinationals in industries such as education, media, healthcare and retail. Proficient in domestic and cross-border technology transactions. The group represents leading technology companies in high-value strategic investments, acquisitions and sales. It possesses further prowess in structuring commercial contracts such as the negotiation of software licenses or business partnerships. The team is especially noted for its deep experience in innovative and disruptive technologies such as cryptocurrency, NFTs, machine learning and generative AI.

Strengths

"Cooley takes the time to understand the business

problems we are trying to solve, and applies practical business judgment."

"Cooley is excellent in its handling of complex and sophisticated matters—it is not only foresighted, but its foresight comes from numerous perspectives."

"Cooley has the ability to synthesize complex issues into practical business solutions."

Work highlights Cooley advised Solana Foundation, the charitable arm of popular blockchain Solana, on numerous commercial transactions and key partnerships.

Notable practitioners

TJ Graham is a key contact.

Covington & Burling LLP

What the team is known for Covington & Burling offers a well-rounded practice advising across outsourcing, intellectual property and technology transactions, with a particular affinity for regulatory compliance and digital technology issues. It draws on a bench of attorneys located in key US markets and around the world. The firm is experienced in handling technology and outsourcing matters across industry sectors as varied as sports, healthcare and financial services.

Notable practitioners

Suzanne Bell (see p.1001) focuses on strategic alliances and other transactional procedures across a wide variety of disciplines, along with technology sector M&A, IP transactions and patent litigation settlements. **Nigel Howard** (see p.2591) handles a broad range of software transactions, such as ITOs, master services and data access agreements. He regularly advises on related data privacy, IP and cloud computing issues.

DLA Piper LLP (US)

What the team is known for DLA Piper is an international practice which leverages the firm's extensive global network to provide a wide range of assistance with cross-border outsourcing projects and broader technology deals. It fields a deep bench of attorneys with customer and supplier-side experience, spanning both BPO and ITO arrangements. The firm provides quality representation for technology-focused venture capital funds during multiple rounds of high-value seed investments. Maintains an impressive profile, with a broad client base including insurance and technology companies, major retailers and telecom providers.

Strengths

"DLA Piper handles matters well and in a timely fashion."

"The team has great breadth of expertise across all domains and industries and it takes a practical and pragmatic approach."

"A key strength of DLA is its commercial awareness and knowledge of industry trends. DLA Piper tells clients what is going to happen before it happens so that the client can be prepared and respond appropriately."

Work highlights DLA Piper LLP represented Katapult Holdings Inc in a merger with FinServ Acquisition.

Notable practitioners

Vincent Sanchez (see p.689) has extensive experience with regard to ITOs, BPOs, tech-

nology audits and workouts arising therefrom, and also cybersecurity in complex network and supply chains. He handles cases spanning across banking, hospitality and the pharmaceutical industry. **John Gilluly** brings a corporate focus to his work in the technology sector, advising client businesses on everything from private equity and venture capital transactions to governance and SEC reporting. He is particularly well versed in the representation of software providers. **Gregory Manter** (see p.1047) is regarded for his expertise in complex BPO and ITO agreements. He displays further prowess in representing numerous industries in their ERP implementations and digital transformation efforts, such as for retailers, healthcare and financial services companies. **Strengths:** “Gregory will efficiently capture every concern that must be thought through by the client. His experience equips him to make reasoned recommendations to clients on how best to address issues when they arise.”

Fenwick

What the team is known for Fenwick has a well-known group of technology specialists with a broad knowledge base in the area. Fenwick represents household brand technology companies in their high-value transactions and complex commercial agreements. The firm is further adept in guiding emerging technology companies in multiround seed investments. It possesses expertise in new and cutting-edge fields such as AI and machine learning. Such deep expertise enables Fenwick to be a preeminent adviser across numerous fields including media, data management and analytics plus life sciences.

Strengths

“Fenwick has hyper commercially focused attorneys.”

Work highlights Fenwick advise OpenAI on intellectual property matters with a focus on copyright issues and negotiation of contracts.

Notable practitioners

David Hayes centers his practice on the transfer, distribution and licensing of technology and contentious IP issues. He is well placed to provide guidance on internet and digital media laws.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher is a market-leading outsourcing firm with extensive experience developing contracts with the industry's most significant providers. It regularly undertakes high-end transactional work, with outstanding credentials in technology matters and deep expertise in negotiating international and US business process sourcing. The firm represents blue-chip clients in the pharma, financial services and hospitality sectors, as well as in the automotive industry.

Work highlights Gibson, Dunn & Crutcher advised Marriott International on its digital transformation project and the modernisation of core technology systems.

Notable practitioners

Stephen Nordahl (see p.2628) is particularly adept at handling ITO and manufacturing outsourcing agreements. He leverages his expertise to also handle disputes and terminations relating

to outsourcing contracts. He is active across a range of sectors, including financial services and pharmaceuticals, to name but two. **William Peters** (see p.1059) has an impressive clientele, and his experience spans across a range of sectors, including hospitality, hi-tech manufacturing and energy supply, among others. His work typically includes negotiating arrangements such as ITO, BPO and software development agreements. **Strengths:** “William Peters is creative and great at problem-solving.” “William Peters’ client service is some of the best in the game.”

Goodwin

What the team is known for Goodwin is a widely respected firm with coast-to-coast strength in technology work. It spans across a great number of transactions in the space, including seed investments, IPOs and M&A. The firm also demonstrates expertise in data privacy and ancillary regulatory matters.

Strengths

“Goodwin responded to all matters with speed and courtesy.”

“Goodwin understands all complex matters and translates them into language that all stakeholders can understand.”

Work highlights Goodwin's Technology team advised Qaultrics in its \$12.5 billion sale to Silver Lake in partnership with Canada Pension Plan Investment Board.

Notable practitioners

John Egan, Kenneth Gordon and Anthony McCusker are key contacts.

Gunderson Dettmer Stough Villeneuve Franklin & Hachigian

What the team is known for Gunderson Dettmer Stough Villeneuve Franklin & Hachigian is an acclaimed technology group that is well regarded for its emerging company and venture capital experience. The firm represents both investors and technology companies in multiple rounds of high-value seed financing. It possesses further expertise in commercial arrangements such as in strategic collaborations. The group has further transactional capabilities, including the handling of buy-side and sell-side mergers and acquisitions. The firm utilizes broad knowledge of the technology sector to guide investors and emerging companies in areas such as virtual reality, data analytics, online platforms and digital media.

Strengths

“The firm has a combination of knowledge and speed.”

Work highlights Gunderson Dettmer represented client Biomap in connection with its research and development collaboration with Mohamed bin Zayed University of Artificial Intelligence.

Notable practitioners

Brendan McCarthy, Tim Greene and Gina Marek are key contacts.

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth has a proficient outsourcing practice, offering strengths across ERP implementation agreements and transactions involving SaaS,

cloud-based deals, system integration agreements and facilities management. It attracts a broad client base, which includes public sector bodies and financial institutions, in addition to major retail, food and drink, and healthcare corporations. The firm offers additional strengths in ongoing contract management and compliance audits.

Strengths

“Hunton Andrews Kurth has deep expertise in very recent developments in the market.”

“The team at Hunton has excellent subject matter knowledge, paired with a common sense approach to problem solving.”

Work highlights Hunton Andrews Kurth advised Ashland on an information technology outsourcing transaction at more than 50 locations.

Notable practitioners

Jeffrey Harvey (see p.579) is recommended for all manner of IT contracts, such as system integration and cloud arrangements. He also advises on related areas such as social media, intellectual property and mobile technology. **Strengths:** “Jeffrey Harvey understands the nuances as well as the key players and their tendencies in the outsourcing marketplace.” “Jeff is an incredibly skilled negotiator.” **Randall Parks** (see p.663) has extensive experience advising on the full span of ITO and software service agreements, and the associated data privacy implications. **Strengths:** “Randall Parks is knowledgeable, reliable and a pleasure to work with.” “Randall is skilled in both drafting and negotiating.” “Randall is very sophisticated and forward thinking.” **Andrew Geyer** (see p.565) is a well-known outsourcing specialist who works closely with clients with respect to their information technology agreements. Additional expertise are seen in his licensing, procurement and commercial contract experience. **Strengths:** “Andrew is a fantastic negotiator.” “Andrew is responsive, practical and understands what we want.” **Christina Edwards** (see p.546) is a well-regarded senior associate who leverages her previous corporate experience to bolster her skills in negotiating and drafting commercial contracts, such as software licensing and master service agreements. **Strengths:** “Christina has an unlimited capacity for detail.”

Kilpatrick Townsend & Stockton

What the team is known for Kilpatrick Townsend & Stockton has a well-known outsourcing group that is able to leverage an extensive network of offices to assist clients. It drafts and negotiates commercial contracts such as strategic alliances and master service agreements in complex cloud migration and digital transformation projects. It has broad sector expertise including strength in telecommunications, healthcare and financial services spaces.

Strengths

“I appreciate its culture. Kilpatrick has a great team of multi-generational talents and diversity.”

Notable practitioners

Joshua Ganz is co-leader of the firm's technology, privacy and cybersecurity team. He is well known for the quality of his advice in outsourcing matters. **Strengths:** “Joshua is very experienced in a variety of technology transactions.” “Joshua

is very technical and gives great client service.”

Sonia Baldia is well regarded for her ability to handle complex cross-border IT and business outsourcing matters. She advises finance, entertainment and healthcare clients in their extensive digital transformation projects. **Strengths:** “Sonia is very sharp and clearly knowledgeable. She is also very skilled at negotiating terms on our behalf.” “Sonia is tech savvy and has a keen understanding of her clients’ business needs.”

Kirkland & Ellis

What the team is known for Kirkland & Ellis’ technology and outsourcing group comes highly recommended because of a strong background in complex IP and transactional matters. The firm acts for clients such as energy and healthcare companies on a range of domestic and cross-border IT and BPO deals, including digital transformations, strategic service arrangements and revenue cycle management. Kirkland and Ellis leverages broad corporate and capital markets expertise to represent high-value M&A and private equity investments in the technology field. The group is further skilled in negotiating and drafting strategic collaborations and license agreements.

Strengths

“Kirkland & Ellis is very knowledgeable about key issues and market norms.”

“Kirkland & Ellis is very good at explaining complex IP matters in layman’s terms as well as structuring transactions for the best result of the client.”

“I am always impressed with its creativity and cooperation.”

Work highlights Kirkland & Ellis advised Castlelake on the formation of its insurance platform, focused on insurance-based solutions in the aircraft and finance space.

Notable practitioners

Gregg Kirchhoefer (see p.1735) draws on his extensive experience with regard to technology contracts. He is particularly knowledgeable on outsourcings and the implications of corporate transactions and data protection on IT service arrangements. **Neil Hirshman** (see p.1730) assists corporate customers and vendors with outsourcings and IT contracts of all kinds. He also advises on investment strategy with regard to innovators of outsourced technology and business process service providers, as well as collaborations and strategic partnerships between such providers. **Strengths:** “Neil is very good and understandably sought after.”

Latham & Watkins LLP

What the team is known for Latham & Watkins offers vast corporate and capital markets experience to public technology companies and underwriters in IPOs and high-value M&A transactions. The firm possesses cutting-edge expertise to assist emerging and growing tech companies through their seed financing rounds. Latham and Watkins provides strong technology transactions know-how, complemented by a sophisticated regulatory and IP team. Acting for suppliers as well as customers, their impressive client base covers a broad range of sectors which have complex supply and network ecosystems, and are often

strictly regulated, including food and drink, automotive, pharmaceuticals and financial services.

Strengths

“At Latham and Watkins, the level of responsiveness and practicality of advice is always high.”

“The Latham and Watkins team is incredibly sophisticated and has a depth and breadth of knowledge.”

Work highlights Latham and Watkins represented Microsoft’s Climate Innovation Fund in its Series C investment in Amp Robotics.

Notable practitioners

John Chory (see p.2011) is an expert in advising emerging companies in the technology industry on matters ranging from business formation to venture capital financing, IPOs and M&A. He benefits from parallel experience in advising startups on technology licensing and securities law. **Sam Zabaneh** (see p.3282) regularly advises emerging companies in the technology sector, alongside private equity and venture capital investors, throughout their development. His experience includes financing transactions, M&A and corporate governance. **Strengths:** “Sam Zabaneh is a highly skilled technical lawyer who combines that skill with excellent commercial nous.” “Sam Zabaneh stands out for his deep understanding of the market, competitors and landscape.”

Loeb & Loeb LLP

What the team is known for Loeb & Loeb offers broad-based transactional expertise, which includes a notable focus on technology-enabled and cloud computing deals. They work on behalf of a diverse roster of clients, including healthcare providers, insurers, financial services institutions and retailers. Loeb & Loeb incorporates the strength of its wider media and technology group to provide clients with related strengths in areas including privacy and data security, advertising and emerging media platforms.

Strengths

“A genuine outsourcing firm.”

Notable practitioners

Akiba Stern is recommended for his experience of the full range of commercial technology contracts, from strategic alliances and joint ventures through to data licensing, technology transfers and the commercialization of IP. **Strengths:** “Akiba has really good market and commercial sense.” **Kenneth Adler** advises corporate and healthcare customers on outsourcings and IT services arrangements of all kinds. He also advises on the renegotiation of and exit from existing technology arrangements. **Alison Pollock Schwartz** represents a broad range of clients in IT and business process outsourcing matters. She drafts, reviews and negotiates both new and existing commercial agreements such as ERP implementations, and cloud service and master service arrangements for healthcare, insurance and real estate property companies.

Mayer Brown LLP

What the team is known for Mayer Brown is a prominent name in ITO and BPO transactions and disputes, fielding a deep bench of dedicated practitioners with outstanding skills in dealing with domestic and offshore providers. They are also adept at counseling clients on cloud computing,

data licensing, robotic process automation and privacy compliance. The firm is well versed in handling business transition agreements resulting from acquisitions, as well as negotiating amendments to service agreements. Its broad client base includes a number of household names in the financial services, retail, manufacturing and media sectors.

Strengths

“The depth of Mayer Brown’s knowledge is outstanding.”

“Mayer Brown was able to assist on very complex deals, even being able to guide opposing counsel where needed for better understanding.”

“Mayer Brown’s responsiveness and service levels throughout our engagement has been very strong.”

Work highlights Mayer Brown acted for Sasser Family Holdings in a staff augmentation outsourcing with Cloudstaff USA.

Notable practitioners

Brad Peterson (see p.667)’s typical activity includes advising clients on SaaS agreements, AI issues and data analytics. He represents global financial services, media and pharmaceutical companies in complex cross-border outsourcing transactions.

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery has a dedicated bench of expert outsourcing attorneys, regularly negotiating and structuring BPO arrangements and complex IT transactions. Also active handling tech and outsourcing-related issues resulting from M&A and private equity transactions. Acts for a range of leading outsourcing providers and major corporate clients, including in the pharmaceutical, healthcare and TMT sectors. Held in particularly high regard for its strengths in cloud computing work.

Strengths

“McDermott Will and Emery LLP is practical, business-oriented and able to distill issues and exposures to the most elemental level.”

Work highlights McDermott Will & Emery LLP provided strategic advice to the Meta platform concerning the use of NFTs for Instagram.

Notable practitioners

David Guedry (see p.575) has vast experience of handling both domestic and international outsourcing transactions. He is particularly well known for advising providers on ITO agreements with customers. **Strengths:** “David Guedry is one of the best lawyers around. He is able to cut through the noise.” **Shawn Helms** (see p.3232) has extensive experience handling outsourcing matters for vendors and suppliers, which frequently involves the latest developments in hi-tech, software and cryptocurrency traders. **Strengths:** “Shawn Helms knows the subject matter well, and gives timely responses.” “Shawn Helms is great to bounce ideas off.” **Jason Krieser** is the co-head of the technology and outsourcing group. He has a wide spectrum of experience handling outsourcing transactions, including ITOs, BPOs and strategic alliances. **Heather Bethancourt** (see p.3202) has significant experience in the outsourcing space with particular skills in the healthcare matters concerning revenue cycle

management outsourcing. **Strengths:** “Heather has deep expertise in this space.”

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius offers impressive strengths in a broad array of domestic and international outsourcings, with notable expertise in emerging technologies such as automation, AI, blockchain and cloud computing. They draw upon additional resources in areas such as privacy and employment law when advising on all stages of a transaction, including renegotiating and terminating service agreements. Morgan, Lewis & Bockius acts for a diverse client base, which includes sourcing service providers as well as financial institutions and life sciences companies.

Strengths

“Morgan, Lewis & Bockius has exceptional industry knowledge with skilled partners and associates.”

Work highlights Morgan, Lewis & Bockius represented The Vanguard Group in strategic outsourcing services transactions, including the ongoing governance of its strategic partnership with Infosys.

Notable practitioners

Barbara Murphy Melby is the global leader of the technology, outsourcing and commercial transactions practice. She is recommended for ITOs, BPOs and all manner of systems implementation and post-merger integration arrangements. **Strengths:** “Barbara is unbelievably talented and tremendous in client service.” “Barbara Melby is our go-to outside counsel for IT transactions.” **Vito Petretti** is a longstanding expert in outsourcing issues. Clients look to him for advice across a spectrum of issues and industries, including domestic and international technology service agreements. **Strengths:** “Vito Petretti is an effective lawyer.”

Morrison Foerster

What the team is known for Morrison Foerster has a high-quality outsourcing team fielding expertise in cutting-edge cloud service deals and infrastructure transactions. Represents businesses at all stages of the life cycle, with particular expertise negotiating multisource deals on behalf of multinational corporations. Its diverse client base features national and international companies in the financial services, healthcare and media sectors, among others. Leverages its impressive nationwide and international talent pool to advise on major cross-border deals.

Strengths

“Morrison Foerster has top problem-solving skills.”

“Morrison Foerster takes the time to clearly understand our business and our concerns. It understands and negotiates the fine points, and offers up viable solutions for any roadblocks.”

Work highlights Morrison Foerster advised Nikon America in its acquisition of Avonix Imaging.

Notable practitioners

Vivian Hanson (see p.2584) chairs the firm’s outsourcing practice and is recommended for ITO, BTO and myriad technology arrangements of the greatest complexity. **Strengths:** “Vivian Hanson is professional, responsive and a highly valued adviser to our clients.” **Tessa Schwartz** (see

p.1070) is highly experienced in the field of technology and intellectual property transactions, including patent acquisitions and development agreements. Her clients operate in hi-tech fields such as machine learning, e-commerce and social media. **Strengths:** “Tessa Schwartz’s client care is excellent, she is someone I look to for complex cases.” **William Schwartz** (see p.1070) centers his practice on handling technology and IP matters in a corporate context, such as development, distribution and commercialization, joint ventures and licensing. His clients include well-known players in the IT, communications and semiconductor industries. **Strengths:** “William Schwartz is legendary in his field.”

Nelson Mullins Riley & Scarborough LLP

What the team is known for Nelson Mullins Riley & Scarborough has a growing practice in the areas of technology, outsourcing, privacy and procurement, with experience in advising on significant changes to clients’ internal technology and outsourcing systems. It is particularly noted for their bench strength in the New York and Southeastern legal markets. Clients include international businesses across sectors such as retail, energy and financial services.

Strengths

“Nelson Mullins was very responsive and available at any time it was needed.”

“The firm provides excellent client service and ability to work on complex projects.”

Notable practitioners

Edward Hansen has experience in a wide range of technology and outsourcing arrangements, taking in BPOs, transformational logistics projects and ERP implementations. **Strengths:** “Edward is good at getting people to give their honest view of what they really need to achieve.” **Geoffrey Vickers** advises on drafting and negotiating IT and business process outsourcing contracts, including licensing and master service arrangements. He represents such matters for a host of clients ranging from retailers and manufacturers to financial services companies. **Strengths:** “Geoffrey is an outstanding attorney who takes a very practical approach to contract issues and finding solutions that are reasonable and manage risk effectively.” “Geoffrey is responsive and provides great service.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright offers broad capabilities in outsourcing matters from its strong Atlanta-based team. The team routinely advise on ITO and BPO transactions in a broad range of industries.

Strengths

“Norton Rose Fulbright brought a lot of expertise to the table.”

“NRF completed projects and transactions efficiently and supplemental requests were met with attentiveness to both time, sensitivity and detail.”

Notable practitioners

Sean Christy benefits from his background in technology and has extensive experience of handling BPOs, SaaS agreements and digital transformation projects. He advises clients in all kinds

of business sectors, and is frequently engaged by well-known hospitality chains. **Charles Hollis** handles a broad range of technology and outsourcing issues including ITOs, cloud migration and transformational projects. **Strengths:** “Charles has a really deep knowledge of the outsourcing world.” “Charles is very good at helping people understand details and nuance.”

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe has a well-known technology group with capabilities on both coasts. It has an impressive track record in technology deal work, in which it is able to leverage its international network of offices to advise on cross-border transactions. Clientele includes a number of household-name technology companies.

Strengths

“Orrick, Herrington & Sutcliffe is very detail-oriented.”

Notable practitioners

Sarah Schaedler and Daniel Yost are key contacts.

Perkins Coie LLP

What the team is known for Perkins Coie is an active group whose attorneys are sought after by a stable of clients composed of a number of leading technology companies. It boasts capabilities across a number of matters, including M&A, blockchain issues and AI, to name a few. Its diverse sector expertise includes knowledge of the healthcare, financial services and entertainment spaces.

Strengths

“Perkins Coie is very flexible in what it offers clients.”

Notable practitioners

John Delaney (see p.539) is regularly called upon to advise on technology transactions ranging from ITOs to SaaS and infrastructure as service arrangements. He is sought out for his deep knowledge in disruptive and emerging technologies such as blockchain, virtual reality and artificial intelligence. **Marcelo Halpern** (see p.1728) comes recommended for his impressive technology expertise, which includes notable strength in cryptocurrency-related matters. His experience also includes licensing and outsourcing agreements. **Strengths:** “Marcelo is very commercial and pragmatic.”

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman has a national group of customer-side outsourcing lawyers with a focus on complex strategic transactions. Has an excellent track record in high-value ITO and BPO deals, as well as business-transformative transactions. Proficient handling offshore outsourcing mandates, in addition to its acclaimed onshore practice. Enjoys a strong reputation for its adroit handling of cybersecurity and cloud-based matters. Frequently acts for corporations with vast and sensitive data holdings, including healthcare providers, insurers and leading financial institutions.

Strengths

“Pillsbury is both incredibly efficient and has a deep knowledge of all facets of venture private equity

investing as well as has incredible foresight for protecting its clients."

"Pillsbury has a lot of people with deep expertise."

Work highlights Pillsbury advised Allspring Global Investments in numerous externally sourced contracts required for various operations across the US, Europe and Asia.

Notable practitioners

James Alberg has many blue-chip clients in the information and financial services industries, and is particularly sought after for strategic BPO deals and software licensing agreements. **Aaron Oser**'s experience includes ambitious sourcing projects on behalf of leading financial institutions and entities in industries such as manufacturing and retail, healthcare and education. **John Barton** is a seasoned attorney whose practice focuses on outsourcing. His areas of particular expertise include advising on issues in the healthcare, financial services and cloud-computing service providers.

Strengths: "John Barton has a great ability to understand your particular scenario and business objectives and create the right legal documents, negotiate and look out for your interests at every opportunity." **Sarvesh Mahajan** is an expert on ITO and BPO arrangements of all kinds, focused on helping providers from all over the world do deals with corporate customers in all manner of business sectors. **Strengths:** "Sarvesh is a terrific lawyer." **Elizabeth Zimmer** is a longstanding expert in outsourcing who is sought after by a clientele of household-name companies. Areas of expertise include SaaS deals, software licensing arrangements and business process outsourcing, among others. **Strengths:** "Her expertise, thoughtfulness and attention to detail is a true blessing."

Sidley Austin LLP

What the team is known for Sidley Austin has a much sought-after technology department whose broad stable of clients includes heavy-hitting startups and multinationals. It routinely advises in complex matters across the life sciences, financial services and social media spaces, among others. Leverages an extensive network of offices to advise on domestic and cross-border matters.

Strengths

"Sidley Austin provided timely and well-calibrated advice on highly technical and nuanced matters." "Sidley Austin is very responsive."

Work highlights Sidley Austin represented Meta in numerous strategic alliance deals with major technology partners in the artificial intelligence, messaging and mobile space both domestically and internationally.

Notable practitioners

Glenn Nash (see p.1054)'s technology sector expertise sees him advise on joint ventures and other corporate transactions, as well as regulatory compliance and IP issues. His practice includes experience in disciplines such as e-commerce.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges has a dedicated technology and IP transactions team with experience of advising across tech-focused industries such as fintech, life sciences, consumer products and media. Capable

of guiding clients through contract negotiations that center on technology, such as development, outsourcing and services agreements, and the tech aspects of corporate transactions such as M&A.

Strengths

"Weil, Gotshal & Manges has extensive experience in dealing with complex IP and technology transactions."

Work highlights Weil, Gotshal & Manges advised Goldman Sachs Asset Management on the technology, data privacy and IP aspects of its \$300 million investment in Madhiva.

Notable practitioners

Karen Ballack (see p.1000) is well placed to advise across an array of technology-rich sectors, including the pharmaceutical and semiconductor industries. She typically handles transactions such as joint ventures, strategic alliances and development collaborations, along with the IP aspects of commercial deals. **Strengths:** "Karen Ballack is an extremely talented negotiator and one of the best drafters in the industry, with a wealth of knowledge, and experienced in a wide range of IP transactions." **Jeffrey Osterman** (see p.2631) has a broad practice within the field of technology, running the gamut from patent and content licensing to outsourcing, technology transfer and integration. **Strengths:** "Jeffrey Osterman is a fierce advocate for his clients, equipped with an arsenal of industry-specific knowledge."

White & Case LLP

What the team is known for White & Case has a transactional practice capable of handling everything from partnerships and joint ventures to M&A, outsourcing and intellectual property licensing. They are also well positioned to provide counsel on product development, service procurement and related disputes. White & Case's clients include high-profile technology companies active in fields such as machine learning, blockchain and digital health.

Work highlights White & Case represented F-Secure Corporation, a consumer cyber security company, on its \$223 million acquisition of the mobile consumer business from Lookout.

Notable practitioners

Arlene Arin Hahn is a key contact for clients.

Wiggin and Dana LLP

What the team is known for Wiggin and Dana specializes in representing US and India-based service providers in complex outsourcing transactions, with considerable strengths in contract negotiations, drafting and ongoing post-contract support. The firm facilitates BPO and ITO transactions of all kinds, with additional expertise in areas such as data privacy and artificial intelligence.

Strengths

"The firm is very strong in its work on complex transactions."

"The depth of its team's knowledge is significant and material."

"Wiggin and Dana's ability to be creative in understanding and drafting complex contract language is top-notch."

Notable practitioners

George Kimball is a widely read authority on outsourcing law and a seasoned, largely vendor-side deal lawyer. His history in the field of technology and outsourcing includes both in-house and professorial experience. **Strengths:** "George is a great lawyer." **Mark Heaphy** is recommended for his handling of BPO and ITO arrangements, typically on behalf of service vendors. He has experience as both an adviser to suppliers on the contracting process and a negotiator in transactions. **Strengths:** "Mark has always impressed me with his technical and negotiation skills." "Mark is a solid lawyer with good experience in the outsourcing field." "He understands the client position and develops a thoughtful response to resolve any issues." **Tamia Simonis** is regularly called upon to advise vendor companies on ITO and BPO deals, and associated AI and data security issues. She has experience handling both domestic and cross-border matters.

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati has a highly regarded technology group with expertise across a broad variety of transactional, regulatory and contentious matters in the space. It represents clients operating in a number of sectors, including pharmaceuticals, renewables and AI.

Strengths

"Wilson Sonsini Goodrich & Rosati can provide practical strategic advice."

Work highlights Wilson Sonsini Goodrich & Rosati represented Google in a rate settling proceeding before the Copyright Royalty Board following amendments to the Copyright Act in 2018.

Work highlightsNotable practitioners

James Clessuras is a key contact for the firm.

Other Ranked Lawyers

Jeffrey Andrews (see p.3197) of Bracewell LLP is respected for his handling of all manner of IT and business process outsourcings. He is active across a wide range of sectors, including food and drinks, manufacturing, retail, transportation and utilities.

John Brockland of Hogan Lovells is experienced in advising businesses of all sizes on strategic technology transactions, including development, licensing and service agreements. He is also well versed in IP transactions and due diligence.

Adam Chernichaw (see p.524) is a founding member of Allen & Overy LLP's technology and outsourcing practice, and able to advise clients on both sides of a transaction. His clients include high-profile technology and social media companies and financial institutions. **Strengths:** "Adam Chernichaw is one of the best negotiators I have worked with."

Robert Finkel of WilmerHale is active across a range of sectors, including financial services and pharmaceuticals, advising on a wide range of corporate and outsourcing transactions and the licensing of both software and technology.

Todd Fisher of King & Fisher has vast experience of handling BPO, ITO and cloud computing agreements, along with technology licensing and other

service agreements. **Strengths:** “Todd Fisher is a good deal lawyer.”

Christopher Ford of Davis Wright Tremaine LLP handles a broad range of IT systems and service agreements, outsourcings and also BPOs. He has a particularly extensive client following in financial services. **Strengths:** “Christopher demonstrates strong legal skills and is a strong leader who can lead negotiations.”

Melissa Krasnow (see p.614) of VLP Law Group LLP is a highly regarded attorney whose broad practice exhibits strength across a number of technology-related issues. She routinely advises on M&A, data security issues and related regulatory matters. **Strengths:** “I am amazed at the breadth of knowledge Melissa provides and her ability to help a new company understand and navigate the complex world of security and HIPAA compliance.”

Lori Lesser (see p.2608) of Simpson Thacher & Bartlett LLP typically covers a range of transactional activities, along with licensing, privacy and tech sector disputes such as IP litigation. She acts for an impressive breadth of industry clients.

Strengths: “Lori has an exceptionally smart and insightful nature, she can analyze issues quickly.” “Lori is incredibly smart and practical with clients.” “Lori is a really brilliant lawyer; her drafting is excellent and she is a good negotiator.”

Stuart Levi (see p.621) of Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates advises vendors and customers on all manner of outsourcings and technology collaborations, from ITOs and BPOs to cloud computing agreements and blockchain development projects. He is also adept at providing privacy and cybersecurity guidance and advice on IP.

Julian Millstein of Moses & Singer LLP has extensive experience handling strategic outsourcings for vendors and customers. He is also frequently called on for mediations and arbitrations, as well as workouts and restructurings.

Nader Mousavi (see p.1053) of Sullivan & Cromwell LLP is experienced in advising on technology transactions, including M&A, the licensing of IP, data and software, and joint ventures. His practice runs the gamut of new technologies, from autonomous vehicles and AI to cryptocurrency. **Strengths:** “Nader has tremendous attention to detail and great judgment.”

Jeffrey Neuburger (see p.2627) of Proskauer Rose LLP regularly advises on the implementation of new technology and major organization infrastructure, by way of cloud computing, outsourcing and service agreements. He brings to bear extensive experience in the sector as well as his knowledge of cybersecurity and cryptocurrency matters. **Strengths:** “Jeffrey Neuburger is a

very skilled and knowledgeable lawyer.”

Vipul Nishawala (see p.2628) is well placed to advise on all stages of ITO and BPO work, cloud computing and software licensing agreements, and the leasing and purchase of equipment. He represents both suppliers and customers, with particular experience in the use of third-party technology by financial institutions.

James Paine of Holland & Knight LLP is particularly adept at advising on SaaS and licensing issues of all kinds. He has substantial experience across a range of sectors, including healthcare and hospitality, to name but two. **Strengths:** “James contractual acumen is outstanding and he is very thorough.”

Peter Quittmeyer (see p.1580)’s practice covers a broad range of matters, including counsel on complex technology licensing, joint ventures and attendant regulatory and data privacy requirements. He has substantial expertise in issues relating to internet law, cloud and data analytics.

William Tanenbaum (see p.2668) of Moses & Singer LLP regularly advises on outsourcing transactions. He fields additional expertise in handling cybersecurity, IoT and AI issues. He is particularly active within the healthcare sector.

NATIONWIDE: An Introduction to Political Law

Contributed by Nielsen Merksamer Parrinello Gross & Leoni LLP

Corporate Social Responsibility: Reevaluating Political Activity Compliance in the Current Election Cycle

Recent election controversies, proposed federal agency rules, state and federal legislation, shareholder activism, and resulting litigation have placed corporate political activity in a contentious crossfire, with stakeholders and third parties calling on corporations to better define their commitments to social responsibility. As we move into the 2024 Presidential election cycle, expect to see both an increase in corporate political activity and scrutiny on compliance with such activity.

Political Compliance Framework

Traditionally, three areas of law (collectively called “political laws”) have established the legal parameters for private sector interaction with US federal, state, and local governments: campaign finance, lobbying disclosure, and government ethics. Demonstrating compliance with these areas of law has lessened controversy when corporations engage in political activities.

Watchdog pressure and shareholder demands have prompted increased transparency of political activity for many years. The events of January 6, 2021, put pressure on companies to be more

transparent when responding to inquiries about their election-related activities and whether they align with stated corporate values. Even as contributions resumed unabated in the 2022 election cycle, many companies revamped PAC bylaws and fine-tuned contribution recommendation criteria.

The increased interest in corporations’ values and social impact has additionally shined a more intense light on lobbying. While the First Amendment prohibits any cap on lobbying activity, lobby laws mandate disclosure. Those reading lobbying reports may look for a corporation’s position on global warming, reproductive rights, and other social issues. Shareholder proposals and regulators increasingly call for enhanced disclosure of lobbying activity, directly and through trade associations, and many corporations publicly post such information on their websites.

Most companies believe that rigorous compliance procedures, enhancements to disclosure, and pressure-testing of processes in the last election cycle may be sufficient to address present and future controversies. However, stakeholders are asking more pointed questions, while regulators now seek to establish new legal frameworks.

Federal and State Attempts at Regulation

Increasingly, Corporate Social Responsibility (CSR) considerations impact government ethics issues, including evaluating potential conflicts of interests, the hiring of former government officials, and payments to nonprofit organizations related to or made at the request of government officials. The demands and countermands under the rubric of Corporate Social Responsibility (CSR) correlate with a focus on Environmental, Social, and Governance (ESG) measurements and Diversity, Equity, and Inclusion (DEI) goals.

The political law framework of campaign finance, lobbying disclosure, and government ethics laws described in this article has been largely in place, periodically enhanced and overseen by federal and state ethics agencies, since the Watergate era. Whether this current period of attempts at new regulation will fundamentally change the status quo remains in question.

For example, at the federal level, the Securities and Exchange Commission (SEC) has expressed support for the development and implementation of new political spending disclosure rules as a matter of corporate governance. In recent years, however, the SEC has been – and continues to be – limited by Congress not to directly regulate political activities through the passage of the 2023 Appropriations Bill (Section 633). We expect to see this same restriction in the 2024 Appropriations Bill.

In the absence of a political disclosure mandate from the SEC, the agency has moved forward with action related to climate-related disclosures, human capital, and board diversity. Separately, the Department of Labor recently promulgated a rule explicitly listing climate change as a factor that fiduciaries of private sector public benefit plans can consider. Although Congress acted to block this rule by resolution, President Biden vetoed the legislation. Shareholder proposals remain the dominant vehicle pressuring companies to make more disclosures.

Regardless of federal action, many states are using their pension systems to take stances on ESG issues. Pro and anti-ESG positions take the form of state laws, investment resolutions and policies, Attorney General opinions, and State Treasurer opinions.

What makes this political tug-of-war so complex is that there is no consensus as to what ESG investing means. “ESG” has become an umbrella term for different investment strategies and priorities. Some investors see ESG factors as material financial risks and argue that there is a financial duty to use ESG information to maximize returns. Standardization of ESG metrics and data will help reduce confusion and conflict and align ESG goals with the more established standards developed under political law compliance programs.

States are also attempting to regulate corporate board diversity, largely in terms of gender and minority representation, in pursuit of DEI goals. States have taken a variety of approaches including requiring board diversity, requiring disclosure related to board diversity, or urging board diversity through non-binding action. These efforts have been subject to litigation and shareholder derivative suits alleging lack of board diversity.

Business and Legal Community Response

The Business Roundtable, an association of CEOs of America’s leading companies, has over the past 40 plus years periodically issued its Principles of Corporate Governance. Every version since 1997 has stated that corporations exist principally to serve shareholders, holding to the dictum of economist Milton Friedman in an influential essay 50 years ago that “The Social Responsibility of Business Is to Increase Its Profits.”

However, the Business Roundtable released a new Statement on the Purpose of a Corporation in 2019 which focused on all *stakeholders*, not just shareholders. Although not as radical as requirements embedded in the Accountable Capitalism Act proposed by Senator Elizabeth Warren (D-MA), this statement generated front page news and seemed to signal a philosophical shift in the business community.

Cognizant of the need to define terms before creating laws, enacting limits, or finding consensus around best practices, a committee of the Business Law Section of the American Bar Association (ABA) has embarked on an effort to create a new legal framework related to CSR which recognizes ESG measurements and DEI goals, with clearer definitions and benchmarks.

Practical Guidance

What should a corporation do in the context of ongoing political law compliance? We propose the following steps.

Establish a Comprehensive Framework

A fulsome framework will consider issues that align with your company’s mission, core values, and public-facing positions concerning campaign finance, lobbying, and government ethics activities.

Define the Scope of Your Program

Once your company has thought through a big picture framework in a unified manner, clearly define the scope of your program in regard to your political law compliance. Determine the role of your corporate board. Think about what departments are key for establishing and administering your program. Management at all levels has a significant role in identifying and reporting risks and opportunities, relaying consistent messaging, and integrating framework considerations into day-to-day operations.

Develop a Proactive Plan

Make sure you have processes in place for monitoring, reporting, and addressing risks as well as potential opportunities. A *proactive* program should track federal, state, and local developments, benchmark against other companies, and monitor new risk areas.

Political Law Nationwide

Political Law
Leading Firms
Band 1
Covington & Burling LLP
Elias Law Group LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Wiley
Band 2
Caplin & Drysdale, Chartered
Band 3
Holtzman Vogel Baran Torchinsky & Josefiak PLLC
Nielsen Merksamer Parrinello Gross & Leoni LLP
Perkins Coie LLP
Band 4
Akin
Ballard Spahr LLP
Holland & Knight LLP
Sandler Reiff Lamb Rosenstein & Birkenstock, P.C.
Steptoe LLP
Venable LLP
Band 5
BakerHostetler LLP
Dentons LLP
Jones Day
Mayer Brown LLP
Pillsbury
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Covington & Burling LLP

What the team is known for Covington & Burling LLP's bipartisan political law practice is renowned for its strong capabilities in counseling corporations, financial institutions, tax-exempt organizations and political action committees. The group has substantial expertise, which includes campaign finance, pay-to-play rules, government ethics and lobbying disclosure. The team also has extensive experience representing participants in sensitive congressional investigations.

Strengths

"Covington is a great team to work with who can easily handle anything we throw at them."
 "They provide the highest quality of support and guidance on multifaceted issues. I know I can rely on them to be there when we need them."
 "Covington's attorneys expertly guide us through regulatory compliance issues. They are extremely knowledgeable and are very responsive to our requests."

Work highlights Covington & Burling LLP advised the 'Biden for President' campaign committee on their 2023 re-election launch.

Notable practitioners

Robert Kelner (see p.604) chairs the firm's election and political law practice group. He is held in high esteem for his vast experience in the field. He is adept at handling congressional investigations and cybersecurity matters, as well as offering political law compliance advice. **Strengths:** "He is a levelheaded adviser." **Robert Lenhard** (see p.620) is a highly regarded political law partner at Covington & Burling with previous experience as former chair of the FEC. He is regularly engaged

by significant corporate clients to advise on political compliance, lobbying and pay-to-play rules.

Strengths: "You get seasoned advice from the likes of Robert." **Zachary Parks** (see p.663) has a broad range of expertise which encompasses election rules, lobbying disclosure, FARA and pay-to-play. He frequently provides advice on political law due diligence in the context of M&A deals. **Strengths:** "Zack can be relied upon for his expertise in the area of political contributions." "He is always available and willing to explain where we don't understand. He delivers on time and is a pleasure to work with." "We work extensively with Zack on political law questions and find his knowledge, experience and commercial approach to real-world challenges to be top class." **Andrew Garrahan** (see p.563) has a growing political law practice providing regulatory advice for corporate and individual clients. **Strengths:** "Andrew is very good at understanding complex regulatory issues while maintaining his creative thinking." "He is extremely knowledgeable about regulatory compliance issues and has been very responsive to our requests." "We are pleased with Andrew's support and thoughtful advice, which is practically-minded in terms of managing risk."

Elias Law Group LLP

What the team is known for Elias Law Group is a political law boutique boasting a deep bench of experienced practitioners able to advise on complex election law matters. The firm offers particular prowess in voting rights and redistricting litigation and is well placed to assist Democratic campaigns and institutions, as well as nonprofit organizations. It has offices in Washington DC and Seattle.

Strengths

"Elias Law Group are always at the cutting edge, getting the results their clients demand."
 "They are a critical partner in our work. From the most junior to most senior, Elias Law is comprised of the smartest and most strategic people."
 "They always take the legal problems that we bring to them, dig into them and find the best path forward to solve the issue."

Work highlights Elias Law Group advised the Democratic Senatorial Campaign Committee regarding campaign finance, election law and litigation matters.

Notable practitioners

Firm founding partner **Marc Erik Elias** is a highly regarded political law attorney who continues to be a popular choice for matters relating to voting rights. He also has considerable expertise in matters involving campaign finance law, redistricting and government ethics. **Strengths:** "Mark is a legal machine and the king at what he does." "He is a genius." "He is a highly skilled litigator and powerful legal mind, a respected thought leader in the space and a diligent advocate for his clients." **Ezra Reese** is Elias Law Group's political law chair. He garners recognition for his political law practice. He advises nonprofits and trade associations on issues relating to tax law, lobbying and campaign finance. **Strengths:** "Ezra is fantastic and incredibly quick in handling problems for us." "He is a very

helpful adviser and is responsive to our needs." **Jonathan Berkon** is noted for his knowledge of state and local election law. His client base includes individuals, political action committees and nonprofits. **Strengths:** "Jon gets the nuts and bolts while also being an excellent legal strategist." "His understanding is exceptional, especially how things play out on the ground. His reliable experience and knowledge means he is able to provide smart and practical advice which is tailored to us to devise strategies and solutions." **Abha Khanna** is a litigation partner in the firm's Seattle office. She draws particular praise for her redistricting expertise, and frequently represents nonprofits and political organizations at the trial and appellate levels. **Strengths:** "Abha is a real partner, always keeping our best interests at heart and working tirelessly for us."

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom & Affiliates boasts a premier nonpartisan political law group with particular strength in corporate representation over gift and entertainment laws, campaign finance and lobbying disclosure rules. The practice remains at the forefront of advising on federal and state pay-to-play rules. It is a strong choice for representing corporations in responding to sensitive FEC complaints. The team is highly adept at providing political law compliance counsel in the context of M&A and media broadcasts. Its clients hail from a range of industries including financial services, energy, technology and insurance.

Strengths

"Skadden are unparalleled in responsiveness and their pragmatic approach to guidance."
 "They are constantly adapting to best serve us, making the partnership so efficient and seamless. Their expertise is unmatched."
 "Their turnaround is very quick while always tailoring their advice to us personally. Their depth of knowledge and speed at which they act are great value to us."

Notable practitioners

Head of Skadden's political law group **Ki Hong** (see p.588) maintains his leading position in the political law market. He offers extensive experience advising top-echelon corporate clients on political compliance. **Strengths:** "Ki is an excellent lawyer, a pragmatic partner and easy to work with. He can be relied on to provide best-in-class legal advice." "His expertise is unrivaled, providing invaluable experience. He has the right instincts and crucial judgment." "There is seemingly no political law-related question Ki cannot answer. He is highly sophisticated, client-focused and thinks outside the box. My experience working with him is nothing shy of stellar." **Charles Ricciardelli** (see p.679) has an established reputation in the market, with notable experience representing clients in the financial services sector in a range of matters including campaign finance and lobbying issues. **Strengths:** "He is a completely invaluable resource. He is thorough in his research and careful

Political Law	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Sandler Joseph E Sandler Reiff Lamb Rosenstein
Josefiak Tom Holtzman Vogel Baran Torchinsky *	
Leading Individuals	
Band 1	
Baran Jan W Holtzman Vogel Baran Torchinsky *	Furst Johnson Jessica Holtzman Vogel Baran *
Burns Caleb P Wiley	Holtzman Vogel Jill Holtzman Vogel Baran Torchinsky *
Elias Marc Erik Elias Law Group LLP	Jacobs Ronald Venable LLP *
Gross Kenneth A Akin	Jenkins Timothy Ballard Spahr LLP
Hong Ki P Skadden, Arps, Slate, Meagher & Flom LLP *	Keane Benjamin Dentons LLP
Kelner Robert K Covington & Burling LLP *	Laufman David Wiggin and Dana LLP (ORL) ◇
Laham Carol A Wiley	Renaud Mark Wiley
Lenhard Robert Covington & Burling LLP *	Rosen Tyler Skadden, Arps, Slate, Meagher & Flom LLP *
Sanderson Matthew Caplin & Drysdale, Chartered	Van Grack Brandon L Morrison Foerster (ORL) ◇ *
Toner Michael E Wiley	Walker Robert L. Wiley
Band 2	Band 4
Abel Jason Steptoe LLP	Bell Michael Hogan Lovells (ORL) ◇
Belinski Katherine Ballard Spahr LLP	Brown Samuel Holland & Knight LLP
Berke Elliot Berke Farah LLP (ORL) ◇	Erlingsson Emily Barrett Pillsbury
Borden Charles Holland & Knight LLP	Gilster Kyle Husch Blackwell LLP (ORL) ◇
Gordon Rebecca Perkins Coie LLP *	Holzrichter Mitchell D Mayer Brown LLP *
Kaune Jason Nielsen Merksamer Parrinello Gross & Leoni	Hunter Jeffrey Kelley Drye & Warren LLP (ORL) ◇
Laurenza Melissa Akin *	Kahl James Whiteford, Taylor & Preston LLP (ORL) ◇
Minor William DLA Piper LLP (US) (ORL) ◇	Khanna Abha Elias Law Group LLP
Parks Zachary Covington & Burling LLP *	Miles Melissa Skadden, Arps, Slate, Meagher & Flom *
Potter Trevor Caplin & Drysdale, Chartered	Morgan Bryson Caplin & Drysdale, Chartered
Rajan Claire A&O Shearman (ORL) ◇ *	Norton Lawrence H Venable LLP *
Reese Ezra Elias Law Group LLP	Obermeier Stephen J. Wiley
Reiff Neil Sandler Reiff Lamb Rosenstein & Birkenstock	Olson Adie Steptoe LLP
Ricciardelli Charles Skadden, Arps, Slate, Meagher *	Seliga Joseph Mayer Brown LLP *
Spies Charles Dickinson Wright PLLC (ORL) ◇ *	Sowards Newton Megan Jones Day
Torchinsky Jason Holtzman Vogel Baran Torchinsky *	Stanley Trevor BakerHostetler LLP *
Band 3	
Berkon Jonathan S Elias Law Group LLP	Svoboda Brian Perkins Coie LLP *
Birkenstock Joseph M. Sandler Reiff Lamb Rosenstein	Thomas Scott Blank Rome LLP (ORL) ◇
Bobys Matthew Skadden, Arps, Slate, Meagher *	Up-and-coming individuals
Braden E. Mark BakerHostetler LLP *	Garrahan Andrew D Covington & Burling LLP *
DeLacy Christopher Holland & Knight LLP	Jackson Jennifer Steptoe UK LLP
Engle Craig ArentFox Schiff LLP (ORL) ◇	Associates to watch
	Pfeifer Michael Dentons LLP

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

Wiley

What the team is known for Wiley's leading election law practice has a notable focus on advising Republican candidates and party committees.

The practice offers a wealth of experience in contentious FEC proceedings and congressional investigations. The team counsels corporations, nonprofit organizations and political action committees on federal and state lobbying, campaign finance and pay-to-play rules. Expertise also spans political law issues concerning the activities of foreign nationals and overseas corporations.

Strengths

"The guidance we receive from Wiley is phenomenal. We couldn't do what we do without them."

"We turn to Wiley for guidance on nuanced and thorny issues. They always provide detailed and clear analyses of the issues, each attorney we work with consistently demonstrating expertise in the subject matter at issue."

"Wiley exceeds our expectations year after year. They always have someone who can assist or answer our questions."

Work highlights Wiley represented Fox News Network before an FEC Matter Under Review, successfully obtaining a dismissal of an impermissible coordination complaint.

Notable practitioners

Caleb Burns maintains a wide-ranging practice which includes advising corporations, nonprofit organizations and PACs on issues relating to the Foreign Agents Registration Act and FEC regulations. **Strengths:** "Caleb is not only incisive, he is prompt to an impressive degree and so sharp on the law." "In a word, he is exceptional. Caleb is able to quickly distill issues to their essence, is a true expert as well as being creative and pragmatic to consistently provide reliable and ethical advice."

"Caleb has a strong grasp of the political and commercial implications of legal issues. He is an effective lawyer, especially with respect to advising on compliance." **Carol Laham** has a tremendous depth of knowledge in the field and is recognized for her expertise in campaign finance law. She is also called upon by clients to advise on political compliance as well as representing them before the FEC. **Strengths:** "Carol is an excellent lawyer who provides great counsel which helps us work more effectively." "She has an expert knowledge base and terrific communication skills." "Carol is direct, clear and not afraid to cut through the noise to get to the heart of what's going on. She has very strong judgment and wisdom."

Michael Toner leads the election law and government ethics team at Wiley. He is a recognized expert for his work in the FEC space. He routinely represents PACs, nonprofit groups and political candidates, as well as large corporations. **Strengths:** "Michael provides excellent advice on compliance matters. I rely on his expertise and diligence to keep us compliant in areas where a lack of attention can cause real damage." "Michael is a preeminent lawyer. He is unparalleled in knowledge, expertise and wisdom. You are getting the best of the best from Michael." "Michael is a true thought leader."

Mark Renaud handles the full range of election law issues including federal, state and local pay-to-play laws, lobbying rules and the development of

to give us solid advice. A conversation with him is so enlightening." "He gives clear advice which is always understandable and very collaborative." "I bring him problems and he breaks everything down in a digestible way that helps us find solutions. He distills the complexities of what we are talking about to put together a workable path forward."

Matthew Bobys (see p.508) is based in Skadden's Washington, DC office, where he offers vast experience in political compliance matters, often in respect to pay-to-play law. He acts for clients at the federal, state and local levels. **Strengths:** "Matthew is really good at striking a balance between legal and business perspectives. He is very experienced and good at what he does." "He has everything at his fingertips, making his advice super efficient, as well as having a strong grasp of what the market is doing." "Matthew is personable, knowledgeable, responsive and aware of the needs of our business." **Tyler Rosen** (see p.683) is a recognized expert on government affairs issues, where he advises clients on issues such as campaign finance, lobbying and conflict of interest matters. **Strengths:** "I regularly turn to Tyler to

assist on very difficult political law questions. I rely on his substantive analysis and his view of the practical implications. His approach yields cogent, accurate and incredibly helpful advice on every occasion." "Tyler is extremely responsive and provides exceptional client service." "His knowledge of the law is broad and deep, enabling him to explain legal requirements clearly with business-sensitive applications. He is extremely responsive and always reliable." **Melissa Miles** (see p.643) is a counsel in the firm's political law practice. She provides advice on the full gamut of political law issues, including campaign finance lobbying compliance, ethics and pay-to-play. **Strengths:** "Melissa is a consistent leader on our matters. We trust her counsel as she takes the time to get to know our operations and structure." "Her thoroughness is amazing, being organized with her advice while also able to adapt." "Melissa is wonderful at thinking on her feet, meaning I can go to her for quick and rapid guidance. Her advice is practical and very tangible, and she's happy to get into the weeds with us."

internal compliance programs. **Strengths:** “Mark is practical, always reachable and willing to answer plainly, which allows us to move forward. He gets to know us, our preferences and policies, meaning he tailors his advice to us.” “Mark is phenomenal. He works with us to find solutions that adhere to both the letter and the spirit of the law as well as our established policies and procedures.” “It’s hard to surprise Mark as he has handled it all before. He is extremely knowledgeable with great experience.”

Robert Walker provides counsel to clients in connection with congressional and government ethics rules, drawing upon his experience as a former chief counsel and staff director of the Senate and House ethics committees. **Strengths:** “Robert is the guru you want for any thorny or nuanced issue.” “He is uniquely situated in relation to his government and private practice experience to be a very valuable contact regarding difficult issues.”

Brandis Zehr has established an impressive political law practice and offers notable experience in a broad range of issues, including matters relating to campaign finance, lobbying and representing clients before the FEC. **Strengths:** “She is extremely knowledgeable, with prior experience on campaign finance in particular. She is creative in finding solutions, enabling us to be more effective.” “She is responsive, reliable and does a fantastic job providing detailed but clear legal analysis with recommendations that are pragmatic and reflect a sophisticated understanding of risk.” “Brandis provides excellent support and actionable guidance.”

Stephen Obermeier possesses notable litigation expertise, representing clients in disputes involving campaign finance and voting rights. He acts for party committees and individuals on political law matters. **Strengths:** “Stephen has elite litigation credentials while also caring about the matters we take to him.” “He presents effective strategies with fantastic courtroom experience. He is great at helping us understand complex legal matters.” “Stephen is incredibly knowledgeable and quick on his feet. He takes the time to understand our business and our pressure points as well as making sure we completely understand the pros and cons of moving forward.”

Band 2

Caplin & Drysdale, Chartered

What the team is known for Caplin & Drysdale, Chartered is a highly respected political law group with an emphasis on campaign finance, lobbying regulations and government ethics. The practice boasts experience counseling clients on federal, state and local pay-to-play laws. The team is well versed in sensitive congressional ethics investigations. The lawyers possess notable strength in advising tax-exempt organizations on all aspects of compliance. Clients also include corporations and political action committees, as well as political candidates and office holders across the political spectrum.

Strengths

“Caplin & Drysdale is a strong practice, particularly when it comes to tax-related matters.”

Notable practitioners

Matthew Sanderson is co-leader of Caplin &

Drysdale’s political law group. He is well regarded for his enviable political law practice, which encompasses campaign finance matters, pay-to-play rules and government ethics. He counts corporations, political committees and advocacy groups among his clients. **Strengths:** “Matthew understands the landscape with such a depth of detail. He has deep experience and is the consummate political law practitioner.” “Matt is always very knowledgeable and great to work with.” “He is very responsive to our needs, his quality of legal advice

being extraordinarily high. His advice is always practical and very easy to implement; everything is usable and takes into account our own risk tolerance.” **Trevor Potter** co-leads the firm’s political law group and has vast experience advising nonprofit organizations, candidates and large corporations on a range of matters. He offers clients significant expertise in campaign finance, pay-to-play and election law issues. **Strengths:** “Trevor is a longtime leader in the political law profession.” “He is outstanding.” **Bryson Morgan** has a growing reputation for advising clients on campaign finance, lobbying and ethics rules at the federal, state and local levels. He is able to draw upon his previous experience as investigative counsel in the Office of Congressional Ethics. **Strengths:** “Bryson always provides efficient, knowledgeable and apt advice that answers our questions.”

Band 3

Band 3

Holtzman Vogel Baran Torchinsky & Josefiak PLLC

What the team is known for Holtzman Vogel Baran Torchinsky & Josefiak PLLC is a respected boutique firm with offices in Washington DC and Virginia as well as Florida and Arizona. It is a wide-ranging political law practice with expertise in campaign finance, election law and government ethics. The team is well versed in the representation of political candidates, nonprofit organizations and lobbyists, among others with associations with the Republican Party.

Strengths

“The attorneys at Holtzman Vogel understand the political dynamics as well as the substance of highly complex matters, having tremendous experience across the political industry.”

“They help us navigate a complex and tricky area so we stay away from problems. For every question we have, they provide an expert.”

“Holtzman Vogel always provide quick yet elaborate recommendations that give us the ability to make the right decision.”

Work highlights Holtzman Vogel advised Dell Technologies on its federal PAC as well as state and local campaign finance matters.

Notable practitioners

Tom Josefiak (see p.598) is a partner at Holtzman Vogel who has deep federal law expertise and previously served as Chief Counsel of the Republican National Committee. **Strengths:** “You need people like Tom in order to succeed.” “Tom is a dean of the political law Bar with a phenomenal practice and reputation.” Holtzman Vogel partner **Jan Baran** (see p.496) is a highly accomplished political law attorney with superlative knowledge

of state, local and federal law. He is renowned for his knowledge of campaign finance issues.

Strengths: “Jan is strong and experienced in political law.” “Jan is a specialist, literally writing the book on political and election law. He knows everything there is to know as he has been exposed to everything there is.” “He knows all the intricacies and where you can get tripped up. He never leaves you out on a limb but will keep you very well positioned and protected.” **Jason Torchinsky** (see p.720) is noted for his deep understanding of political law, and is regularly called upon to provide compliance counsel on issues relating to campaign finance, ethics and election law.

Strengths: “Jason is super smart and very able. He is very creative in getting us to a place where we can say yes.” “Jason understands the most complex matters. He is a fast, comprehensive and responsive attorney.” Accomplished political law partner **Jessica Furst Johnson** (see p.561) offers deep expertise in election law, campaign finance and lobbying and ethics compliance. **Strengths:** “She brings intellect, ability and political acumen.” “Jessica’s hands-on experience in all elements of the political ecosystem makes her counsel unmatched. I trust her implicitly with the most sensitive and high-stakes matters.” “She is always on hand and finds a way to get to a ‘yes’. She is able to handle highly specialist work for us.” **Jill Holtzman Vogel** (see p.587) is the founding and managing partner of Holtzman Vogel. She is widely recognized for her expertise in ethics and campaign finance law.

Strengths: “Jill is a tremendous champion for her clients. She will always have your back.” “Jill goes above and beyond and is very responsive.” “Her unique background helps her serve her clients.”

Nielsen Merksamer Parrinello Gross & Leoni LLP

What the team is known for Nielsen Merksamer Parrinello Gross & Leoni LLP is a California-based political law boutique with a national reputation. The firm advises leading corporations, tax-exempt organizations and trade associations on federal, state and local election law compliance and lobbying. Its substantive expertise includes campaign finance, ballot measures, government ethics, and gift and lobbying disclosure.

Strengths

“They have the specialized knowledge that we need to get novel questions answered.”

“Nielsen Merksamer have a fantastic hold on how each state functions, helping us through all the technicalities.”

“They understand our business and provide helpful advice that weighs the pros and cons of different approaches. They are proactive in spotting issues that are relevant to us.”

Work highlights Nielsen Merksamer provided national counsel to Chevron in relation to government ethics, lobbying disclosure and campaign finance matters at the federal, state and local levels.

Notable practitioners

Jason Kaune is based in Nielsen Merksamer’s San Francisco office and leads the firm’s political law practice. He advises clients on election law issues, campaign finance and conflict of interest matters at the federal, state and local levels. **Strengths:**

"He is fantastic on very technical parts of the law. He is very practical and helpful in making sure you know what the requirements are and understanding how they function from a business standpoint. He is really responsive and highly available." Jason is a great partner to work with. He understands our business and offers helpful strategic insights. "He is a trusted adviser who has such a depth of expertise as well as understanding our business and focus. He is extremely accessible and reliable, providing well-reasoned and thoughtful advice that reflects us and our risk profile."

Perkins Coie LLP

What the team is known for Perkins Coie LLP has a strong track record in partisan political law matters, including counseling Democratic campaigns and party institutions. The firm continues to provide campaign finance and ethics compliance advice to corporations, nonprofit organizations and political action committees.

Strengths

"Perkins are well connected in the political and government space and offer a wide range of experience and expertise in any issue."

"We always find the team to be very knowledgeable on political law subjects. Their service levels and responsiveness is excellent, being very quick to address inquiries and follow up on time-sensitive matters."

"Everything from Perkins is always very thorough and detailed as well as being pragmatic and practical. Interactions are always very professional, efficient and responsive."

Work highlights Perkins Coie represented the Montana Democratic Party in a lawsuit challenging the passage of three voter suppression bills.

Notable practitioners

Rebecca Gordon (see p.571) is routinely engaged to advise on campaign finance, pay-to-play and compliance matters. **Strengths:** *"Rebecca is very responsive and thorough in her analysis. She will dig deep to find the answer, managing everything seamlessly. She understands we live in the real world and her advice is always practical."* *"She is responsive, diligent and has great knowledge of the law. She will take on matters that need real attention."* **Brian Svoboda** (see p.713) is an established practitioner in political law and congressional ethics. He is sought after by corporations and trade associations as well as political parties and candidates. **Strengths:** *"Brian is an affable and accessible counsel. He is very knowledgeable on aspects of political law."* *"Brian is very knowledgeable and excellent at explaining issues that otherwise would be virtually incomprehensible."*

Band 4

Akin

What the team is known for Akin's political law group is recognized for its ability to advise clients across the political spectrum on federal and state pay-to-play, campaign finance and lobbying laws. The firm is able to draw upon its strength in government relations and lobbying to service cor-

porate and tax-exempt organizations as well as private individual.

Strengths

"The connections and expertise Akin offer make them stand out."

"Akin provide an excellent service. They have a keen sense of how things work and are very reliable at providing operational analysis."

"Akin are a vital resource for us, having the right people for just about anything we bring them."

Work highlights Akin represented Sig Sauer before the FEC regarding an alleged violation of government contractors making political contributions.

Notable practitioners

Kenneth Gross is a highly revered senior counsel and consultant at Akin. He has vast experience advising clients on campaign finance, lobbying and political compliance matters. **Strengths:** *"Ken has forgotten most of what we will ever learn when it comes to political law."* *"He is without a doubt a leader in this field."* *"Ken is the best, with tremendous client affinity and responsiveness."* Akin's **Melissa Laurenza** (see p.617) is regularly sought out by clients, including large corporations and hedge funds, to advise on a wide range of matters, including campaign finance and lobbying regulations. She is also noted for her experience handling FARA-related issues. **Strengths:** *"Melissa has a strong political law practice."*

Ballard Spahr LLP

What the team is known for Ballard Spahr's highly regarded political law group has a wealth of expertise in lobbying registration and reporting as well as election law. The firm is adept at advising public and elected officials on ethics and gift rules in addition to fielding expertise in Foreign Agent Registration Act compliance and enforcement. The attorneys are eminently capable of representing Fortune 100 corporations, nonprofits, government agencies and public officials.

Strengths

"Ballard Spahr are able to take a big-picture view while also having very practical conversations. They have a really strong business understanding of risks and options as well. Their breadth of experience is very much appreciated."

"The team has a wealth of knowledge and expertise that we need, meaning they are always available to provide counsel."

"We have a really great experience working with the Ballard Spahr. Their advice is spot on and they deliver a very high-quality service."

Work highlights Ballard Spahr advised Mastercard Worldwide with regard to shareholder lobbying and political activity.

Notable practitioners

Katherine Belinski practices across the full range of political law matters, offering notable expertise in federal and state lobbying, ethics and political compliance. She regularly acts on behalf of multinational corporations. **Strengths:** *"Kate is very thoughtful and solution-oriented, thinking about the long term as well as today. She is a real thought partner."* *"She is very knowledgeable and experienced, providing great advisory work and being super available."* *"She is very strong on the technicality of the law, providing legal advice that is not*

just based on political opinion." **Timothy Jenkins** has vast experience in the field, routinely advising on federal election law, government ethics and lobby registration matters. He counts large corporations, associations and nonprofit entities among his clients. **Strengths:** *"Tim is a trusted resource."* *"He is very creative and pragmatic to find ways to do the things we need to do in a compliant way."* *"He is steeped in knowledge of political law."*

Holland & Knight LLP

What the team is known for Holland & Knight LLP boasts a prominent political law team with a wealth of experience representing clients in the financial services sector, among others. The team provides corporate clients with high-level and often cross-border compliance counsel. The group is also well versed in advising political candidates and public officials on the full range of election law issues. Its capabilities include advising on the Foreign Agents Registration Act.

Strengths

"We specifically seek out Holland & Knight because of their ability to handle complex problems and unique tasks."

"They provide high-quality advice and service, working to very quick turnaround times on complicated questions."

"Their team is outstanding, with strong knowledge not only of federal but also of state and local government laws as it pertains to pay-to-play."

Work highlights Holland & Knight represented Congressman Tom Malinowski in a House Ethics Committee investigation regarding financial disclosure filings.

Notable practitioners

Co-head of the firm's political law practice, **Charles Borden** is a respected political law attorney with notable expertise in campaign finance and pay-to-play law. He acts for a variety of clients, including large corporations and political donors. **Strengths:** *"He is encyclopedic in his breadth of knowledge, with in-depth commercial awareness. He has most probably already dealt with the issue before, meaning he is very efficient as well as thorough."* *"I find Charles's ability to answer, or bring together a team that can answer, my questions remarkable."* *"We are extremely pleased with the quality of advice and service provided by Charles."* **Christopher DeLacy** is co-head of Holland & Knight's political law practice. He advises corporations, political action committees and political candidates on lobbying and ethics rules at the federal, state and local levels.

Strengths: *"Chris is excellent to work with, having strong knowledge in the areas that are important to us."* *"Chris is always very professional and easy to work with."* **Samuel Brown** has extensive experience advising businesses and public officials on the full range of political law issues, including pay-to-play rules, lobbying laws and campaign finance. **Strengths:** *"Sam is great to work with, always providing strong support and guidance."* *"I can rely on Sam if I have thorny issues. He gives great advice and is very collaborative. I couldn't speak more highly of him."*

Sandler Reiff Lamb Rosenstein & Birkenstock, P.C.

What the team is known for Sandler Reiff Lamb Rosenstein & Birkenstock P.C. is a respected boutique firm advising on campaign finance, lobbying compliance and government ethics at the federal, state and local levels. The firm has significant strengths in election law litigation and FEC enforcement proceedings. It is increasingly focused on representing corporations in addition to its traditional client base of Democratic Party institutions, candidates, office holders and advocacy groups.

Notable practitioners

Joseph Sandler is a seasoned political law attorney who previously served as in-house general counsel to the Democratic National Committee. He is adept at handling matters relating to lobbying, campaign finance and election law.

Strengths: "Joe is simply exceptional." **Neil Reiff** has extensive experience representing national and state party committees, candidates and other organizations in sophisticated campaign finance and election law matters. **Joseph Birkenstock** advises a broad array of clients, including nonprofit organizations, political candidates and major donors, on their lobbying and advocacy activities. He is also sought after to handle conflicts of interest and campaign impropriety claims.

Steptoe LLP

What the team is known for Steptoe LLP is a respected national offering, skilled in handling the full range of political law issues on behalf of political campaigns as well as corporate clients, advising at both state and federal levels.

Strengths

"I really enjoy working with Steptoe because they are incredibly responsive and provide high-level legal advice."

"The team are extremely knowledgeable about state and federal compliance and laws, meaning they always respond to our questions and concerns quickly and efficiently."

"The Steptoe & Johnson team are thorough and responsive, doing an excellent job of laying out options to meet our goals."

Work highlights Steptoe assisted Novo Nordisk with the development and daily operation of its national lobbying compliance program at state and local level.

Notable practitioners

Jason Abel is a Washington, DC-based partner at Steptoe & Johnson. His comprehensive political law practice includes advising trade associations, nonprofits and candidates on the Lobbying Disclosure Act, PAC compliance and campaign finance law. **Strengths:** "Jason's counsel is invaluable, his analysis always deeply sophisticated and his understanding of our business perfect." "He is a reliable attorney who provides high-quality advice." "Jason is very thorough and responsive to us in his research and answers. His advice is practical and direct, which makes my job easier." **Adie Olson** is a highly sought-after adviser for corporate clients. She provides counsel on a wide array of issues, including campaign finance, lobbying and ethics rules at the state and federal level. **Strengths:** "Adie has a really good handle on lobbying com-

pliance. She is a real subject matter expert and an accomplished leader." "She is a fantastic communicator with really strong research and analytical skills." **Jennifer Jackson** is developing a notable practice servicing her corporate and trade association clients in relation to their compliance needs. She is recognized for her knowledge regarding lobbying, campaign finance and ethics. **Strengths:** "Jennifer is always prompt and thorough with her analysis and day-to-day responses. She communicates complicated information in an accessible way. Overall, she brings our company such peace of mind." "She provides very direct and pragmatic advice, providing helpful and actionable legal recommendations." "Jennifer is amazing. She is extremely responsive and will spend as much time as she needs to get us to where we need to be."

Venable LLP

What the team is known for Venable LLP offers a broad political law practice catering to corporations, trade associations, political action committees and individuals, among others. The practice provides expertise in a wide array of issues, including lobbying disclosure, campaign finance, ethics and the Foreign Agents Registration Act. The lawyers are capable of assisting clients with political law issues at the state and federal levels.

Notable practitioners

Ronald Jacobs (see p.595) represents a variety of clients, including elected officials, trade associations and multinational companies, in campaign finance and FEC compliance matters. **Lawrence Norton** (see p.655) advises political candidates as well as businesses and advocacy groups on the full range of political law issues, including campaign finance, lobbying disclosure and pay-to-play rules. He frequently represents clients in FEC and congressional ethics investigations.

Band 5**BakerHostetler LLP**

What the team is known for BakerHostetler LLP is a go-to firm for state and local legislatures, particularly in relation to redistricting and voting rights litigation. The team is also frequently engaged to counsel corporations, trade associations and political action committees on political law compliance. The group offers substantive expertise in campaign finance and lobbying compliance.

Strengths

"BakerHostetler is capable of providing valuable advice on complex and multifaceted matters. The team has relevant experience and responds promptly to inquiries."

"They bring a plethora of knowledge on a wide array of matters from all over the country. This allows them be experts not only on the niche issues, but also on whole topics."

"We are very impressed with the depth of their knowledge of election law and ability to organize and synthesize a large volume of information, data and evidence."

Work highlights BakerHostetler represented the North Carolina General Assembly regarding

redistricting planning and litigation.

Notable practitioners

Mark Braden (see p.511) is a highly experienced political law attorney. He draws upon his previous experience as chief counsel to the Republican National Committee and is adept at advising clients on campaign finance, lobbying compliance and redistricting litigation. **Strengths:** "Mark is great, with experience in and exposure to redistricting and campaign matters in particular." "Mark is a strong leader of his team." "Mark serves well with his legal acumen, experience, vision and general advice." **Trevor Stanley** (see p.709) attracts praise for his knowledge of campaign finance. He frequently undertakes redistricting litigation, and also advises clients on state and federal political law compliance. **Strengths:** "Trevor is extremely knowledgeable on every facet of the election process. Not only does he have a high level of understanding of the issues, he also has a knack for explaining complex matters in terms that clients can comprehend."

Dentons LLP

What the team is known for Dentons houses a well-regarded political law group with expertise advising on the full gamut of election law issues, including campaign finance and pay-to-play compliance. The team advises an impressive client base, which includes businesses, nonprofits and political candidates.

Strengths

"The client service we receive from Dentons is very strong. They are responsive and everything runs seamlessly. They always help us understand the risks of any particular approach."

"They provide a strong national perspective on our issues, being well connected both nationally and at the state level and proactive in anticipating our needs."

"Dentons really knock it out of the park. They are seamless in how they bring their global footprint together for us."

Work highlights Dentons advised Delta Air Lines on federal and state and local political matters pertaining to ethics, campaign finance, lobbying disclosure as well as PAC and trade association matters.

Notable practitioners

Benjamin Keane is co-head of Denton's political law, ethics and disclosure team. He boasts a burgeoning political law practice representing corporations, government officials and nonprofit organizations on pay-to-play rules, ethics and election law. **Strengths:** "Ben is a one-stop shop. Regardless of the issue, we can go to him and he has a solution. He is available and responsive to us and our needs." "His appetite to help never wanes; there is not an issue he will not engage with 100%. He is fully dedicated to us as a client and thoroughly responsive, willing to use all the resources of the firm to get us what we need." "His biggest attribute is that he takes complex legal situations and boils it down to something straightforward with clear outcomes and options moving forward." Senior managing associate **Michael Pfeifer** is noted for his knowledge of lobbying, government ethics and campaign finance rules, and also frequently acts on behalf of clients facing FEC and

congressional ethics investigations. **Strengths:** “Michael is incredible and reliable. We do not worry when we know that Michael is there to help and guide us.” “He is responsive, thoughtful and hard-working.”

Jones Day

What the team is known for Jones Day’s political law practice is known for its representation of Republican candidates and party committees. The practice counsels businesses, advocacy groups and political candidates across a wide array of campaign finance, lobbying regulation and government ethics matters. The team has complementary strengths in civil and white-collar litigation, making it a strong choice for contentious enforcement proceedings, including FEC complaints and congressional ethics investigations.

Notable practitioners

Megan Sowards Newton is an experienced election lawyer eminently capable of advising corporate clients as well as political candidates on campaign finance, ethics and lobbying disclosure issues. She also has extensive expertise in the Foreign Agents Registration Act. **Strengths:** “Megan is a fine lawyer and a solid attorney.” “She is fantastic – very diligent at always finding amicable solutions to allow everyone to move forward.”

Mayer Brown LLP

What the team is known for Mayer Brown LLP houses a well-respected political law team with attorneys based in Washington DC, Chicago and Los Angeles. The team advises on political law compliance issues and also handles redistricting litigation. The group is well placed to act on behalf of corporations, nonprofits and lobbying firms, among others.

Strengths

“Mayer Brown provide a customized service for us. In a highly regulated space, they ensure everything we are doing is tip-top.”

“They are experts in the subject matters for which we seek their advice.”

“Their client care is incredible as well as being very efficient and timely in how they approach their work.”

Work highlights Mayer Brown counseled the London Stock Exchange Group regarding lobbying compliance and PAC matters as well as gifts and ethics advice.

Notable practitioners

Mitchell Holzrichter (see p.587) is a Mayer Brown partner recognized for his expertise in public infrastructure projects and transactions. He is well versed in advising clients regarding government ethics and regulatory matters. **Strengths:** “He is a great extension to our business, understanding us and our unique position. He is able to customize his service for us.” “Mitch is an attorney with tremendous experience and incredible pragmatism.” **Joseph Seliga** (see p.696) regularly advises on campaign finance and wider political law matters. His client base includes political candidates, committees and donors. **Strengths:** “Joe is an outstanding individual and an expert in his field. He has great judgment and provides great advice in a very timely manner.” “He has such deep knowledge and expertise with a fantastic breadth

and depth of experience.”

Pillsbury

What the team is known for Pillsbury’s political law practice is noted for its work advising clients on lobbying disclosure and campaign finance issues. The firm’s clients also benefit from its ability to devise political law compliance programs. The group represents large corporations in industries such as energy and technology, among others.

Strengths

“They are very smart, meaning we go to them for a lot of different matters. They take their time to think things through and are very detail-oriented.”

“Pillsbury always understand our business needs and are always available when needed.”

“They go above and beyond for us, not only giving us great advice but recommending options. They give us a lot of peace of mind that we are compliant and transparent. We are always blown away with how they work and what they provide for us.”

Work highlights Pillsbury advised AT&T regarding campaign finance, lobbying and ethics laws in California.

Notable practitioners

San Francisco-based **Emily Barrett Erlingsson** is a fast-rising star in the political law field. She advises clients on campaign finance and lobbying disclosure laws. **Strengths:** “Her approach is always thoughtful and practical. Her responsiveness is uniformly amazing.” “Emily knows her stuff inside and out. She is fluent in political law and up to date with developments. She is comprehensive in her advice and is incredibly responsive, going above and beyond.” “She is extremely quick with her legal analysis, having deep knowledge in the areas of law we need. She helps us understand not only the legal requirements but the background and why the law is the way it is.”

Other Ranked Lawyers

Michael Bell of Hogan Lovells is called upon by his diverse client roster to advise on matters relating to federal and state and local election law. He is also sought out for his expertise in compliance and lobbying disclosure. **Strengths:** “Michael is easy to engage with and helpful. We think highly of him and what he does for us.” “He is a very intelligent and capable attorney with a strong mastery of political law issues. He is very experienced and adept at helping clients, being very sharp, approachable and easy to work with.” “I consider him an extension of my team as he is very responsive and timely in his responses. He has expert knowledge of subject matters relevant to us and thinks creatively to help solve issues.”

Elliot Berke is a founding and managing partner of Berke Farah LLP. He regularly advises government officials on congressional ethics and campaign finance issues as well as corporations on lobbying compliance. **Strengths:** “Elliot is solution-oriented, meaning you can take any problem to him and he will navigate a way to find a solution. He finds creative ways to solve problems and helps us stay ahead of any issues in the changing regulatory landscape. He helps me be wise.” “He understands

the nuances of politics and the law extremely well.” “Elliot’s vast experience brings a great deal of institutional knowledge to any challenge we present to him. He ably deconstructs complexity and offers sound advice for resolution on sensitive matters.”

Craig Engle leads the political law practice at ArentFox Schiff LLP. He has a wealth of experience advising on campaign finance law. His client base includes corporations, nonprofits and political candidates. **Strengths:** “Craig is an incredibly professional, responsive and extremely sophisticated political lawyer.” “He is a seasoned expert in the field of election law with the ability to consider various angles to solve potential problems.” “He is trustworthy and acts with the utmost integrity. He processes information immediately and finds solutions with such a strong grasp on the law. He is such a help in navigating difficult issues.”

Managing partner of Husch Blackwell’s Washington, DC office, **Kyle Gilster** is a highly sought-after political law practitioner. He counsels corporations and political action committees on campaign finance issues, among others.

Strengths: “Kyle is very sharp.” “Kyle ensures excellent communication throughout the process and is responsive to all inquiries whether substantive or updates.” “He understands the political climate very well. He is very professional, effective in his manner and highly tenacious.”

Jeffrey Hunter of Kelley Drye & Warren LLP frequently represents clients in enforcement proceedings including FEC investigations. He also counsels clients on PAC formation and operation, as well as campaign finance, lobbying disclosure and ethics compliance. **Strengths:** “Jeff is a highly rated expert instructor.” “He has a wealth of knowledge and is very succinct and clear in his analysis and advice. He was very thorough and patient.” “He is terrific with clients, meaning they are kept happy and well serviced. He knows the dynamics at play, including what is typical and what is not, as well as where to push and where not. He offers polished advice which is client-friendly.”

James Kahl is co-head of Whiteford, Taylor & Preston’s political law practice. He is highly regarded for his experience advising domestic and global corporations, trade associations and advocacy groups. His expertise pertains to federal and state campaign finance, lobbying and ethics regulations. **Strengths:** “Jim is a dedicated outside counsel. I trust him to provide excellent service, being an expert in his field.” “He helps us understand the landscape and stay abreast of relevant laws. He is very thorough in ensuring we are compliant as well as being extremely helpful, rigorous and professional.”

David Laufman of Wiggin and Dana LLP is a specialist in the Foreign Agents Registration Act, frequently advising clients on disclosure and compliance. **Strengths:** “David is an excellent partner and counselor. His level of sophistication and service is top-notch, and he is able to communicate effectively to all levels of our organization.” “His thought process is very rigorous, with sound judgment formed by his time in government and private practice.” “He has an incredible breadth of knowledge from inside and outside of government. He is viewed as a real thought leader and a great resource for complex issues.”

William Minor of DLA Piper LLP has a wide-ranging political practice which involves representing corporations, trade associations and individuals in matters relating to FARA and campaign finance laws. **Strengths:** “William is very strong at providing the commercial and legal context of any given matter, communicating concepts clearly.” “William has a deep understanding of relevant laws and is always available with timely and sophisticated advice in a constantly changing regulatory landscape.” “He does a very good job of understanding us and our position and figuring out a strategy meaning we are compliant with the law. He is a great resource to have.”

Claire Rajan (see p.674) of A&O Shearman regularly advises clients on a broad array of matters, including federal and state lobbying law, and FARA issues. She also offers notable experience representing clients before the FEC. **Strengths:** “Claire is a well-rounded lawyer for political law with a lot of experience in campaign finance and anti-corruption. Her commercial sense and judgment is really on point, making her a very efficient

adviser.” “She is really sensitive to efficiency and tailors her advice to fit our demands. She gets to the heart of a matter, grasping the legal issues that matter.” “Claire integrates seamlessly to provide guidance regarding enforcement and government affairs matters.”

Charles Spies (see p.708) of Dickinson Wright PLLC offers a wealth of experience in a broad array of political law matters. He continues to be a popular choice for political candidates, super PACs and other individuals seeking compliance advice. **Strengths:** “Charles is a terrific lawyer, particularly fantastic with super PACs.” “He is super smart with a lot of political acumen.” “Charlie is an excellent attorney. He is quick to respond and a great source in political law for creative solutions within the bounds of the law. He is known for helping clients get as close to ‘yes’ as possible in a legally compliant manner.”

Scott Thomas of Blank Rome LLP has an impressive roster of clients, including politicians, multinational companies, nonprofit organizations and super PACs, among others. A former chairman of

the FEC, he is widely regarded as an authority on FEC compliance issues.

Brandon Van Grack (see p.725) is cochair of the national security and global risk and crisis management teams at Morrison Foerster. He is renowned for his expertise regarding the Foreign Agents Registration Act and previously served as chief of the DOJ’s FARA unit. He advises nonprofits and corporations across the technology and investment sectors. **Strengths:** “He is extremely knowledgeable regarding the law as well as the approach government takes, making his input deeply valuable. He is hugely available for someone as in demand as he is.” “He has a wealth of experience in national security issues including FARA. His government experience is deep and he is highly collaborative in his approach.” “He is very helpful in prioritizing matters with his substantive knowledge. His client service is great, always contextualizing risk for our tolerance. He thinks through problems as well as solutions.”

Privacy & Data Security Nationwide

Privacy & Data Security: The Elite
Leading Firms
Band 1
Covington & Burling LLP
Hogan Lovells US LLP
Hunton Andrews Kurth LLP
Morrison Foerster
Band 2
Cooley LLP
DLA Piper LLP (US)
Latham & Watkins LLP
Orrick, Herrington & Sutcliffe LLP
Venable LLP
WilmerHale
Wilson Sonsini Goodrich & Rosati
ZwillGen PLLC
Band 3
BakerHostetler LLP
Baker McKenzie
Debevoise & Plimpton LLP
Kelley Drye & Warren LLP
Perkins Coie LLP
Sidley Austin LLP
Band 4
Alston & Bird LLP
Gibson, Dunn & Crutcher LLP
Hintze Law PLLC
InfoLawGroup LLP
Mayer Brown LLP
McDermott Will & Emery LLP
Ropes & Gray LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Akin

What the team is known for Akin Gump has a significant privacy and cybersecurity practice, with robust experience advising on a broad array of regulatory compliance matters. Particularly renowned for its capabilities in handling breach investigations and related litigation for notable clients.

Strengths

"Akin's team is excellent."

Work highlights Akin Gump assisted National Cotton Council of America with the launch of its US Cotton Trust Protocol.

Notable practitioners

Natasha Kohne (see p.612) has a well-rounded privacy practice with strengths in litigation, compliance counseling and data breach matters. She has notable expertise in advising on CCPA.

Michelle Reed has noted experience in cybersecurity matters. She is also often sought out by clients to provide privacy compliance advice. **Strengths:** "Michelle is an extremely impressive lawyer."

Alston & Bird LLP

What the team is known for Alston & Bird has expertise in advising multinational companies on a variety of data and privacy issues, and demon-

Privacy & Data Security: Highly Regarded
Leading Firms
Band 1
Akin
Arnold & Porter
Crowell & Moring LLP
Eversheds Sutherland (US) LLP
Greenberg Traurig, LLP
Loeb & Loeb LLP
Shook, Hardy & Bacon LLP
Band 2
Fenwick
Frankfurt Kurnit Klein & Selz
Goodwin
Holland & Knight LLP
Linklaters
Norton Rose Fulbright
Paul Hastings LLP
Reed Smith LLP
Band 3
Davis Polk & Wardwell LLP
Fieldfisher
King & Spalding LLP
Kirkland & Ellis
Octillo Law
Troutman Pepper

strates a sophisticated approach to compliance and data protection. Highly adept in issues regarding cybersecurity, with strength in network intrusions, and maintains a fine track record for its work in class action suits and FTC investigations. Also advises US companies on European privacy law, especially on compliance with the GDPR, in collaboration with the firm's Brussels office.

Strengths

"Alston & Bird has a strong bench and consistently provides high-quality work product."

"The team has a broad knowledge base which enables them to effectively address industry-specific issues and concerns."

"It's a very strong firm containing really good lawyers."

Work highlights Alston & Bird provided counsel to UPS on its California/Virginia/Colorado privacy compliance initiative, as well as on US and EU data protection matters.

Notable practitioners

Kimberly Kiefer Peretti (see p.606) focuses her practice on cybersecurity counseling, with notable expertise in HIPAA compliance. She draws on her valuable experience as a former cybercrime prosecutor at the Department of Justice. **Strengths:** "Kimberly is a terrific lawyer." "She is one of the leading experts in the sector."

Kristine McAlister Brown (see p.515) is held in high regard for her ability to handle class actions arising from data breaches. She has further experience of advising clients on enforcement actions. **Strengths:** "She's a terrific lawyer and she represents her clients very well."

Arnold & Porter

What the team is known for Arnold & Porter is recognized for its substantial and far-reaching practice, which includes advising on national

Privacy & Data Security: Adtech
Eminent Practitioners
Eminent Practitioners
Ingis Stuart P Venable LLP *
Leading Individuals
Band 1
Civitanes Emilio W Venable LLP *
Freeman D Reed ArentFox Schiff LLP (ORL) ◇
Friel Alan Squire Patton Boggs (ORL) ◇
Goldberg Daniel Frankfurt Kurnit Klein & Selz *
Gottshall Justine InfoLawGroup LLP *
Halama Meredith Perkins Coie LLP *
Hintze Mike Hintze Law PLLC
Hutnik Alysa Kelley Drye & Warren LLP
Lee Jessica Loeb & Loeb LLP
Roth Marc Cobalt Law (ORL) ◇
Signorelli Michael Venable LLP *
Sussman Heather Egan Orrick, Herrington & Sutcliffe

security issues, privacy and other security aspects for government departments and agencies. Well versed in managing data breaches and also noted for its strengths in consumer class action defense in breach litigation. Possesses strength in cybersecurity and cyber advocacy, and adept at addressing healthcare and infant online privacy concerns.

Strengths

"Arnold & Porter's team members are intelligent, responsive to the clients' needs and bright."

"The team's advice is practical, pragmatic and business-oriented."

"The group has deep knowledge across a wide array of healthcare legal issues."

Work highlights Arnold & Porter represented Adobe in the CIPA putative class action litigation in Los Angeles Superior Court arising from allegations of violations of California's wiretap law.

Notable practitioners

Ronald Lee is particularly well known for his national security expertise honed in the Department of Justice. This enables him to provide data protection and cybersecurity advice to clients in sensitive sectors, including defense. **Nancy Perkins** is highly regarded for her work with businesses in creating and developing their data protection regimes. This utilizes her strength in HIPAA, CCPA and COPPA compliance. **Strengths:** "Nancy is very responsive and very practical." "She is a fantastic lawyer." **Jami Mills Vibbert** frequently assists clients in the healthcare sector with cybersecurity and privacy program reviews and HIPAA compliance. **Strengths:** "Jami is extremely knowledgeable." "She's really a great lawyer - she's very client-oriented and she's very dedicated."

BakerHostetler LLP

What the team is known for BakerHostetler is noted for its strength in litigation and defending regulatory investigations, and sought after for its wide-ranging compliance advice. Maintains a strong reputation for its standout breach response practice. Represents clients in hospitality, financial services, retail and IT. Held in high regard for its payment card security expertise. Handles matters relating to emerging technolo-

Privacy & Data Security: Cybersecurity	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Baker Stewart Steptoe LLP (ORL) ◇	
Leading Individuals	
Star individuals	
Sotto Lisa J Hutton Andrews Kurth LLP*	
Band 1	
Dembofsky Luke Debevoise & Plimpton LLP	
Kiefer Peretti Kimberly Alston & Bird LLP*	
Powell Benjamin WilmerHale*	
Raul Alan Charles Sidley Austin LLP*	
Serwin Andrew B DLA Piper LLP (US)*	
Wugmeister Miriam Morrison Foerster*	
Band 2	
Archie Jennifer Latham & Watkins LLP*	
De Rajesh Mayer Brown LLP*	
Kobus III Theodore J BakerHostetler LLP*	
McNicholas Edward R Ropes & Gray LLP*	
Segalis Boris Morrison Foerster*	
Sussman Heather Egan Orrick, Herrington & Sutcliffe	
Band 3	
Garland James Covington & Burling LLP*	
Hoffman Craig A BakerHostetler LLP*	
Kim Antony Latham & Watkins LLP*	
Lashway David Sidley Austin LLP*	
Liebermann Erez Debevoise & Plimpton LLP	
Mathews Kristen J Morrison Foerster*	
Navetta David Cooley LLP	
Sabett Randy V Cooley LLP	
Saikali Alfred Shook, Hardy & Bacon LLP*	
Swaminathan Aravind Orrick, Herrington & Sutcliffe LLP	
Band 4	
Kohne Natasha Akin*	
Pastore James Debevoise & Plimpton LLP	
Reed Michelle Akin	
Sumner Phyllis King & Spalding LLP*	
Turner Serrin Latham & Watkins LLP*	
Band 5	
Bahar Michael Eversheds Sutherland (US) LLP*	
Brown Colleen Theresa Sidley Austin LLP*	
Carlin John P Paul, Weiss, Rifkind, Wharton (ORL) ◇*	
Cwalina Chris Norton Rose Fulbright	
Freedman Linn F Robinson & Cole LLP (ORL) ◇*	
Friedlander Nicole Sullivan & Cromwell LLP (ORL) ◇*	
Gesser Avi Debevoise & Plimpton LLP	
Kaltsounis Andreas T BakerHostetler LLP*	
Krasnow Melissa VLP Law Group LLP (ORL) ◇*	
Lee Ronald D Arnold & Porter	
Malatesta John Thomas Polsinelli PC	
McCarthy Colman Shook, Hardy & Bacon LLP*	
Paluzzi Dominic McDonald Hopkins LLC (ORL) ◇*	
Ropple Lisa Jones Day (ORL) ◇	
Setterlund Eric Bradley Arant Boult Cummings (ORL) ◇*	
Sharton Brenda Dechert LLP (ORL) ◇	
Simon David Skadden, Arps, Slate, Meagher (ORL) ◇*	
Visser Michelle Orrick, Herrington & Sutcliffe LLP	
Welle Jud Goodwin*	
Woods John W Sidley Austin LLP*	
Up-and-coming individuals	
Kelly Matthew Debevoise & Plimpton LLP	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

gies, such as artificial intelligence and blockchain. Noted for strength in addressing the requirements of the healthcare sector.

Privacy & Data Security: Healthcare	
Leading Firms	
Band 1	
BakerHostetler LLP	
Davis Wright Tremaine LLP	
Hintze Law PLLC	
Hogan Lovells US LLP	
McDermott Will & Emery LLP	
Polsinelli PC	
WilmerHale	
Band 2	
Alston & Bird LLP	
Covington & Burling LLP	
Manatt Phelps & Phillips LLP	
Morrison Foerster	
Leading Individuals	
Band 1	
Greene Adam Davis Wright Tremaine LLP	
Nahra Kirk J WilmerHale	
Wilder Marcy Hogan Lovells US LLP	
Band 2	
Rosati Kristen Coppersmith Brockelman PLC (ORL) ◇*	
Sessions Lynn BakerHostetler LLP*	
Band 3	
Canter Elizabeth Covington & Burling LLP*	
Daniel Jodi Crowell & Moring LLP	
Epstein Andrew Cooley LLP	
Gersh Deborah L Ropes & Gray LLP*	
Gottlieb Daniel McDermott Will & Emery LLP*	
Hirsch Reece Morgan, Lewis & Bockius LLP (ORL) ◇	
Lashway Scott Mintz (ORL) ◇	
Leopard Amy Bradley Arant Boult Cummings LLP (ORL) ◇	
Peters Iliana Polsinelli PC	
Sokolowski Sheila Hintze Law PLLC	
Soliz Melissa Coppersmith Brockelman PLC (ORL) ◇*	
Williams Rebecca Davis Wright Tremaine LLP	
Zacharias Ed McDermott Will & Emery LLP*	
Up-and-coming individuals	
Crespo Melissa Morrison Foerster*	
Kenney Kathleen Polsinelli PC	
Mills Vibbert Jami Arnold & Porter	
Otto Paul Hogan Lovells	
Reilly Brandon P Manatt Phelps & Phillips LLP	

Strengths

"I have been very impressed with the team's responsiveness, and their service levels are best in class."

"The quality of the group's communication is excellent."

"The firm has the expertise necessary to handle complex cybersecurity and privacy matters – both legal and technical expertise."

Work highlights BakerHostetler defended multiple online news sites in putative class actions brought under the federal Video Privacy Protection Act, in which plaintiffs claimed that the defendants failed to provide notice and obtain consent before allegedly disclosing their Facebook User ID and viewing history to Meta.

Notable practitioners

Theodore Kobus (see p.610) is noted as a market-leading expert in cybersecurity issues, including responding to high-stakes data breaches. **Strengths:** "Ted has a deep knowledge of the subject matter from experience." "He is always immediately responsive to our outreach, providing practical and time-sensitive guidance." **Lynn Sessions** (see p.3267) ' practice covers the full breadth of data crisis management, specifically

Privacy & Data Security: Litigation	
Leading Firms	
Band 1	
Cooley LLP	
Gibson, Dunn & Crutcher LLP	
Orrick, Herrington & Sutcliffe LLP	
Perkins Coie LLP	
Band 2	
BakerHostetler LLP	
Hausfeld LLP	
Holland & Knight LLP	
Latham & Watkins LLP	
Morrison Foerster	
Ropes & Gray LLP	
Shook, Hardy & Bacon LLP	
Leading Individuals	
Band 1	
Rhodes Michael G Cooley LLP	
Band 2	
Keller Amy E DiCello Levitt (ORL) ◇	
LeBlanc Travis Cooley LLP	
Melodia Mark S Holland & Knight LLP	
Pizzirusso James Hausfeld LLP	
Saikali Alfred Shook, Hardy & Bacon LLP*	
Southwell Alexander H. Gibson, Dunn & Crutcher LLP*	
Band 3	
Berengaut Alexander Covington & Burling LLP*	
Brown Kristine McAlister Alston & Bird LLP*	
Cheung Tiffany Morrison Foerster*	
Collignon Casie BakerHostetler LLP	
Karlsodt Paul G BakerHostetler LLP*	
Klinger Gary Milberg Coleman Bryson Phillips (ORL) ◇*	
Mortimer Ann Marie Hutton Andrews Kurth LLP*	
Patel Purvi G Morrison Foerster*	
Rubin Michael Latham & Watkins LLP*	
Sharton Brenda Dechert LLP (ORL) ◇	
Siebert Melissa Cozen O'Connor (ORL) ◇	
Snell James Perkins Coie*	
Sumner Phyllis King & Spalding LLP*	
Swaminathan Aravind Orrick, Herrington & Sutcliffe LLP	
Turner Serrin Latham & Watkins LLP*	
Visser Michelle Orrick, Herrington & Sutcliffe LLP	
Wolfson Tina Ahdoot & Wolfson, PC (ORL) ◇	
Yanchunis John Morgan & Morgan (ORL) ◇	
Up-and-coming individuals	
Rogers Ashley Gibson, Dunn & Crutcher LLP*	

in relation to the healthcare industry. **Strengths:** "Lynn is very responsive and has an expert knowledge of privacy." "She is extremely knowledgeable and great to work with." **Casie Collignon** is well regarded for representing clients in class action litigation. She has considerable experience of providing counsel on data breaches in the healthcare arena. **Strengths:** "Casie is an excellent advocate and counselor." "She's a great lawyer who provides excellent service." **Craig Hoffman** (see p.586) is distinguished by his wealth of experience in responding to information and data incidents. He is especially highly regarded for his representation of payment card providers. **Strengths:** "Craig has a deep knowledge of cybersecurity law and gives practical advice." "He's very good with clients and he has a lot of experience." Leader of the privacy and digital risk class action and litigation team, **Paul Karlsodt** (see p.602) is held in high regard for his ability to handle high-profile class actions. He has experience of representing clients

Privacy & Data Security: Privacy	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Eminent Practitioners
Fischer L Richard Morrison Foerster *	Ingis Stuart P Venable LLP *
Wolf Christopher Hogan Lovells US LLP	Rosenfeld Dana Kelley Drye & Warren LLP
Leading Individuals	
Star individuals	Lee Jessica Loeb & Loeb LLP
Sotto Lisa J Hunton Andrews Kurth LLP *	Libin Nancy Davis Wright Tremaine LLP
Band 1	Lyon Christine E Freshfields Bruckhaus Deringer (ORL) ◇
Freeman D Reed ArentFox Schiff LLP (ORL) ◇	Simpson Aaron P Hunton Andrews Kurth LLP *
Parnes Lydia B. Wilson Sonsini Goodrich & Rosati	Stegmaier Gerard M. Reed Smith LLP
Raul Alan Charles Sidley Austin LLP *	Taylor Nathan D. Morrison Foerster *
Serwin Andrew B DLA Piper LLP (US) *	Witt Amanda Kilpatrick Townsend & Stockton (ORL) ◇
Wugmeister Miriam Morrison Foerster *	Band 5
Zwillinger Marc J ZwillGen PLLC	Bahar Michael Eversheds Sutherland (US) LLP *
Band 2	Baker Matthew Baker Botts L.L.P. (ORL) ◇ *
Archie Jennifer Latham & Watkins LLP *	Brown Colleen Theresa Sidley Austin LLP *
Eisenhauer Margaret P Privacy (ORL) ◇	Dayanim Behnam Orrick, Herrington & Sutcliffe LLP
Gottshall Justine InfoLawGroup LLP *	de La Lama Amy Bryan Cave Leighton Paisner (ORL) ◇
Hintze Mike Hintze Law PLLC	George Beth Freshfields Bruckhaus Deringer (ORL) ◇
Hintze Susan Hintze Law PLLC	Harding Elizabeth Greenberg Traurig, LLP
Hutnik Alysa Kelley Drye & Warren LLP	Horvath Jane Gibson, Dunn & Crutcher LLP *
Kobus III Theodore J BakerHostetler LLP *	Ilan Daniel Cleary Gottlieb Steen & Hamilton (ORL) ◇ *
Mathews Kristen J. Morrison Foerster *	Jehl Laura E Willkie Farr & Gallagher LLP (ORL) ◇ *
McNicholas Edward R Ropes & Gray LLP *	Jolly Ieuan Linklaters *
Nahra Kirk J WilmerHale	Kagan Odia Fox Rothschild (ORL) ◇ *
Navetta David Cooley LLP	Kernochan Tama Julia Venable LLP
Olsen Christopher N. Wilson Sonsini Goodrich & Rosati	Krasnow Melissa VLP Law Group LLP (ORL) ◇ *
Sussman Heather Egan Orrick, Herrington & Sutcliffe	Lee Ronald D Arnold & Porter
Band 3	Loughlin Scott Hogan Lovells US LLP *
Canter Elizabeth Covington & Burling LLP *	Mithal Maneesha Wilson Sonsini Goodrich & Rosati
Civitanes Emilio W Venable LLP *	Neiditz Jonathan Kilpatrick Townsend (ORL) ◇
De Rajesh Mayer Brown LLP *	Newby Tyler Fenwick
Determann Lothar Baker McKenzie *	Parsons Kandi ZwillGen PLLC
Halama Meredith Perkins Coie LLP *	Perkins Nancy L Arnold & Porter
Hengesbaugh Brian Baker McKenzie *	Roosa Steven Norton Rose Fulbright
Kestenbaum Janis Claire Perkins Coie LLP	Stauss David Husch Blackwell LLP (ORL) ◇
Koenig James Troutman Pepper *	Stein Benjamin InfoLawGroup LLP *
LeBlanc Travis Cooley LLP	Tene Omer Goodwin *
O'Neill Julie Morrison Foerster *	Tobón Camila Shook, Hardy & Bacon LLP *
Rubin Michael Latham & Watkins LLP *	Weingarten Libby Wilson Sonsini Goodrich & Rosati
Segalis Boris Morrison Foerster *	Zetoony David Greenberg Traurig, LLP
Shelton Leipzig Dominique Mayer Brown LLP *	Up-and-coming individuals
Thomas Liisa Sheppard, Mullin, Richter (ORL) ◇	Golding Elliot McDermott Will & Emery LLP *
Tonsager Lindsey Covington & Burling LLP *	Maalouf Melissa ZwillGen PLLC
Band 4	Turner Drum Starr Polsinelli PC
Bacon Brittany Hunton Andrews Kurth LLP *	Associates to watch
Goldberg Daniel Frankfurt Kurnit Klein & Selz *	Messerschmidt Cristina Baker McKenzie

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

in matters concerning customer data collection and digital advertising issues. **Strengths:** “Paul is my go-to for complex situations and is always available and thorough.” “He is a very strong advocate and he’s very well prepared.” **Andreas Kaltsounis** (see p.600) is the co-lead of the digital risk advisory and cybersecurity team. He is noted for his ability to assist clients facing ransomware attacks and regulatory investigations, among other issues. **Strengths:** “His knowledge of the law is outstanding.”

Baker McKenzie

What the team is known for The Baker McKenzie team continues to provide clients with high-caliber cybersecurity and data protection services

both domestically and globally. Singled out for its specific focus on crisis management, performing advisory roles and privacy policy. Known for its excellent handling of privacy matters in the healthcare and financial services industries. Also offers advice on data issues arising during complex transactions and regarded for its international privacy practice, with special strength in cybersecurity.

Strengths

“A very practical and responsive team.”

“Baker McKenzie’s lawyers are very detail-oriented.”

“It is a highly capable international team.”

Work highlights Baker McKenzie advised Emerson on its privacy program related to the spin-off of its climate technologies business, now

known as Copeland.

Notable practitioners

Lothar Determann (see p.540) is recognized for his keen insight into European privacy legislation affecting USA-based clients. He is also well respected for his work on CCPA counseling. **Strengths:** “He’s very knowledgeable.” “Lothar is an absolutely brilliant lawyer.” **Brian Hengesbaugh** (see p.583)’s arsenal of services includes advising on cross-border data privacy and protection, digital media and cybersecurity matters. **Strengths:** “Brian is an excellent attorney with a wealth of historical knowledge.” “He’s very knowledgeable and pragmatic.” **Cristina Messerschmidt** has a burgeoning presence in the space. She has notable experience of assisting organizations in the retail, healthcare and technology sectors with complex privacy issues, such as cross-border data transfers and global privacy compliance.

Cooley LLP

What the team is known for Cooley has a robust practice with particular skill in handling privacy and data security matters linked to mobile, online and health technology. Enjoys a global presence that allows an integrated network of attorneys to assist clients nationally, as well as in the UK and the EU. Sought after for its expertise in privacy litigation, especially class action defense. Closely linked to leading trade groups and government bodies, with a growing client base in emerging technology companies. Regularly negotiates the privacy and data security aspects of corporate transactions.

Strengths

“The team has a deep understanding of data privacy laws and practical ways of applying them. The group is also quick and thorough.”

“Cooley has a very strong practice in cybersecurity and privacy.”

“The team has deep and broad experience.”

Work highlights Cooley assisted DraftKings during a series of credential stuffing and fraud attacks.

Notable practitioners

Michael Rhodes regularly advocates for innovative technology companies, handling high-profile class actions involving sophisticated elements such as augmented reality and biometrics. **Strengths:** “He’s a prominent litigator in this space.” “Mike is a top-notch lawyer.” **Travis LeBlanc** frequently advises on major data breaches and represents clients in FTC investigations and privacy litigation. He brings to private practice his experience as chief of the Enforcement Bureau at the FCC. **Strengths:** “Travis is very dynamic.” “His previous experience has allowed him to form deep knowledge in the area.” **Andrew Epstein** is renowned for his strength in the healthcare privacy field. He has notable experience of advising clients on responding to government investigations, as well as regulatory issues arising from transactions in the space. **Strengths:** “I have always been very impressed with Andrew and his knowledge of the subject matter, expertise, work ethic and professionalism.” “Andrew has a very strong and specific knowledge of US privacy issues.” **David Navetta** is well regarded for his experience in handling data protection issues, running the

gamut from incident response to information transfers. He is equally adept at guiding clients through FTC investigations. **Strengths:** “He’s a really great lawyer.” **David** is well respected in this market.” **Randy Sabett** comes highly recommended for his contribution to the cybersecurity sphere, routinely advising a broad range of clients on data breaches, regulatory investigations and compliance issues. **Strengths:** “Randy is very knowledgeable.” “He’s impressively technical.”

Covington & Burling LLP

What the team is known for The Covington & Burling team is well versed in domestic and cross-border privacy and data security issues. An adept team providing tailored and sophisticated privacy counsel for clients in industries that include food and drugs, IT, telecoms and healthcare. Possesses additional expertise in big data, digital marketing and financial services. Strong record for helping clients navigate challenging FTC investigations. Handles the risk assessment of third-party platforms, with compliance expertise regarding COPPA. Showcases additional strength in reporting and responding to data breaches.

Strengths

“The team has strong expertise in the subject matter.”

“The group is responsive and thoughtful.”

“Covington’s group is one of the best one-stop shops for regulatory advice. It has a well-deserved reputation for excellence.”

Work highlights Covington & Burling represented TikTok in a challenge to the Presidential Order which purported to ban the platform based on asserted concerns relating to data privacy and cybersecurity.

Notable practitioners

Alexander Berengaut (see p.503) leads on a significant number of high-profile data privacy litigation matters. He is frequently involved in cases challenging government actions. **Strengths:** “His work product is outstanding.” **Elizabeth Canter** (see p.519) attracts extensive praise for her burgeoning privacy and cybersecurity practice. She advises businesses from all sectors on compliance with laws governing the handling of health-related data. **Strengths:** “Elizabeth is super-responsive.” **James Garland** (see p.563)’s practice is fortified by his background in working at the Department of Justice. He regularly brings this experience to bear in the area of data access disputes concerning national security and rights to protect data. **Strengths:** “James has excellent judgment, responsiveness and the quality of his work is strong.” **Lindsey Tonsager** (see p.720)’s regulatory data privacy practice includes advising on COPPA and CCPA, particularly relating to newly developed technologies. **Strengths:** “Lindsey is a very good attorney, she is very thoughtful and knowledgeable.” “She’s very well respected and strong.”

Crowell & Moring LLP

What the team is known for Crowell & Moring has a well-regarded cybersecurity and privacy practice with expertise representing clients in diverse matters, including regulatory compliance, investigations, government enforcement and litigation.

Also experienced in tackling complex healthcare privacy issues such as HIPAA compliance, health information technology and data collection practices related to COVID-19.

Strengths

“Crowell & Moring contains highly skilled and competent professionals.”

“The team has tactical and strategic expertise.”

“The group balances their experience and the tactical aspects of legal matters well.”

Work highlights Crowell & Moring advised Aerojet Rocketdyne on its cybersecurity contractual obligations to its federal government clients, including requirements under the DFARS 252.204-7012 Clause.

Notable practitioners

Jodi Daniel regularly assists clients in the healthcare sector with a range of privacy and cybersecurity issues, including compliance with HIPAA. **Strengths:** “She’s great – she is really dedicated to the attorneys and really smart.” “Jodi is very responsive and takes a practical approach to matters.”

Davis Wright Tremaine LLP

What the team is known for Davis Wright Tremaine is well regarded for its prowess in privacy and data security relating to healthcare. Skilled on a range of issues such as breach response, the protection of health information and HIPAA compliance. Clients include traditional healthcare providers, as well as technology and corporate businesses.

Strengths

“The firm has strong expertise and provides practical advice on complex issues.”

“Davis Wright’s team provides prompt and thorough responses.”

Work highlights Davis Wright Tremaine provided counsel to Oregon Anesthesiology Group in a data breach class action. The matter arose from allegations that the defendant was impacted by a data incident caused by a third-party contractor, allegedly exposing the plaintiff and the class’s personal information.

Notable practitioners

Adam Greene is cochair of the firm’s health information group. He maintains a market-leading healthcare privacy practice, which sees him regularly advising international corporations on HIPAA compliance. **Strengths:** “Adam is a very strong expert in his subject matter area.” “He’s very knowledgeable.” **Rebecca Williams** has a strong HIPAA compliance counseling practice. She also has expertise in advising on breach issues. **Nancy Libin** has an impressive practice advising clients on a range of privacy issues including biometrics and laws affecting young people. **Strengths:** “Nancy has an incredible breadth of knowledge.” “She’s a very good lawyer.”

Davis Polk & Wardwell LLP

What the team is known for Davis Polk’s team is highlighted for its ability to handle both litigation and enforcement matters. The group also boasts strength in advising clients on incident response, as well as regulatory compliance. The team’s clients stem from a variety of industries, including the technology, financial services and retail sectors.

Strengths

“Davis Polk is a sophisticated and knowledgeable firm.”

“Incredibly impressed with the work of the team – they are substantive, organized, strategic and capable of handling large-scale matters.”

Work highlights Davis Polk represented Meta in its challenge to the FTC’s administrative proceeding to reopen and rewrite the parties’ 2020 Consent Order.

Notable practitioners

Angela Burgess and James Haldin are key contacts for the firm.

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton has a well-regarded team that is noted for its adept handling of cyber matters, with particular experience with data breach and incident response. Regularly called upon by clients to advise on GDPR and CCPA. Additionally recommended for its transactional expertise, providing a popular choice for M&A due diligence. Able to offer clients a globally integrated service through its international network of offices.

Strengths

“Debevoise’s practitioners are uniformly expert and very responsive.”

“The team contains a deep bench of subject matter experts.”

“The depth of the group’s experience and the reach of their contacts within the industry are invaluable.”

Work highlights Debevoise assisted Take-Two Interactive Software with subsidiary Rockstar Games’ cybersecurity incident and related matters at 2K Games, relating to the theft of four million records from a support database.

Notable practitioners

Luke Dembosky draws from a great fund of experience as a former Deputy Assistant Attorney General for National Security to advise a clientele consisting of a number of household-name financial institutions. He has particular expertise in counseling on cyber-attack preparation and response. **Strengths:** “He is a cybersecurity expert.” “Luke’s deep knowledge of the subject matter and the sophistication of his practice yields advice and recommendations that are practical and thorough.” **Erez Lieberman** has extensive experience in supporting clients in global ransomware response. He also demonstrates strong capabilities in compliance counseling and handling internal investigations. **Strengths:** “His advice is very practical and timely.” **James Pastore** boasts expertise in a range of contentious and post-crisis matters, including class action litigation and data breach response. **Strengths:** “He’s a solid lawyer.”

Avi Gesser is well known for advising large tech companies on AI readiness. He also has extensive experience of assisting clients in incidents stemming from both data breaches and ransomware events. **Strengths:** “Avi has truly impressive substantive knowledge, commercial savvy and sophistication.” “He is very on top of all the latest data privacy and artificial intelligence trends. He also offers really good client service and is experienced.” **Matthew Kelly** has notable strength in advising clients on the SEC’s new cybersecurity rule, among other issues. He is also adept

at assisting with complex AI-related matters. **Strengths:** "Matthew is smart and very technical."

DLA Piper LLP (US)

What the team is known for DLA Piper has a prominent data security and privacy practice acting for a broad array of clients from emerging growth entities to Fortune 500 companies. Often counsels on the privacy aspects of major M&A transactions. Maintains a fine reputation for its work on consumer class actions, defending matters related to data breaches and issues concerning the Telephone Consumer Protection Act (TCPA). Particularly strong in the communications, financial services and insurance sectors, among others. Consulted to provide input to legislators on the evolution of the privacy landscape.

Strengths

"DLA Piper's team provides excellent counsel in all situations. Their scale and breadth of practice allows for great insight and experience."

"It's a great team and they always offer prompt responses."

"DLA Piper provides a very high service level."

Work highlights DLA Piper provided counsel to Dropbox on several global cybersecurity issues and incidents.

Notable practitioners

Andrew Serwin (see p.697) is accomplished in navigating data security incidents and responding to enforcement issues. **Strengths:** "Andy is a very experienced and excellent privacy attorney." "He leverages his deep and broad expertise to provide practical and spot-on support."

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland has a notable team of expert privacy and cybersecurity lawyers, who routinely advise clients on compliance with state, federal and global laws. Attorneys at the firm also regularly counsel clients on responding to major data breaches, handling related regulatory investigations and litigation.

Strengths

"Eversheds' ability to handle complex and sophisticated matters is outstanding."

"The firm has a very solid practice."

Notable practitioners

Michael Bahar (see p.495) is a highly regarded practitioner with considerable experience advising clients on cross-border privacy laws. He has recently handled data breaches and investigations. **Strengths:** "Michael provides exceptional advice, and he has wide-ranging experience."

Fenwick

What the team is known for Fenwick has a technology-driven practice boasting an impressive track record of handling high-profile FTC regulatory cases and privacy litigation. Attorneys frequently advise clients on compliance with domestic and international legislation including COPPA, CCPA and GDPR.

Strengths

"Fenwick's team is extremely knowledgeable about the space and they have a deep understanding of the laws and regulations."

"The group is very thorough, innovative, efficient

and solution-driven."

"Fenwick has a very deep bench."

Work highlights Fenwick provided counsel to CISCO Systems on its acquisition of SamKnows, a privately held broadband network monitoring company headquartered in London.

Notable practitioners

Tyler Newby handles privacy compliance counseling in novel areas including adtech and facial recognition. He has extensive knowledge of CCPA and COPPA legislation. **Strengths:** "Tyler is a really impressive lawyer."

Fieldfisher

What the team is known for Fieldfisher's team consistently demonstrates its ability to handle a wide spectrum of complex issues in the privacy space. The group is called upon to assist clients with data compliance, as well as crisis management. Its practitioners display strength in advising on multijurisdictional policies, such as GDPR. The team's clients cover a variety of sectors, including retail, health and technology.

Strengths

"Fieldfisher's team is terrific."

"The group is well respected in the privacy space."

Work highlights Fieldfisher advised Quantcast on its compliance with EU/UK GDPR and ePrivacy Directive requirements.

Notable practitioners

Mark Webber is a key contact for the firm.

Frankfurt Kurnit Klein & Selz

What the team is known for Frankfurt Kurnit Klein & Selz has a strong practice with expertise in a broad array of privacy and cybersecurity issues. Displays strengths in guiding clients through the implementation of CCPA and GDPR compliance programs, as well as offering great proficiency in adtech matters.

Strengths

"Frankfurt's practitioners are knowledgeable and attentive to the needs of the client."

"The team is really strong."

Work highlights Frankfurt Kurnit assisted War-gaming with its privacy compliance efforts around the CCPA and the new comprehensive state privacy laws.

Notable practitioners

Daniel Goldberg (see p.568) is recommended for his broad-based privacy expertise, often assisting clients with CCPA and GDPR compliance issues. **Strengths:** "Daniel is quick and knowledgeable." "He has a great reputation in the space."

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher has a highly regarded privacy and cybersecurity offering with notable strength in contentious matters. Regularly represents household-name companies in the technology sector in defending class action privacy lawsuits. Thoroughly experienced in acting for clients in major regulatory enforcement proceedings and investigations.

Strengths

"The team has a very clear depth of practice knowledge, as well as industry knowledge."

"Gibson, Dunn & Crutcher has a strong bench."

"Gibson does a good job on complex and sophisticated matters and it contains very strong players."

Work highlights Gibson, Dunn & Crutcher advised Doordash on the design and implementation of a global privacy program.

Notable practitioners

Alexander Southwell (see p.708) represents clients on myriad privacy and data security matters, notably including cybersecurity. His practice is focused on contentious issues and frequently sees him representing household names in enforcement actions. **Strengths:** "Alex has a lot of experience in the space." "He's really smart and a really good litigator." **Jane Horvath** (see p.589) is cochair of the privacy, cybersecurity and data innovation practice group. She has experience advising on a wide range of issues, including complex data breaches and the implementation of the European Union's Digital Markets Act. **Strengths:** "Jane has deep experience in the privacy space." **Ashley Rogers** (see p.682) is routinely called upon by clients in the technology sector to provide counsel on complex FTC investigations and enforcement actions. **Strengths:** "Ashley is very experienced in privacy matters, very thorough and responsive." "She is strategic, detail-oriented and receptive to client needs."

Goodwin

What the team is known for Goodwin's practice is particularly strong in providing US and EU-related advice for clients in the healthcare, financial, public services and technology sectors. The team advises on the full scope of privacy and cybersecurity related matters, including those arising from M&A transactions and regulatory investigations.

Strengths

"The group is strong in subject matter expertise, organization and preparation."

"The team's service level and responsiveness are outstanding."

"Goodwin's group is highly skilled and has a depth and breadth of subject matter expertise."

Work highlights Goodwin advised National Public Radio on privacy compliance in the US and Europe in connection with the organization's user engagement and sponsorship programs.

Notable practitioners

Omer Tene (see p.717) is held in high regard in the market. He is noted for his ability to assist large clients with data privacy reviews, transfers and incident responses. **Strengths:** "Omer is really practical and he has so much experience." "He's very smart and thoughtful." **Jud Welle** (see p.733) assists clients stemming from a broad spectrum of sectors, including financial services, healthcare and clean energy. He has extensive experience of providing counsel on incident response, as well as regulatory response and compliance. **Strengths:** "He's a great lawyer who is also responsive."

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig has a significant practice with great expertise in privacy and cybersecurity issues, in particular CCPA compliance, incident response and class action defense. Acts for a range of major clients, including multinational technology companies,

financial institutions and retailers.

Strengths

"The team is very capable at handling complex issues."

"Greenberg Traurig's practitioners are extremely conscientious and smart."

"The group is fantastic."

Work highlights Greenberg Traurig advised Anastasia Beverly Hills on all CCPA compliance issues relating to the processing of the personal information from employees and job applicants who are California residents.

Notable practitioners

Elizabeth Harding is recognized for her strength in advising clients on privacy compliance across a range of jurisdictions. She has experience of providing counsel on privacy in relation to AI technology platforms. **Strengths:** *"Elizabeth is a very good privacy practitioner."* **David Zetoony** is noted for his ability to provide counsel on data privacy compliance. He has significant experience of advising clients on global privacy and security laws, including GDPR in the EU. **Strengths:** *"He's a great lawyer."* *"David is a very technically strong attorney."*

Hausfeld LLP

What the team is known for Hausfeld is well recognized by peers and clients as a leading plaintiff-side practice in cybersecurity and privacy litigation actions. The team is regularly involved in biometric and financial cases. The group is often sought out by plaintiffs to represent them against well-known names in the technology, communication and leisure sectors.

Strengths

"Hausfeld's team is talented across the board, it contains some of the hardest-working and smartest lawyers."

"The group does fantastic work."

Work highlights Hausfeld was appointed to the Plaintiff Steering Committee in a case against KeyBank National Association, arising from accusations that KeyBank failed to implement adequate data security measures during a breach.

Notable practitioners

James Pizzirusso is a highly experienced litigator, noted for his successful track record acting for plaintiffs in high-stakes cybersecurity and privacy law class actions. **Strengths:** *"James is extremely knowledgeable and a pleasure to work with."* *"He's pragmatic and incredibly hard-working."*

Hintze Law PLLC

What the team is known for Hintze Law is a highly regarded boutique firm, particularly noted for its experience in handling cutting-edge technology and emerging issues impacting information security, such as automatic tracking, biometrics and facial recognition. Well versed in establishing compliance regimes in addition to responding to data breaches and ensuing investigations. Also routinely advises clients on FTC compliance and the ongoing impact of CCPA. Highly regarded by healthcare and biotech clients for advising on relevant data privacy and security laws such as HIPAA and COVID-19 pandemic responses and monitoring.

Strengths

"Hintze's team has unique experience that allows them to dig into complex issues and provide practical, actionable advice."

"The firm has a terrific bench of attorneys who are subject matter experts."

"The group is excellent, they are very on top of issues and trends."

Work highlights Hintze Law provided counsel to the Washington Retail Association on the implications of a Washington state health data privacy bill.

Notable practitioners

Mike Hintze is highly regarded for his top-level experience of in-house data security in the technology sector, which he brings to private practice. **Strengths:** *"Mike is excellent, he has deep expertise in privacy and his sophistication enables him to be practical in his approach."*

Susan Hintze is particularly sought after for her expertise in the interplay of cutting-edge technology with data security regulations. **Strengths:** *"Susan is an incredible talent, she is deeply knowledgeable and responsive."* *"She delivers outstanding client service. Her multidisciplinary experience is an essential benefit to clients who need broad business advice as well as more technical guidance."* **Sheila Sokolowski** is well versed in healthcare privacy matters. She advises on HIPAA and HITECH issues and has experience helping digital health platform clients. **Strengths:** *"Sheila delivers thoughtful and practical guidance."*

Hogan Lovells US LLP

What the team is known for Hogan Lovells remains one of the country's preeminent privacy and data security practices. A highly talented roster of attorneys advising clients on major data breaches and complex policy matters across a multitude of industries, including retail, automotive and media. Particular expertise in healthcare privacy issues such as HIPAA compliance, wearable technology and medical data cyber-attacks. Additionally capable in a regulatory capacity, especially relating to the EU General Data Protection Regulation (GDPR), working in conjunction with the firm's European offices. Skilled at representing clients in investigations conducted by the FTC and other enforcement bodies.

Strengths

"Hogan has global experts who can dive into complex issues."

"The group is very practical and efficient."

"The team has very deep legal technical skills and they offer very pragmatic advice."

Work highlights Hogan Lovells advised Fox Corporation on third-party risk management operations, including in connection with its negotiation of significant enterprise agreements.

Notable practitioners

Christopher Wolf is noted for his seasoned expertise in privacy law matters and remains an excellent choice of counsel for complex regulatory issues. **Strengths:** *"Christopher is a superb lawyer."* **Marcy Wilder** is well versed in representing clients in regulatory investigations, with a particularly strong reputation in the healthcare sector. She is particularly recommended for guidance with the implementation of HIPAA compliance plans. **Strengths:** *"Marcy is an incredibly*

knowledgeable lawyer." *"She's a fantastic attorney, she is a deep thinker who is also very practical and business-oriented."* **Scott Loughlin** (see p.626) has significant experience of providing counsel on compliance with complex privacy regulations, as well as incident preparedness and response. He demonstrates notable strength in the healthcare sector. **Strengths:** *"Scott provides knowledgeable guidance."* **Paul Otto** is notably adept at providing counsel on cyber-attacks in the health sphere. He is also regularly called upon to advise clients on federal and state investigations. **Strengths:** *"Paul is business-minded and he has a wealth of knowledge."* *"He provides excellent support, he is thorough and practical."*

Holland & Knight LLP

What the team is known for Holland & Knight is a well-known firm which demonstrates prowess in defending data security litigation, including that emerging from ransomware attacks and privacy law violations. Houses lawyers who routinely advise on a range of federal and state privacy laws, including CCPA compliance.

Strengths

"The team is excellent, they are responsive and offer quality advice."

"Holland & Knight's group is amazing to work with and the practitioners offer practical and targeted advice."

Work highlights Holland & Knight acted on behalf of Purpose Financial during a security incident perpetrated by the ransomware threat group Black Basta.

Notable practitioners

Mark Melodia is a highly regarded attorney, regularly sought out to defend corporate clients against both individual and class action privacy suits. **Strengths:** *"Mark is a fantastic lawyer."*

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth boasts a dedicated data breach group with a wealth of experience handling high-stakes cyber events. Maintains an excellent reputation for its information governance practice. Also sought after for international data transfer, privacy compliance and regulatory investigations expertise. Operates across numerous industries including technology, consumer products, healthcare, retail and financial services. Noted proficiency on cybersecurity risks associated with blockchain technology in addition to the GDPR and CCPA regulations.

Strengths

"Hunton Andrews has always maintained very high-quality standards and outstanding client service."

"The team are exceptional at handling the most complex issues. They also have phenomenal depth and breadth."

"Hunton has a very strong privacy practice, the attorneys' responsiveness and timely delivery are excellent."

Work highlights Hunton Andrews Kurth provided counsel to Silver Lake Technology Management on a range of issues, including its acquisitions, investments and regulatory compliance.

Notable practitioners

Lisa Sotto (see p.708) continues to be renowned

for her unparalleled skill in responding to data security incidents and breaches of privacy.

Strengths: *"Lisa is one of the best data privacy and data security lawyers in the United States. She is easy to speak with, extremely knowledgeable, very smart and kind."* **Ann Marie Mortimer** (see p.647) has notable strength in handling complex litigation arising from data breaches for clients in the technology space. **Strengths:** *"Ann has an excellent understanding of client needs."* *"She's a really strong and strategic adviser."* **Brittany Bacon** (see p.495) is engaged for her privacy expertise by clients including financial institutions, household-name brands and high-profile technology companies. **Strengths:** *"Brittany is an excellent communicator with deep industry knowledge."* **Aaron Simpson** (see p.703) is highly recommended for his ability to combine knowledge of EU and USA regulatory frameworks. **Strengths:** *"Aaron is very experienced and very well connected."* *"He provides excellent customer service and is technically very strong."*

InfoLawGroup LLP

What the team is known for InfoLawGroup has a well-established data privacy and security practice. Its attorneys have expertise in advising media and technology companies on national and international privacy law compliance, including children's privacy and wiretapping laws in the US. The firm has further experience of providing counsel on GDPR. The team is also adept at establishing privacy programs and assisting on biometrics issues under BIPA for large clients.

Strengths

"InfoLawGroup are specialists in the area; all of the attorneys I have worked with are excellent and they are very responsive."

"The team is very business-savvy and produces high-quality work."

"The group provides an excellent service."

Notable practitioners

Justine Gottshall (see p.1727) of InfoLawGroup is particularly well known for her extensive capabilities in data protection issues as they pertain to the media and entertainment industries. She regularly advises on adtech issues and the implementation of wide-ranging programs to comply with the CCPA and other legislation. **Strengths:** *"Justine is professional, knowledgeable and sophisticated."* *"She has a wealth of legal experience."* **Benjamin Stein** (see p.1763)'s practice covers a wide spectrum of issues, including advising clients on the Children's Online Privacy Protection Act, the VPPA and new state consumer privacy laws. **Strengths:** *"He's a wonderful privacy professional."*

Kelley Drye & Warren LLP

What the team is known for Kelley Drye comes recommended for its expertise in privacy and data issues affecting emerging technology companies. Well equipped to provide counsel on government investigations into issues concerning consumer data and marketing practices. Also known for its proactive engagement with key policy bodies. Experienced in representing clients in privacy, data security and consumer protection litigation. Boasts capability in handling matters related to

big data, artificial intelligence and the Internet of Things.

Strengths

"Kelley Drye is comprised of a very strong bench with tremendous depth and breadth."

"The team is incredibly knowledgeable."

"The have a great deal of subject matter expertise and distill it into very practical advice."

Work highlights Kelley Drye represents Instacart on all aspects of their privacy program and compliance with federal and state privacy laws, including compliance with strict health data privacy requirements.

Notable practitioners

Managing partner **Dana Rosenfeld** is noted for her high-level compliance practice, which draws on her impressive background as a former assistant director of the FTC's Bureau of Consumer Protection. She routinely advises clients on compliance with varied legislation, including CCPA and COPPA. **Strengths:** *"She's a fantastic lawyer."*

Alysa Zeltzer Hutnik excels in handling data protection and privacy issues as they intersect with marketing law. She has noted expertise in the adtech space. **Strengths:** *"Alysa has really broad knowledge and experience."*

King & Spalding LLP

What the team is known for King & Spalding is rated throughout the market for its ability to handle complex litigation arising from privacy issues, but also offer counsel on the ever-changing regulatory landscape. The team are also notably adept at advising clients on incident response and regulatory investigations by the SEC and FTC.

Strengths

"The team's responsiveness, knowledge and communication is great."

"King & Spalding has a wonderful team that excels across a range of issues and practice areas."

"The firm brings a deep bench of expert privacy professionals."

Work highlights King & Spalding defended Capital One in over 60 consumer class actions arising from a data breach incident involving the compromise of personal information of 100 million customers.

Notable practitioners

Phyllis Sumner (see p.713) of King & Spalding is a noted incident response and litigation practitioner. She advises many well-known clients across a range of sectors including leisure and finance. She also has strong experience in privacy counseling on CCPA and Schrems compliance. **Strengths:** *"Phyllis is very responsive and communicative."* *"She gives great advice and is very knowledgeable – she's really very strong."*

Kirkland & Ellis

What the team is known for Kirkland & Ellis' team is highlighted for its ability to handle litigation and investigations related to cybersecurity incidents. The group has further strength in advising clients on privacy and data issues arising from acquisitions, mergers and joint ventures. Its practitioners demonstrate their ability to advise on a plethora of complex privacy regulations, including GDPR, HIPAA and SEC Cybersecurity Rules.

Strengths

"The Kirkland team has a strong grip on the complexities and nuances of the legal and regulatory landscape."

"Overall Kirkland brings the talent and expertise for any business legal situation and I have been thoroughly impressed."

"The team is strong."

Work highlights Kirkland represented Accenture in a consumer class action arising from a data breach involving Marriott's guest reservation database.

Notable practitioners

Washington-based Erin Nealy Cox is a key contact for the firm.

Latham & Watkins LLP

What the team is known for Latham & Watkins has a notably strong privacy breach and litigation shop with additional compliance capabilities. Serves a clientele of both emerging and established companies in data-heavy industries, including adtech and social media. Seasoned in guiding clients through substantial enforcement proceedings brought by regulators.

Strengths

"The Latham & Watkins group handles complex matters, and the practitioners have excellent judgment."

"Latham contains some very good lawyers."

"It's a solid player in the market."

Work highlights Latham & Watkins secured a victory on behalf of Apple when a split Ninth Circuit panel affirmed the dismissal of a consumer class action, arising from allegations that nearly all iPhones, iPads, iPods and Apple TVs were defective because of two theoretical security vulnerabilities.

Notable practitioners

Jennifer Archie (see p.492)'s practice runs the gamut of contentious and advisory privacy and data protection considerations; she combines regulatory advice with class action defense.

Strengths: *"Jennifer has an impressive depth and breadth of experience."* *"She's a great attorney, she is very knowledgeable."* **Antony Kim** (see p.606) regularly advises clients on cybersecurity preparedness, breach responses and regulatory investigations. **Strengths:** *"Antony has a strong practice."*

Michael Rubin (see p.685) is known for providing data privacy advice to leading technology companies. He is particularly experienced in FTC compliance and investigations work. He has noted expertise in litigation matters. **Strengths:** *"Michael is a very strong lawyer, he's really sharp and gives great advice."* *"He is an incredibly effective advocate on the most complex issues."* **Serrin Turner** (see p.723) frequently acts for major tech-driven businesses in regulatory investigations and class actions as part of his broader data security practice. **Strengths:** *"Serrin is very analytical and sharp."* *"He is a zealous advocate."*

Linklaters

What the team is known for Linklaters has a well-known privacy and cybersecurity team that advises clients on a range of domestic and international privacy issues. It also has noted strength in data breach response and internal investigation

actions. The team has experience in advising clients on novel areas of privacy such as adtech.

Strengths

"Linklaters has experts in all key jurisdictions. The group is also proactive and responsive."

"The group has strong commercial awareness, combined with legal expertise in key areas."

"The team offers excellent advice and analysis and they are great to work with."

Notable practitioners

Ieuan Jolly (see p.597) brings a wealth of expertise to bear for clients, which include a number of major multinational corporates. His practice features strength in transactions involving data-rich assets and compliance counseling across a broad array of international privacy and cybersecurity regulations. **Strengths:** *"Ieuan combines in-depth knowledge of the latest developments in the space, along with expertise in privacy." "He is very good. He is easy to work with and able to navigate very difficult matters."*

Loeb & Loeb LLP

What the team is known for Loeb & Loeb has a standout practice known for providing high-quality privacy advice to clients on a range of transactional and regulatory matters. Frequently retained to advise on the implementation of regulatory frameworks, including CCPA and GDPR compliance

Strengths

"The group is detail-oriented, readily available and highly successful."

"Loeb's team are very knowledgeable and extremely responsive."

Work highlights Loeb & Loeb coordinated a global data breach response for an international manufacturing company.

Notable practitioners

Jessica Lee is well versed in privacy law compliance and advises clients on a wide spectrum of matters, including biometric legislation and adtech issues. **Strengths:** *"She is absolutely superb in the space and she produces high-quality work product." "Jessica is a great lawyer."*

Manatt Phelps & Phillips LLP

What the team is known for Manatt Phelps' team is held in high regard throughout the market for its strength in the privacy healthcare space. The practitioners have experience of handling complex litigation arising from data breaches. The group also routinely advises clients on compliance with HIPAA privacy and the Breach Notification Rule.

Strengths

"The firm does very well with complex and sophisticated matters in the privacy space. The team is also highly responsive."

"Manatt Phelps' team has really great expertise and they are very dedicated."

"Manatt's staff are professional and smart and have broad knowledge of the areas of focus."

Work highlights Manatt Phelps' team acted on behalf of Ann & Robert H. Lurie Children's Hospital of Chicago in a class action lawsuit following a data breach handled by insurance counsel.

Notable practitioners

Brandon Reilly has significant experience of

advising clients on a wide spectrum of privacy matters, including the CCPA, FDA regulations and HIPAA. He has further strength in representing clients in matters arising from ransomware attacks. **Strengths:** *"Brandon is absolutely exceptional in his knowledge of the ever-changing privacy landscape."*

Mayer Brown LLP

What the team is known for Mayer Brown has a major practice offering skillful representation across a broad array of privacy issues. It is particularly noted for its expertise in national security matters. Often represents industry-leading technology companies, automotive companies and financial institutions in regulatory compliance, incident response and litigation.

Strengths

"Mayer Brown are wonderful to work with."

"The lawyers at Mayer Brown are excellent."

"The client service provided is phenomenal."

Work highlights Mayer Brown represented Boeing Employees' Credit Union in two federal class action lawsuits that followed the 2022 ransomware attack on its printing vendor, Kaye-Smith Enterprises.

Notable practitioners

Rajesh De (see p.538) brings expertise gained in the MOD, DOJ and NSA to private practice. As a result, his data security practice revolves around matters of incident response and preparedness, with particular cybersecurity expertise. **Strengths:** *"Rajesh is a very strong lawyer."*

Dominique Shelton Leipzig (see p.699) is especially well known among peers in the data security field for her thought leadership on the CCPA.

Strengths: *"Dominique is very well respected and very knowledgeable." "She is an excellent lawyer and she's really good at providing practical support."*

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery continues to display impressive strength in the healthcare sector. Renowned for its excellent HIPAA practice, with a strong US base and key locations nationally to provide an expansive service. Also advises clients on privacy-related matters concerning M&A and other transactions, as well as advising clients on GDPR compliance. Additional expertise in cyber crises, e-commerce and internal investigations. Called in to handle breaches and ransomware attacks affecting healthcare companies.

Strengths

"The team are very good at what they do, they are an incredible asset."

"McDermott has a deep bench with a lot of specialists."

"Its attorneys are responsive and engaging."

Work highlights McDermott represented Kroll in a security incident involving the data of claimants in the high-profile bankruptcy cases for BlockFi, FTX and Genesis.

Notable practitioners

Daniel Gottlieb (see p.571) is a healthcare privacy specialist, advising businesses and investors in the sector on both general and healthcare-specific regulations. **Strengths:** *"Daniel is excellent*

to work with and provides sound legal advice."

"He is thoughtful, dedicated and intelligent." **Ed Zacharias** (see p.2044) is noted for his in-depth experience in guiding healthcare technology companies through incidents and compliance matters. **Strengths:** *"Ed is an amazing lawyer."* **Elliot Golding** (see p.569) is adept at advising clients on national and international data matters covering compliance, data transfers and issues arising from new laws. **Strengths:** *"Elliot is a great attorney." "He's very knowledgeable, incredibly smart and pragmatic."*

Morrison Foerster

What the team is known for Morrison Foerster is a market-leading data security and privacy firm, offering the full suite of privacy law services, including data breach notification and enforcement. Well versed in creating tailored privacy policies for clients. Possesses significant experience advising on FTC and state privacy regulatory compliance matters. Works with notable established and emerging life sciences and technology companies. Often provides counsel to clients on the privacy aspects of major M&A transactions.

Strengths

"The team has a depth of experience across complex subject matters."

"Morrison and Foerster's group excels at handling complex, sophisticated matters, drawing on experience from their broad client base, strong relationships and business-oriented thinking."

"The group is incredibly knowledgeable and very responsive."

Work highlights Morrison Foerster provided advice to a global shipping insurance company on a range of issues related to the development of innovative shipping-related loss detection and prevention services, particularly in light of the Fair Credit Reporting Act and the new US state consumer privacy laws in California.

Notable practitioners

Senior counsel **Richard Fischer** (see p.554) remains a highly regarded figure in the privacy space. His storied career has included acting for insurers, banks and retailers. **Strengths:** *"Richard is very experienced and he has very sound judgment."* **Miriam Wugmeister** (see p.738) is frequently engaged to advise on compliance with privacy regulations globally and for representation in major FTC investigations. **Strengths:**

"She has done incredible work - she works quickly and efficiently and she has a practical approach."

"Miriam is one of the most experienced people in the field." **Boris Segalis** (see p.696) is well known

for his experience representing clients in government investigations and frequently provides regulatory advice to developers of new technologies, including AI. **Strengths:** *"His advice is extremely sound and he has strong knowledge."*

Tiffany Cheung (see p.1009) routinely handles complex and high-profile class actions. Her broad practice also involves representing clients in a range of disputes, including those relating to consumer advertising issues and wiretapping claims. **Strengths:** *"Tiffany provides fantastic advice."*

"She is practical, responsive and very knowledgeable." **Kristen Mathews** (see p.634) is a highly regarded attorney, noted for her standout experience

perience in the creation of customized compliance programs, including breach response planning.

Strengths: “Kristen provides practical advice quickly.” **Julie O’Neill** (see p.657) is recommended for her expertise in a wide range of privacy matters, frequently advising on CCPA and COPPA compliance, as well as acting for clients undergoing FTC investigations. **Strengths:** “Julie is fantastic. In addition to being extremely responsive, she’s very thorough and has a very broad base of knowledge.” “She’s really pragmatic and very good with clients.” **Purvi Patel** (see p.664) has a broad client base that consists of organisations in the technology and retail space. She has experience of handling issues arising from claims under the California Consumer Privacy Act and California False Advertising Law. **Strengths:** “Purvi is excellent, she is really great to work with and very sharp.”

Nathan Taylor (see p.716) specializes in financial privacy law and is proficient at handling various governmental investigations. **Strengths:** “Nathan has excellent knowledge of the space.” “He is great – he’s very responsive, thoughtful and detailed.”

Melissa Crespo (see p.533) demonstrates considerable strength in providing counsel to clients on HIPAA compliance and matters related to AI technologies in the healthcare privacy sphere.

Strengths: “She is very responsive and offers great analysis.” “Melissa always provides a very high level of service and responds very quickly. She also has an exceptional knowledge of the subject matter.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright’s privacy and data security group is recognized for its incident response and cyber capabilities. Its global coverage is highly valued by significant clients in need of assistance on cyber attacks and ransomware incidents. The team is also adept at providing privacy compliance advice in line with the CCPA, HIPAA and GDPR.

Strengths

“The team are able to advise on the most complex matters, using superior technical understanding, experience in multijurisdictional legal advice and interactions with regulators.”

“Norton Rose’s group are exceptional at client service.”

“The firm has a deep, cross-border bench.”

Notable practitioners

Global co-head of information governance, privacy and cybersecurity, **Chris Cwalina** is well regarded in the cybersecurity sphere, with significant experience of responding to cyber incidents with global clients. **Strengths:** “Chris is knowledgeable and commercial.” “He is steeped in technical knowledge.” **Steven Roosa** has a distinguished practice in the space. He is noted for his ability to advise clients on cross-border privacy compliance, including with regard to GDPR and cross-border data transfers. **Strengths:** “He has a tremendous depth of knowledge.” “Steve is really excellent when it comes to privacy and his technical knowledge.”

Octillo Law

What the team is known for Octillo Law Firm: Legal + Tech is renowned in the privacy and data security space. The group boasts considerable

experience in assisting clients in complex cybersecurity incidents. The team is also notably adept at defending clients in class actions and regulatory investigations.

Strengths

“We are routinely impressed by Octillo Law Firm.”

Notable practitioners

Daniel Greene and Patrick McNally are key contacts for the firm.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick Herrington has an impressive integrated practice and it offers clients the full gamut of services across privacy and data security from advisory and regulatory compliance to high-profile litigation and enforcement. Growing team with the ability to act for clients on national and international mandates, tapping into the firm’s global network. Particularly adept at advising clients in the technology and education sectors in addition to clients in the financial services industry. Extensive experience advising clients on FTC-related matters.

Strengths

“Orrick, Herrington is an excellent firm. The team is very knowledgeable, always accessible, practical and experienced.”

“The team is well equipped to handle complex and sophisticated matters.”

“Orrick contains very skilled, thoughtful, strategic and practical practitioners.”

Notable practitioners

Heather Egan Sussman counsels clients on the full spectrum of transactional concerns pertaining to privacy and data security. She boasts specific experience in advising clients in the context of ransomware attacks as well as on adtech matters.

Strengths: “Heather is really sharp and impressive.” “She is thoughtful, strategic and proactive.”

Aravind Swaminathan is formidable in assisting clients with both the noncontentious and litigious elements of cyber-attacks and security breaches, including resulting class actions. **Strengths:**

“Aravind has a lot of experience and he’s responsive.” “He’s an amazing attorney.” **Behnam Dayanim** has considerable experience of advising clients in the gaming, technology and media sectors on a range of privacy issues. **Strengths:** “Behnam is a great lawyer.” **Michelle Visser** is equally capable in both compliance and enforcement elements of privacy regulation. She has strong expertise in BIPA litigation matters. **Strengths:** “She’s a terrific attorney.” “Michelle excels at client service, she’s an excellent lawyer.”

Paul Hastings LLP

What the team is known for Paul Hastings maintains an excellent reputation for its breadth of capabilities in privacy and data security matters; these include CCPA compliance, incident response counseling and regulatory due diligence on M&A transactions. Particularly noted for its work with major global technology, real estate and entertainment companies, often regarding adtech issues.

Strengths

“Paul Hastings has a sophisticated practice.”

“The team is very responsive.”

“We have been able to benefit from the legal exper-

tise and resources that Paul Hastings has.”

Work highlights Paul Hastings acted on behalf of Ultimate Fighting Championship in a putative class action concerning UFC Fight Pass, a subscription-based video streaming service that gives UFC fans access to video content online.

Notable practitioners

Aaron Charfoos is the global chair of the firm’s data privacy and cybersecurity practice.

Perkins Coie LLP

What the team is known for Perkins Coie has an experienced group that excels in matters pertaining to cross-border data transfer and also provides counsel on global strategies for compliance with data protection laws. Maintains particular expertise in requests for information work and is also adept at advising on data breach issues, including matters with national security implications. Represents clients from a range of sectors, including information technology, telecommunication and consumer product manufacturing. Noted for substantial strength in the representation of companies in government investigations and class actions.

Strengths

“The group is incredibly strong and they have a deep grasp of legal issues.”

“Perkins has a very solid bench and the lawyers are always responsive and considerate.”

Notable practitioners

Meredith Halama (see p.576) is very experienced in the privacy space, often advising clients on highly complex areas at the intersection of law and technology. She is also well respected by peers for her expertise in adtech privacy matters.

Strengths: “She has deep understanding of the industry and its business practices.” “Meredith is very well respected and impressive in the adtech space.” **Janis Kestenbaum** is highly experienced in advising on the navigation of consumer protection regulations in a privacy context. **Strengths:** “Janis is a great lawyer.” “She’s terrific, she is effective and very knowledgeable.” **James Snell** (see p.706) has a well-rounded privacy practice. He has expertise in COPPA and CCPA-related matters and is often sought out by clients to represent them in emerging areas such as session replay litigation.

Strengths: “Jim is a terrific adviser and he has a broad range of knowledge.” “He is a dedicated lawyer.”

Polsinelli PC

What the team is known for Polsinelli is renowned for its team of experienced practitioners, often previously in a privacy government role. It is a go-to firm for HIPAA advice for clients in the healthcare industry. The team has further experience of assisting clients with incident responses and related class actions. The practitioners are adept at handling issues containing cross-border elements.

Strengths

“It’s an excellent, customer-oriented firm.”

“Polsinelli’s team delivers timely, practical and high-quality work product.”

Notable practitioners

Iliana Peters of Polsinelli specializes in the intersection of privacy law with the healthcare sector,

including the protection of electronic health and HIPAA compliance. **Strengths:** “*Iliana is very knowledgeable and responsive.*” “*She’s a strong advocate for her clients.*” **John Thomas Malatesta** handles a wide spectrum of cybersecurity issues including class actions and investigations. He also has notable experience of responding to ransomware attacks. **Strengths:** “*John is a highly skilled attorney.*” **Kathleen Kenney** of Polsinelli has vast knowledge of HIPAA matters, as well as other domestic and international privacy laws. **Strengths:** “*Kathleen is a smart lawyer.*” **Starr Turner Drum** has a burgeoning practice in this space. She is noted for her ability to represent clients in complex privacy litigation, as well as investigations by regulatory bodies such as the FTC and OCR. **Strengths:** “*Starr is a fantastic resource and a pleasure to work with.*” “*Her work is impeccable, she delivers it efficiently and she finds solutions to the most intractable problems.*”

Reed Smith LLP

What the team is known for Reed Smith has a well-established practice that is highly experienced in representing clients in complex FTC proceedings and privacy-related litigation. Additional capability in assisting clients with incident response preparedness and crisis planning. Also routinely sought out for guidance on diverse regulatory issues including CCPA and GDPR compliance.

Strengths

“*Reed Smith’s team has knowledgeable counsel with up-to-date guidance in multiple areas of law.*” “*The firm has a great mix of attorneys for our needs. The team is also very responsive.*” “*The team is strong and provides solid advice.*”

Notable practitioners

Gerard Stegmaier assists clients in complying with regulatory regimes, including both data protection and cybersecurity matters. He also frequently represents the subjects of governmental investigations and enforcement actions. **Strengths:** “*Gerry is very responsive.*”

Ropes & Gray LLP

What the team is known for Ropes & Gray has a well-regarded data security team boasting capabilities in both regulatory compliance and breach response. Works with household-name clients across a range of industries, with notable strength in the private equity and leisure sectors. Often turned to for assistance with diverse privacy legislation, including GDPR, CCPA and HIPAA compliance. Also widely regarded for its strength in data breach litigation.

Strengths

“*The team’s level of service was exceptional.*” “*It’s a phenomenal team – they are extremely thoughtful and true subject matter experts.*” “*Ropes & Gray’s practitioners are very experienced, responsive and diligent.*”

Work highlights Ropes & Gray is representing Cinven and its portfolio company, TaxAct, in a variety of FTC, state AG and congressional investigations related to allegations surrounding TaxAct’s use of pixel technology on its tax preparation website.

Notable practitioners

Edward McNicholas (see p.639) ‘practice incorporates both counseling and litigation, including investigations conducted by enforcement entities. **Strengths:** “*Edward provides very sage advice and is very approachable.*” “*He’s very knowledgeable and well regarded.*” **Deborah Gersh** (see p.1725) is noted for her ability to provide guidance on a range of issues under state privacy and security laws, as well as HIPAA. **Strengths:** “*Deborah is very knowledgeable and practical.*”

Shook, Hardy & Bacon LLP

What the team is known for Shook, Hardy & Bacon maintains a fine reputation in the privacy and cybersecurity space, excelling in a wide range of compliance and contentious regulatory matters. Areas of particular expertise include issues emerging from legislation such as BIPA and CCPA, and advising clients on responding to cybersecurity incidents.

Strengths

“*It is a go-to firm for complex privacy issues and it has a very deep bench.*” “*Shook, Hardy has a very deep bench.*” “*The team is comprised of talented individuals that collectively and individually provide excellent service and support.*”

Work highlights Shook Hardy advised Mutual of Omaha on the privacy and data security legal consequences of adopting new consumer services and marketing techniques.

Notable practitioners

Alfred Saikali (see p.689) frequently handles data security compliance matters in addition to acting in privacy class actions. His regulatory practice encompasses both domestic and global matters. **Strengths:** “*Al has a longstanding understanding of the importance of the space and provides valuable knowledge and insight.*” “*He is a phenomenal lawyer.*” **Colman McCarthy** (see p.636) has a growing practice in privacy compliance counseling on CCPA issues. He is also experienced in advising clients on the steps to take in readiness and response to data breach incidents. **Strengths:** “*He’s an extremely smart lawyer.*” **Camila Tobón** (see p.719) is called upon for her data privacy expertise, advising companies on compliance matters and data programs. **Strengths:** “*Camila has a depth of knowledge of the subject.*” “*She’s extremely easy to work with, always delivers on time and produces excellent work product.*”

Sidley Austin LLP

What the team is known for Sidley Austin has an excellent practice that is recognized for its litigation strengths and compliance expertise, maintaining a respected incident response and data breach team. Offers advice to clients on a wide array of issues, including big data, cybersecurity and cross-border information flow matters. Broad-ranging sector expertise includes consumer products manufacturing, financial services, retail, technology and transportation. Works with the firm’s well-regarded corporate practice, conducting privacy and cybersecurity diligence for M&A.

Strengths

“*Sidley has a very deep bench.*” “*Sidley’s attorneys provide practical advice.*”

“*The team’s technical expertise is really great.*”

Work highlights Sidley Austin advises ABB on cybersecurity matters with respect to the investigation and response to a global ransomware matter.

Notable practitioners

Alan Charles Raul (see p.675) attracts praise for his vast experience in the privacy and data security space, often advising corporate clients on regulatory compliance and data breach response. He is also known for his significant contribution to federal privacy legislation. **Strengths:** “*Alan is incredible, he’s very responsive and has tremendous experience.*” “*He is very thorough and very smart.*” **David Lashway** (see p.617) is a highly regarded representative for clients in cybersecurity regulatory investigations and frequently advises on data breach response. **Strengths:** “*David has very good experience and is a zealous advocate.*” **Colleen Theresa Brown** (see p.514) has a strong privacy practice managing data breach issues and litigation. She also has experience of working on privacy matters following acquisitions. **Strengths:** “*Her technical expertise is really great.*” “*Colleen is very strong.*” **John Woods** (see p.737) is held in high regard for his ability to assist clients on high-profile cyber incidents. He is notably adept at advising clients on matters related to ransomware.

Troutman Pepper

What the team is known for Troutman Pepper boasts a distinguished team that is notably adept at advising clients in the automotive, technology and retail sectors. The group provides counsel on a number of issues, ranging from the formation of privacy programs to cyber incidents. The practitioners are also experienced in defending clients against allegations of violations of the FCRA.

Strengths

“*The Troutman team includes a deep bench of legal and business experts.*” “*Troutman’s group is extremely collaborative and pragmatic.*” “*The team offers diverse knowledge in all areas of privacy.*”

Work highlights Troutman Pepper advised InMobi on compliance with new laws in the US and China and new modules of the EU’s Standard Contractual Clause, among other issues.

Notable practitioners

James Koenig (see p.611) of Troutman Pepper has a noted practice showcasing prowess in responding to FTC investigations, particularly for technology companies. He has further experience of providing counsel on ransomware issues. **Strengths:** “*Jim is a very strong and experienced attorney.*” “*He’s a great lawyer.*”

Venable LLP

What the team is known for Venable has a distinguished privacy group that handles a diverse range of complex matters across an array of sectors, including retail, financial services and communications. Continues to be sought out for its advice and understanding of the latest developments in the market, and is noted for its regulatory and public policy expertise. Noted for its extensive experience addressing concerns asso-

ciated with the advertising and marketing industries.

Strengths

"It's a very knowledgeable and responsive team."

"The team's work is efficient, practical and reflective of a deep understanding of the law."

"The practice has both breadth and depth."

Work highlights Venable provided counsel to Alliance for Trust in AI on its launch. Venable serves as general counsel, legal and policy staff to the Alliance.

Notable practitioners

Stuart Ingis (see p.593) maintains a prominent privacy practice in addition to being chairman of the firm. He is particularly capable at handling data security matters affecting the advertising technology industry. **Strengths:** *"Stuart is extraordinary."* *"He is excellent, he has really good industry knowledge, commercial instincts and knows the law inside and out."* **Emilio Cividanes** (see p.527) is notable for defending clients in government investigations, specifically those conducted by the FTC. Clients additionally look to him in advertising technology matters. **Strengths:** *"He has great understanding and the ability to provide excellent client services."* *"Emilio is an exceptional lawyer."* **Michael Signorelli** (see p.702) is regularly sought by high-profile clients to advise on adtech privacy issues. He boasts both domestic and international experience. **Strengths:** *"Mike is fantastic, he's very responsive and strategic."* *"He is a pleasure to work with and he distills complex topics to their essence."* Cochair of the privacy and data security group, **Julia Kernochan Tama** boasts an impressive practice in the space. Her clients stem from a broad range of sectors, including retail, financial services and media. She advises clients on health privacy and children's privacy issues, among other matters. **Strengths:** *"Julia is an amazing lawyer."* *"She has technical expertise and is very strategic."*

WilmerHale

What the team is known for WilmerHale is prominent for counseling high-profile, sophisticated clients on cutting-edge privacy and data security concerns. Demonstrates vast experience and knowledge of the Internet of Things, cross-device tracking and big-data initiatives. Sought after for defensive skill in national and regional investigations and compliance issues. Offers strength in healthcare-specific data protection matters, including HIPAA compliance. Extensive experience of advising on the implementation of CCPA, CPRA and GDPR compliance plans.

Strengths

"The depth of the firm's experience always impresses me."

"The team handles very complex regulatory questions and the practitioners are exceptionally detailed."

"Wilmer is a fantastic firm."

Notable practitioners

Kirk Nagra is a high-level data security practitioner with notable capabilities to serve healthcare and financial services clients. **Strengths:** *"Kirk is extremely well regarded."* *"He's one of the most experienced and best healthcare privacy lawyers."* **Benjamin Powell** (see p.672) handles a wide range of incident response work, from the

preparatory stages of planning and risk avoidance to internal and enforcement investigations.

Strengths: *"He has a very strong reputation in the space."* *"Ben is one of the best lawyers in the market and he's great to work with."*

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini demonstrates impressive capabilities in class actions and government investigations, with particular experience in matters concerning the FTC and state attorneys general. Regularly advises clients on implementing privacy policies and data security compliance. Also well regarded for its expertise in M&A activity with data transfer requirements, and transactions in which data is considered an asset. Noted for its expertise on issues concerning the CCPA, BIPA, COPPA and VPPA. Experienced in matters pertaining to national security, such as handling requests for information under the Foreign Intelligence Act and National Security Letters.

Strengths

"The team are very experienced and are capable of taking on complicated matters. They also have deep expertise and a deep bench."

"Wilson Sonsini's group provides practical, sophisticated and super-timely legal advice."

"The group is knowledgeable, client service-oriented and extremely responsive."

Work highlights Wilson Sonsini advised YouTube on a variety of compliance issues related to children's privacy and content moderation issues.

Notable practitioners

Lydia Parnes has a formidable reputation in the consumer protection sphere of privacy and data security, regularly representing clients in FTC investigations. **Strengths:** *"She's one of the most wonderful lawyers to work with. She's hyper-responsive and exceptionally knowledgeable."* *"Lydia is a top-notch lawyer."* **Christopher Olsen** shines in counseling clients undergoing FTC investigation, drawing on a wealth of firsthand experience as a former regulator. **Strengths:** *"Chris provides practical, sophisticated and timely legal advice."* *"He has an excellent work ethic and is very responsive."* **Maneesha Mithal** demonstrates considerable strength in assisting clients with FTC investigations and privacy strategies. **Strengths:** *"She cuts to the heart of complex questions quickly and is always super-responsive."* *"Maneesha offers highly practical and thoughtful advice."* **Libby Weingarten** has impressive strength in privacy counseling, often being sought out by clients to advise on CCPA, GDPR and GLBA issues. She also has experience in government investigations. **Strengths:** *"Libby is a pleasure to work with - she has a very strong legal mind and provides strong practical advice."*

ZwillGen PLLC

What the team is known for ZwillGen is a boutique privacy law firm that offers the full range of information security advice. Comes recommended for its class action work, acting for prominent internet, technology and media companies. Also well versed in FTC and state attorney general investigations, and maintains a fine reputation for its work on data protection, surveillance and

cybersecurity issues. Additionally experienced in internet gaming and fantasy sports matters.

Strengths

"ZwillGen has a strong knowledge of the privacy laws."

"ZwillGen consistently provides clear, pragmatic advice and support in an efficient manner."

"The team is excellent and deep, they are always available and responsive."

Work highlights ZwillGen represented the Boston Globe in a putative VPPA class action.

Notable practitioners

Marc Zwillinger is a widely known expert in the rights of government agencies to access data held by businesses. **Strengths:** *"Marc is an excellent lawyer."* *"He provides really expert advice and he's responsive to requests."* **Kandi Parsons** is a rising star in privacy and regularly represents clients in FTC investigations and defending class actions. **Melissa Maalouf** is sought after for her expertise on data protection compliance matters, on both a state and global level. **Strengths:** *"Melissa is terrific."* *"She is an excellent attorney. She has incredible subject matter expertise and provides prompt and practical advice."*

Other Ranked Lawyers

Matthew Baker (see p.495) of Baker Botts is adept at handling state and global data privacy law compliance for various companies. He has considerable experience in advising on CPRA, BIPA and GDPR issues. **Strengths:** *"Matt is business-minded and he provides very practical advice."* *"He is thorough, informative, thoughtful and efficient."*

Stewart Baker of Steptoe & Johnson focuses on the intersection between data protection and national security law, particularly drawing from his previous government experience working for the Department of Homeland Security. **Strengths:** *"Stewart is very smart and experienced."* *"He's a legend in the space."*

John Carlin (see p.520) of Paul, Weiss, Rifkind, Wharton & Garrison is the cochair of the cybersecurity and data protection practice. He has a broad-ranging practice that involves providing ransomware and incident response counsel, as well as representing clients in class actions relating to alleged violations of wiretapping laws. **Strengths:** *"He has excellent judgment and experience."* *"His advice on the most challenging questions is practical, helpful and reflects deep experience and judgment."*

Amey de La Lama chairs the global data privacy and security team at BCLP. She has experience of handling an array of privacy matters, ranging from biometrics and AI privacy issues to GDPR compliance. **Strengths:** *"She is an incredible attorney, who provides excellent advice no matter how complex the issue."* *"She's very responsive, knowledgeable and efficient."*

Margaret Eisenhauer of Privacy & Information Management Services supplies clients with advice on establishing and maintaining privacy and data protection programs, covering concerns across multiple territories. **Strengths:** *"Margaret is an incredible lawyer."* *"She is fantastic, she is really good at what she does."*

Linn Freedman (see p.558) of Robinson & Cole counts data breach response and defending resulting privacy claims as important pillars of her practice, which regularly sees her acting for healthcare businesses. **Strengths:** “Linn provides excellent counsel on a wide range of privacy and information security matters.” “She is a true professional with deep knowledge.”

Reed Freeman of ArentFox Schiff regularly represents clients in FTC investigations in addition to advising clients on complying with federal privacy regulations. He has noted expertise in the adtech privacy space. **Strengths:** “Reed is super-smart and an excellent practitioner.” “He’s a very experienced lawyer.”

Nicole Friedlander (see p.2572) of Sullivan & Cromwell is recognized for guiding clients through the aftermath of cyber-attacks and data breaches, including internal investigations and SEC inquiries. **Strengths:** “Nicole has remarkable depth in cybersecurity. She is phenomenally practical and well versed.” “She’s a great lawyer.”

Chair of the data privacy, cybersecurity and digital assets practice, **Alan Friel** of Squire Patton Boggs is held in high regard in the data privacy space. He routinely advises adtech companies and advertisers on related legal issues. **Strengths:** “Alan is brilliant, he is one of the best in the industry.” “He’s a great lawyer who is very practical.”

Beth George is held in high regard for her ability to advise clients on crisis management and preparation. **Strengths:** “Beth is a really great lawyer who instills confidence in her clients.” “She’s a very knowledgeable attorney.”

Reece Hirsch of Morgan, Lewis & Bockius has a healthcare-centric privacy practice that revolves around compliance with HIPAA and other federal and state regulations.

Daniel Ilan (see p.593) of Cleary Gottlieb Steen & Hamilton frequently advises on domestic and international privacy law matters. He has noted experience with transactional privacy issues. **Strengths:** “He’s thoughtful and knowledgeable.” “Daniel is very business-savvy and pragmatic.”

Laura Jehl (see p.596) of Willkie Farr & Gallagher is called upon by clients to assist in a range of data privacy and cybersecurity matters, including breach notifications and AI and biometric law compliance. She has considerable experience of advising clients in the technology sector. **Strengths:** “She is a very good and practical lawyer.”

Odia Kagan (see p.599) of Fox Rothschild has experience of advising on privacy compliance across a range of sectors, including the manufacturing, finance and technology space. **Strengths:** “Odia is very pragmatic and knowledgeable.” “She displays a tremendous depth of knowledge.”

Amy Keller of DiCello Levitt, a plaintiff-side attorney, is praised for her work in cutting-edge data breach litigation matters. **Strengths:** “Amy is a very strong attorney.” “She’s a terrific lawyer.”

Gary Klinger (see p.610) of Milberg Coleman Bryson Phillips Grossman has notable experience of representing clients in class actions arising

from data breaches and alleged violations of the Illinois Biometric Information Privacy Act. **Strengths:** “A terrific data breach lawyer.”

Melissa Krasnow (see p.614) of VLP Law Group has an impressively well-rounded privacy practice covering counseling on issues such as CCPA, HIPAA and COPPA, as well as handling data breach incidents and enforcement matters. **Strengths:** “Her work is really stellar and she has a deep understanding of the space.” “She’s a very client-focused lawyer.”

Scott Lashway of Manatt Phelps & Phillips is recognized for his work advising on cybersecurity and data protection programs in addition to assisting with data breaches, particularly in the healthcare sector. **Strengths:** “He has an excellent grasp and wide-ranging knowledge of the subject matter.”

Amy Leopard of Bradley Arant is noted for her expert representation of clients in the healthcare industry, counseling on breach response and the implementation of HIPAA compliance programs. **Strengths:** “She’s a really knowledgeable lawyer.” “Amy is an excellent attorney.”

Christine Lyon of Freshfields Bruckhaus Deringer is the global cochair of the firm’s privacy practice, with deep experience in privacy counseling. She is noted for her ability to advise clients in the technology, life sciences and retail sectors. **Strengths:** “She is extremely responsive and has a practical approach.”

Jonathan Neiditz of Kilpatrick Townsend is well versed in global privacy laws. He has expertise in transactional matters, as well as data monetization. **Strengths:** “Jonathan is a terrific lawyer.” “He handles complex issues and is practical.”

Dominic Paluzzi (see p.661) of McDonald Hopkins is the cochair of the data privacy and cybersecurity group. He is notably adept at handling incident response following data security incidents on behalf of clients from a range of sectors, including retail, healthcare and technology. **Strengths:** “Dom is phenomenal to work with.” “I wholeheartedly endorse Dom for his expertise and unwavering commitment in handling privacy and security matters.”

Lisa Ropple of Jones Day is regularly sought out by clients to advise on significant ransomware incidents and breach issues. She also displays strength in litigation and privacy compliance counseling. **Strengths:** “Lisa is fantastic, she knows the subject inside and out.” “She is very responsive and practical.”

Kristen Rosati (see p.822) of Coppersmith Brockelman is recognized for her standout work handling compliance, breach response and regulatory investigations in the healthcare space. **Strengths:** “Kristen is a very strong communicator and she’s very effective. She also has great experience.” “She has deep subject matter expertise.”

Marc Roth of Cobalt Law is noted for his strength in advising clients on a range of issues, including the FTC Act, COPPA and CPPA. **Strengths:** “Mark is a great lawyer.”

Eric Setterlund (see p.697) of Bradley Arant Boul

Cummings is the cochair of the cybersecurity and privacy practice group. He is routinely called upon to represent clients during complex cyber attacks.

Strengths: “Eric has very deep knowledge and he’s very practical.” “His greatest strength is giving sound and actionable business advice.”

Brenda Sharton of Dechert has a very diverse privacy and data security practice with strengths in investigations, litigation and cyber-attack matters. **Strengths:** “Brenda is fabulous – her deep expertise is invaluable.” “She is super-responsive and has extensive experience.”

Chair of Cozen O’Connor’s emerging data privacy trends practice, **Melissa Siebert** has a distinguished practice that involves representing clients in data-related class actions. She regularly handles cases related to the GIPA, CIPA and VPPA. **Strengths:** “She’s a very good lawyer.”

David Simon (see p.702) is experienced in dealing with a wide range of cybersecurity issues, including assessing incident response plans and responding to large ransomware attacks. **Strengths:** “David is extremely knowledgeable.” “He has an extraordinary command of cyber, privacy and the evolving threat landscape.”

Melissa Soliz (see p.825) of Coppersmith Brockelman PLC has a burgeoning practice in the space. She is highlighted for her strength in advising clients on state and federal health and consumer data privacy laws. She has notable strength providing counsel on the ONC Information Blocking Rule. **Strengths:** “Mel is an outstanding resource.” “She’s just outstanding in this space.”

David Stauss of Husch Blackwell is noted for his ability to provide guidance and compliance advice to clients surrounding state privacy laws, including the CCPA and CPRA. **Strengths:** “David is super-knowledgeable and responsive. He is also great at keeping on top of all of the fast-moving trends.” “He is fantastic, he is extremely knowledgeable.”

Liisa Thomas of Sheppard, Mullin, Richter & Hampton fulfills a general advisory role, as well as advocating for clients in contentious data breaches. **Strengths:** “We are impressed with her attention to detail, ability to make very complex issues simple and excellent legal work.” “Liisa is very smart and very knowledgeable.”

Amanda Witt of Kilpatrick Townsend advises clients, including those in the technology sector, on compliance with data security regimes. **Strengths:** “Amanda is fantastic to work with. She delivers commercial advice and she is extremely knowledgeable.”

Tina Wolfson of Ahdoot & Wolfson is a distinguished litigator with notable experience of handling class actions arising from data breaches. **Strengths:** “Tina is a zealous advocate for her clients.”

John Yanchunis of Morgan & Morgan is a highly regarded litigator, who is notably adept at handling complex class actions in the data space. **Strengths:** “John is knowledgeable about data breaches.”

Private Credit Nationwide

Private Credit
Leading Firms
Band 1
Davis Polk & Wardwell LLP
Latham & Watkins LLP
Paul Hastings LLP
Proskauer Rose LLP
Band 2
Akin
Alston & Bird LLP
King & Spalding LLP
Leading Individuals
Band 1
Breen Justin Proskauer Rose LLP *
Creem Gary Proskauer Rose LLP *
Daly Jennifer Paul Hastings LLP *
Kyrwood Jason Davis Polk & Wardwell LLP *
Palumbo Nicholas A Davis Polk & Wardwell LLP *
Saffos Stelios Latham & Watkins LLP *
Seale Daniel Latham & Watkins LLP *
Xue Alfred Latham & Watkins LLP *
Yount Jennifer St. John Paul Hastings LLP
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

Davis Polk & Wardwell LLP

What the team is known for David Polk & Wardwell is considered a destination of choice for transactional work in the private credit space. The firm acts for an enviable array of major investment firms on lender-side work, drawing from a sizable pool of expert practitioners with a strong pedigree in complex financing matters.

Strengths

"Davis Polk are able to deftly navigate the most complex transactions and execute in a manner which is advantageous to their clients."

"The team is strong, from senior partners down to new associates. They are next to none in their understanding of the market."

"The Davis Polk team was fantastic. They're on top of details, available at all hours, and solution-oriented."

Work highlights Davis Polk represented a group of 24 direct lenders, including Oak Hill Advisors and Blue Owl Capital, in Finstra Group's \$5.32 billion refinancing.

Notable practitioners

Jason Kyrwood (see p.616) is held in high esteem for his excellent pedigree in high-value financing work. He acts as co-head of Davis Polk's finance group as well as co-lead of the private credit and direct lending practice. **Strengths:** "Jason is a heavyweight in the private credit space." "He is very much on top of things. Jason is extremely responsive and his answers are thoughtful, taking advantage of all the resources the firm has internally." "Jason is always very involved in the negotiations and has a nuanced understanding of deal points." **Nicholas Palumbo** (see p.661) is a supremely experienced and respected force in the private credit market. He serves as co-lead of the firm's private credit and direct lending practice, regularly advising his

clients on high-profile transactions. **Strengths:** "Nicholas is a phenomenal lawyer and is very effective at getting to the right answer in a quick and commercial way." "He is very constructive, protecting his clients' interests while solving problems efficiently and effectively." "Nicholas's ability to remain calm under duress is one of his finest attributes, you never see him sweat."

Latham & Watkins LLP

What the team is known for Latham & Watkins has attained a reputation for excellence for its private debt and direct lending practice, with clients often turning to its lawyers for their most complex and sophisticated lending transactions. The firm offers expertise across the full range of financing matters, including midmarket and large-cap transactions.

Strengths

"Latham are excellent in both private credit and more general banking deals. They have a lot of experience and are a fantastic firm."

"I feel well represented and safe when I'm using them. They are going to be appropriately commercial, but not lead me to do anything off-market or stupid which would expose our platform."

Notable practitioners

Stelios Saffos (see p.688) is frequently called upon by private equity firms and other investors on a broad range of lending and wider capital markets transactions. **Strengths:** "He's an amazing lawyer with terrific knowledge of the market and a commercial approach." "You know you're in great hands when working with Stelios."

Daniel Seale (see p.695) is considered one of the industry's foremost experts in direct lending, with clients benefiting from his tremendous depth of experience in acting for private capital providers across the full gamut of financing transactions.

Strengths: "He's a leader in this space and he's got a really strong grip on what we are looking for, with a strong grip of our documentation and precedents. He's always efficient and helps us get to a good spot in negotiating documentation." **Alfred Xue** (see p.739) is held in high esteem for his lending practice and has an excellent track record in advising private equity firms and other alternative lenders on direct lending transactions. **Strengths:** "Alf is the leading practitioner in the US private credit space. He's fantastic with clients and he's very thoughtful and analytical." "He is prodigious and well liked by large number of direct lending clients, having worked on just about any direct lending you can name. Clients like him because he's commercial and makes things easily understood, speaking in a way that clients do." "I think he's a phenomenal lawyer, he works harder than anyone I know."

Paul Hastings LLP

What the team is known for Paul Hastings is widely considered one of the market's leading choices for sophisticated, high-end direct lending matters. Its impressively experienced team regularly assists a number of household name investor clients on lending matters, ranging from middle-market transactions to syndicated, interna-

tional financings.

Strengths

"Paul Hastings have a strong presence and they have their finger on the pulse of where the market is moving for document points."

"Paul Hastings take a very commercial approach to deal-making and are great to work with. They know and understand the market for every type of deal and can accomplish great results for all parties involved."

"Paul Hastings are excellent at handling complex and sophisticated matters. The experience of their team makes them trusted advisers."

Work highlights Paul Hastings advised a syndicate of direct lenders on the financing of Thoma Bravo's acquisition of Coupa Software.

Notable practitioners

Jennifer Daly (see p.536) heads the firm's private credit group and is frequently called upon to advise industry-leading clients on complex financings. **Strengths:** "Jennifer is an incredibly valuable resource to have - she knows the market inside out." **Jennifer St. John Yount** regularly advises her clients in complex, large-stakes matters, often with a syndicated aspect. She is known for her experience within direct lending and is the cochair of the Paul Hastings global finance practice. **Strengths:** "Jennifer threads the needle very well and is trusted by both sides of a transaction." "Jennifer's transaction experience and rapport working with other law firms is unmatched."

Proskauer Rose LLP

What the team is known for Proskauer Rose is a recognized force in private credit work, with clients benefiting from the firm's long history and strong pedigree in direct lending transactions. The firm advises across the full gamut of financing matters for an enviable array of the planet's leading lenders and asset managers.

Strengths

"Proskauer Rose offers comprehensive and efficient counsel, with strong market knowledge and guidance across the spectrum."

"They are highly capable and are a real force in the market."

"Proskauer is the 800-pound gorilla in the direct lending market. They are legitimately market-leading in this space."

Notable practitioners

Justin Breen (see p.512) is noted for his talent, reputation and longevity within the direct lending market. He regularly represents high-profile clients in complex lending transactions. **Strengths:** "Justin is super-entrepreneurial, he understands the market and he is held in high regard." "Justin's most important aspect is his quality of work and responsiveness." **Gary Creem** (see p.533) is the co-head of Proskauer's private credit group, and he regularly advises high-profile clients. He is responsible for both investment and acquisition lender-side work. **Strengths:** "He's a very commercial lending lawyer with a great sense of the market and a calm and pleasant demeanor."

Band 2**Akin**

What the team is known for Akin's team is held in high regard for its special situations expertise, with lender-side clients profiting from the firm's deep resources and institutional knowledge of bet-the-company bankruptcy and insolvency matters. The firm also frequently advises in traditional private credit work, acting for private equity firms, institutional investors, family offices and wider private debt funds.

Strengths

"Akin offers excellent service. They are very creative, are always available, and are engaged in the deal."

"They are always helpful in thinking through which remedies can be exercised in a potential liquidation scenario."

"Akin are fully aware of the latest market trends in leveraged finance, complex financing structures deployed by financial sponsors, and bankruptcy."

Work highlights Akin advised Bain Capital Special Situations in its co-investment with Pollen Street

Capital in the GBP1.2 billion merger between The Markerstudy Group and Atlanta Group.

Notable practitioners

Daniel Fisher and Ranesh Ramanathan are key contacts in the firm.

Alston & Bird LLP

What the team is known for Alston & Bird is particularly well versed in middle-market lending transactions, acting for individual lenders and syndicates in complex financing structures. It offers high-quality resources in its Atlanta headquarters, alongside a number of debt finance experts in New York and Dallas.

Strengths

"Alston & Bird are very aware of market trends, both in legal and economic terms. They know what it takes to win financing mandates."

"Alston & Bird have excellent capabilities, responsiveness and accountability."

Notable practitioners

Matthew Wrynski is a key contact in the firm.

King & Spalding LLP

What the team is known for King & Spalding draws from a considerably deep bench of lending experts nationwide and internationally to advise lenders on private credit work. The firm regularly advises a broad spectrum of major sponsor clients and institutional investors on high-end and middle-market lending transactions.

Strengths

"King & Spalding is one of the few firms that has a true private credit team dealing with every type of transaction."

"King & Spalding is one of the most robust practices in the market. They are well developed and focused."

Work highlights King & Spalding represented KKR Credit Advisors as administrative agent, collateral agent and lender in the \$935 million credit agreement to fund HIG Capital and Francisco Partners' acquisition of RB Media.

Notable practitioners

Todd Holleman is a key contact for clients.

Private Equity Buyouts Nationwide

Private Equity Buyouts: High-end Capability
Leading Firms
Band 1
Kirkland & Ellis
Simpson Thacher & Bartlett LLP
Band 2
Debevoise & Plimpton LLP
Latham & Watkins LLP
Paul, Weiss, Riffkind, Wharton & Garrison LLP
Ropes & Gray LLP
Weil, Gotshal & Manges LLP
Band 3
Cleary Gottlieb Steen & Hamilton LLP
Davis Polk & Wardwell LLP
Vinson & Elkins LLP
Willkie Farr & Gallagher LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

The editorial is in alphabetical order by firm name.

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP are experienced in advising on large LBOs and throughout every stage of a fund's life cycle. Regularly works with well-known domestic and international clients, including private equity funds, corporate pension plans and investment banks. Brings to bear strengths in the firm's real estate, tax, employee benefits and wider corporate teams to offer holistic transactional advice.

Strengths

"Cleary were responsive and professional. They knew the issues and what was appropriate within the market."

"The team works tirelessly to support their client. The expertise, level of service and responsiveness is excellent."

"They're great thought partners. Cleary go beyond execution to help with strategy and problem-solving to achieve the desired outcome."

Work highlights Cleary Gottlieb Steen & Hamilton LLP advised Warburg Pincus and Advent International in their acquisition of BioPharma Solutions.

Notable practitioners

New York-based David Leinwand is a key contact at the firm.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP has a strong track record in advising high-end and mid-market funds as well as major institutional private equity departments. Areas of expertise include workouts, sales and LBOs, well supported by complementary departments such as financing and tax.

Strengths

"The Davis Polk team is very strategic in how they think about driving practical outcomes in both the drafting and negotiation process."

"It is a very strong, deep and well-resourced team."

"Depth and breadth are the hallmarks of Davis Polk. They are consistently well coordinated and provide top-level advice."

Private Equity: Buyouts: Mid-Market
Leading Firms
Band 1
Goodwin
Ropes & Gray LLP
Sidley Austin LLP
Willkie Farr & Gallagher LLP
Band 2
Dechert LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Gibson, Dunn & Crutcher LLP
White & Case LLP
Band 3
DLA Piper LLP
Jones Day
McDermott Will & Emery LLP
Paul Hastings LLP

Work highlights Davis Polk advised TPG on its \$2.4 billion acquisition of Forcepoint's global governments and critical infrastructure business from Francisco Partners.

Notable practitioners

John Amorosi and William Chudd are key contacts. They are based in the firm's New York office.

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP is experienced in a significant array of US and cross-border buyouts, often working with high-level funds and target corporations. Brings to bear an integrated global practice, able to provide support in areas such as tax, litigation and corporate governance. Demonstrates considerable strength in the healthcare sector, with notable experience handling investments into drug, device and wider consumer product manufacturers.

Strengths

"Debevoise are very commercially-minded and have excellent M&A and financing capabilities."

"They have a very good private equity offering, and have a lot of experience working with sponsors."

"Debevoise are very efficient. They offer strong quality and have a good turnaround."

Work highlights Debevoise & Plimpton LLP advised Clayton Dubilier & Rice and TPG Capital in their acquisition of all outstanding shares of Covetrus.

Notable practitioners

New York-based Kevin Schmidt is a key contact.

Dechert LLP

What the team is known for Dechert LLP provides comprehensive counsel to a wide-ranging mid-market and upper mid-market client base. Offers growing strength in both inbound and outbound cross-border transactions, utilising its network of international offices.

Strengths

"Dechert have amazing quality and deliver a strong work product."

Notable practitioners

New York-based Mark Thierfelder is a key contact at the firm.

DLA Piper LLP

What the team is known for DLA Piper LLP is a prolific deals team with significant experience in transactional work for private equity firms and portfolio companies, with clients benefiting from the firm's extensive global platform and traditional strengths in cross-border matters. Excels in sectors including technology, consumer products, real estate, financial services and energy.

Strengths

"DLA Piper are focused on finding solutions to challenges, and can draw on a wider pool of expertise within the practice."

"Superb responsiveness and attention to client needs mark DLA's approach. They are always on-hand and willing to support, and provide rapid assistance."

Work highlights DLA Piper LLP advised Morgan Stanley Capital Partners on the sale of Ovation Fertility to US Fertility.

Notable practitioners

Atlanta-based Joseph Silver is a key contact at the firm.

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP are a longstanding deals team frequently called upon by clients to assist with upper mid-market mandates. Well versed in the full range of transactional private equity work, alongside notable abilities advising on private equity fund formation issues.

Strengths

"Fried Frank have a very experienced and professional team that can handle complex transactions."

"The team is effective in advising on legal points while highlighting key commercial implications."

"Fried Frank delivers high quality, distinguished and client-focused advice. They are very effective at breaking down complexity into actionable, commercial decision points."

Work highlights Fried, Frank, Harris, Shriver & Jacobson LLP advised Blue Owl Strategic Capital in the sale of Energy Capital Partners to Bridgepoint Group.

Notable practitioners

Christopher Ewan and Steven Steinman are key contacts. They are based in the firm's New York office.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP offers broad strengths acting for sponsors and portfolio companies in transactional work, with considerable skills in cross-border deals through its wide network of offices across the UK, Europe and the Middle East. Sector expertise covers diverse areas including consumer products, energy and entertainment.

Strengths

"Gibson have a broad team and are exceptional at managing complex personalities."

"They have a surgical approach on how to negotiate the points which matter and moving forward efficiently and with a business mindset."

"They are incredibly smart and a pleasure to work with. They know how to narrow matters down to what is important."

Work highlights Gibson Dunn advised Veritas Capital on its \$3.1 billion acquisition of Wood Mackenzie.

Notable practitioners

Richard Birns, Ari Lanin, John Pollack and Michael De Voe Piazza are key contacts.

Goodwin

What the team is known for Goodwin regularly advises on transactional work for private equity firms and portfolio companies, with key experience in the financial services, healthcare, technology and real estate sectors. Particularly noted for its representation of venture capital investors and growth companies.

Strengths

"Goodwin has a deep team with many specialists who are highly competent and commercial."

"It is a talented team."

"Goodwin has a great team of lawyers with expertise across all aspects of a buyout transaction. They have been a great partner to work with and have the right balance of technical expertise and commercial acumen."

Work highlights Goodwin advised Arlington Capital Partners on its carve-out acquisition of the Avian Vaccine Services Business.

Notable practitioners

John LeClaire, Brian McPeake, Chris Nugent and Yash Rana are key contacts.

Jones Day

What the team is known for Jones Day is home to a robust private equity practice with a strong pedigree in deals work for a range of national and international sponsors, as well as advising on portfolio company transactions and venture capital investments. Draws upon the firm's impressive global resources to counsel on cross-border mandates.

Strengths

"The team is very knowledgeable in a variety of areas."

Work highlights Jones Day acted as US counsel to KKR in the EUR3 billion acquisition of IVI-RMA.

Notable practitioners

Randi Lesnick and Andrew Levine are key contacts.

Kirkland & Ellis

What the team is known for Kirkland & Ellis are a powerhouse transactional practice advising a range of leading US and international private equity investors, routinely seen handling high-end and complex mid-market transactional work. Leverages its extensive domestic and international talent pool to offer highly prized strengths in cross-border transactions. Offers supplementary expertise in areas including fund formation and regulatory matters to offer an integrated service to clients.

Strengths

"Kirkland & Ellis have excellent market knowledge and ability to get a deal done."

"They are super strong, highly technical and thoughtful. They help clients to think through all

possible scenarios."

"Kirkland are extremely responsive, know the market and are reasonable in their approach to negotiating on behalf of their clients."

Work highlights Kirkland & Ellis advised Bain Capital in their acquisition of a minority interest in IMA Nanofabrication for \$4.3 billion.

Notable practitioners

Los Angeles-based Michael Woronoff is a key contact.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP offers a full private equity service, from purchases and financings to debt commitment and exit transactions, with strong complementary practices in areas such as tax and antitrust. Supports a reputable and diverse client base on investments in such areas as entertainment, sports and media. Regularly executes sophisticated cross-border transactions, demonstrating strong familiarity with private equity laws in critical markets across the USA, Asia, Europe and the Middle East.

Strengths

"Latham have a unique global angle on situations and ability to leverage their deep knowledge across every aspect of the deal."

"They are incredibly responsive."

"Latham have really good depth across the firm."

Work highlights Latham & Watkins LLP represented Silver Lake Partners in its \$12.5 billion acquisition, in partnership with Canada Pension Plan Investment Board, of Qualtrics.

Notable practitioners

Alex Kelly and Kristen Smith Grannis are key contacts.

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP is a respected firm noted for its strength in mid-market private equity deals. The team has strong skills in handling deals in the healthcare, manufacturing and technology sectors, among others.

Strengths

"They provide sophisticated legal services for complex issues. Everyone on the team is very knowledgeable and thoughtful."

"The team is very well versed in complex M&A transaction dynamics. They're business-minded, diligent and organized."

"McDermott is able to seamlessly navigate complex matters. Team depth is a major strength."

Work highlights McDermott Will & Emery LLP advised H.I.G. Capital on the sale of Lipari Foods to Littlejohn for \$1.2 billion.

Notable practitioners

Frederic Levenson, Gregory Metz, Frank Steinherr and Kristian Werling are key contacts.

Paul Hastings LLP

What the team is known for Paul Hastings LLP offers strong capabilities in handling transactional work for private equity firms, with clients benefiting from an extensive national and international platform for complex deal work. The firm exhibits notable expertise in deals in the industrial and manufacturing and healthcare spaces.

Strengths

"Paul Hastings handled sophisticated matters efficiently and provided valuable insights on market practice."

"The team is very pragmatic in their advice."

"Paul Hastings does a good job of communicating."

Work highlights Paul Hastings advised Accel-KKR on the \$600 million sale of FM-Systems to Johnson Controls.

Notable practitioners

Brian Richard and Scott Joachim are key contacts.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP is an esteemed practice with considerable strength in complex investment and divestment work, advising an impressive client roster which includes leading mid-market entities and premier megafunds. Leverages its strong market presence to guide clients through a comprehensive array of acquisition techniques and advise on recent market developments.

Strengths

"The entire team at Paul Weiss is great. They are fantastic at researching issues and getting the right specialist involved when needed."

"Every member of the team is highly responsive without exception."

"Paul Weiss is immediately responsive to inquiries and consistently proactive in getting ahead of issues."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP advised Roark Capital Management in connection with its acquisition of Subway.

Notable practitioners

Angelo Bonvino and Matthew Abbott are key contacts. They are based in the firm's New York office.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP are a well-established practice with exhaustive experience in private equity investments, calling upon well-honed skills across all stages of a transaction and offering supplementary counsel on transaction-adjacent concerns. Regularly works with global market leaders in buyouts of significant value, as well as handling mid-market deals, with a particularly prominent reputation in the healthcare and life sciences sectors.

Strengths

"Ropes & Gray consistently impresses with its professionalism, knowledge and expertise."

"Ropes & Gray has technical knowledge which can be translated into actionable advice."

Work highlights Ropes & Gray represented TPG Capital in the sale of Creative Artists Agency to Artémis.

Notable practitioners

New York-based David Blittner is a key contact.

Sidley Austin LLP

What the team is known for Sidley Austin LLP boasts a distinguished transactional team with particular flair for handling mid-market transactions, alongside a growing reputation for its work acting for bulge-bracket sponsors. Offers particular strengths in the finance, technology, healthcare and energy sectors.

Strengths

"Sidley provide good analysis of the legal matters as well as good advice on the range of commercial outcomes."

"The team includes true subject matter experts and experienced professionals with very strong judgment."

"Sidley can balance creativity with pragmatism."

Work highlights Sidley Austin LLP represented Apollo Global Management in its high profile acquisition of a significant part of Credit Suisse's Securitized Products Group.

Notable practitioners

Los Angeles-based Dan Clivner is a key contact.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher and Bartlett LLP are a leading presence in the private equity sector, advising both firms and portfolio companies on the most noteworthy multi-jurisdictional and high value buyouts at the industry's cutting edge. Regularly works alongside clients in the development and implementation of novel private equity financing and acquisition methods. Demonstrates broad geographical strengths, acting for investors across North and Latin America, Australasia and Europe.

Strengths

"They are very sophisticated in their advice and have deep experience in this sector."

"Simpson have a highly experienced team which can bring in subject matter experts as needed."

"They are hyper-responsive, have great talent development and young partners of high quality."

Notable practitioners

Elizabeth Cooper and Marni Lerner are key contacts. They are based in the firm's New York office.

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP boasts excellent capabilities in private equity deal work, particularly out of their New York and Hou-

ston offices. Significant investor clients turn to them for support in complex M&A, LBOs and dispositions. The team is especially well known for its deep energy industry experience.

Strengths

"Vinson & Elkins always does a fantastic job on complex matters."

"The firm has an excellent senior bench with a hands-on, pragmatic approach."

Work highlights Vinson & Elkins LLP advised EnCap Investments on the \$4.2 billion sale of substantially all leasehold interest and related assets of Black Swan Oil & Gas, PetroLegacy Energy and Piedra Resources to Ovintiv.

Notable practitioners

Stephen Gill, John Grand and Sarah Morgan are key contacts.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP is often called upon to represent sponsor clients in private equity buyouts and purchases both nationally and cross-border. Enjoys a considerable market share of multibillion-dollar deals and serves a high number of market-leading private equity funds, pension funds and sovereign wealth funds.

Strengths

"Weil's breadth and depth of knowledge and resources makes it well-suited to providing support on complex and sophisticated cross-border legal matters."

"The private equity team is available at all times to respond to inquiries or get on a call. They always go the extra mile to provide excellent client service."

"Weil's ability to handle complexities across very different issues and stakeholders was remarkable."

Work highlights Weil, Gotshal & Manges LLP advised Advent International in its \$6.4 billion acquisition of Maxar Technologies.

Notable practitioners

New York-based Doug Warner is a key contact.

White & Case LLP

What the team is known for White & Case LLP is a prolific private equity practice with considerable experience in domestic and international matters, regularly advising clients on issues ranging from foreign investment to post-transactional tax planning. Wide-ranging sector expertise covers areas including healthcare, infrastructure and technology.

Strengths

"It's a hard working team that can handle difficult demands with grace and resilient."

Work highlights White & Case LLP advised CVC Capital Partners on the acquisition of Scan Global Logistics.

Notable practitioners

New York-based Oliver Brahmst is a key contact.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP are a highly experienced transactional practice which acts for a range of large-cap and mid-market private equity investors, portfolio companies and management teams. Advises on domestic and international deals, aided by complementary resources in areas such as tax and restructuring.

Strengths

"Willkie have a deep and broad team of responsive and helpful lawyers."

"The team is available at all times and knows the market well."

"Willkie has a complete team that can advise on complex corporate transactions."

Work highlights Willkie Farr & Gallagher represented Blue Wolf Capital Partners in its \$1.2 billion acquisition of LOGISTEC.

Notable practitioners

Jeffrey Poss and Neil Townsend are key contacts for the firm. They are based in the firm's New York office.

Private Equity Fund Formation Nationwide

Band 1

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton is in an elite category of private fund practices with a considerable global footprint and an extensive client base of top-tier private equity sponsors. Represents all manner of private equity businesses, including some of the largest debt fund managers. Noted activity in the representation of secondary funds in connection with transactions and fundraisings. Active in all types of investment strategies including buyout, distressed and credit, real estate and infrastructure funds.

Strengths

"The team is extremely high quality, they are extremely responsive and commercial."

"Debevoise has a deep bench and excellent lawyers."

"The group is very professional and extremely well equipped to handle complex situations."

Work highlights Debevoise represented KKR on the formation of KKR European Fund VI, an \$8 billion Europe buyout fund.

Notable practitioners

Rebecca Silberstein has long been noted for her representation of the market's highest profile sponsors, recently handling the formation of high value buyout funds. **Strengths:** "Rebecca has

great experience and market knowledge." **Jonathan Adler** has an estimable practice establishing buyout, real estate and credit funds. **Strengths:** "He is a brilliant negotiator, pragmatic and provides outstanding advice." "Jonathan is a great lawyer." **Andrew Ahern** is adept at launching a range of funds including buyout, credit, energy and venture capital funds. **Strengths:** "Andrew is an excellent advisor." "He is technically astute, business-oriented and a very effective operator." **Lorna Bowen** is sought after for her expertise in organizing a range of private equity funds and co-investment structures. **Strengths:** "Lorna provides excellent advice." **Justin Storms** is proficient in structuring coinvestment structures in addition

Private Equity: Fund Formation
Leading Firms
Band 1
Debevoise & Plimpton LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Kirkland & Ellis
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Simpson Thacher & Bartlett LLP
Band 2
Cleary Gottlieb Steen & Hamilton LLP
Goodwin
Latham & Watkins LLP
Proskauer Rose LLP
Ropes & Gray LLP
Weil, Gotshal & Manges LLP
Band 3
Akin
Cooley LLP
Davis Polk & Wardwell LLP
Gibson, Dunn & Crutcher LLP
Gunderson Dettmer Stough Villeneuve Franklin
Willkie Farr & Gallagher LLP
Band 4
Clifford Chance US LLP
Curtis, Mallet-Prevost, Colt & Mosle LLP
Dechert LLP
DLA Piper LLP (US)
Hogan Lovells US LLP
Linklaters
Mayer Brown LLP
McDermott Will & Emery LLP
Morrison Foerster
Paul Hastings LLP
Schulte Roth & Zabel LLP
Sidley Austin LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Winston & Strawn LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

to both buyout and secondary funds. **Strengths:** “Justin is an excellent advisor.” “He is responsive, smart and incredibly knowledgeable.” **Joe Binder** has a burgeoning practice in the space. He is noted for his ability to provide counsel on the formation of funds focusing on the real estate, technology and hospitality sectors. **Strengths:** “He is a very insightful and sharp lawyer.” “Joe is very client service-oriented.” **Andrew Ford** advises sponsors on the formation of buyout and asset-focused funds as well as coinvestment structures. **Strengths:** “Andrew is effective and efficient.” “He’s a pleasure to work with.” **Jason Auerbach** has developed a strong practice buyout and funds of fund formation, frequently working with well-known sponsors. **Sally Bergmann** focuses her practice on providing counsel to sponsors forming growth, buyout and real estate funds. **Strengths:** “Sally is extremely responsive and she offers strong advice.” **Alisa Waxman**’s practice focuses on establishing funds investing on both a global and domestic scale, including global infrastructure and buyout funds. **Strengths:** “Alisa is a fantastic lawyer.”

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris continues to attract high caliber sponsors in the

Private Equity: Fund Formation
Senior Statespeople and Eminent Practitioners
Senior Statespeople: distinguished older partners
Painter Robin A Proskauer Rose LLP *
Eminent Practitioners
Gerstenzang Michael A Cleary Gottlieb Steen *
O’Neil John R Kirkland & Ellis LLP
Wolf Barry M Weil, Gotshal & Manges LLP *
Leading Individuals
Band 1
Bell Thomas Simpson Thacher & Bartlett LLP *
Berthou Erica Kirkland & Ellis LLP *
Covit Barrie B Simpson Thacher & Bartlett LLP *
Karen Jonathan Simpson Thacher & Bartlett LLP *
Landa Leor Davis Polk & Wardwell LLP *
Masotti Marco Paul, Weiss, Rifkind, Wharton & Garrison *
Rosh Kenneth I Fried, Frank, Harris, Shriver & Jacobson
Silberstein Rebecca F Debevoise & Plimpton LLP
Soler Jonathon G Weil, Gotshal & Manges LLP *
Wolitzer Michael Simpson Thacher & Bartlett LLP *
Wright Andrew Kirkland & Ellis LLP *
Band 2
Adler Jonathan Debevoise & Plimpton LLP
Ahern Andrew Debevoise & Plimpton LLP
Bowen Lorna Debevoise & Plimpton LLP
Gindi Maurice Cleary Gottlieb Steen & Hamilton LLP *
Grossman Shukie Gibson, Dunn & Crutcher LLP *
Hong Michael Davis Polk & Wardwell LLP *
Lenas Elizabeth Cleary Gottlieb Steen & Hamilton LLP *
Persaud Amanda Ropes & Gray LLP *
Sopher Edward D Gibson, Dunn & Crutcher LLP *
Storms Justin Debevoise & Plimpton LLP
Band 3
Breslow Stephanie R Schulte Roth & Zabel LLP
Chizzik Andrew Weil, Gotshal & Manges LLP *
Clark Barton B Latham & Watkins LLP *
Friedrich Laura S Willkie Farr & Gallagher LLP *
Herman Jason Simpson Thacher & Bartlett LLP *
Hill Sean J Kirkland & Ellis LLP *
Lavon-Krein Daniel Kirkland & Ellis LLP
Ryan Kelly Kirkland & Ellis *
Sarno Glenn R Simpson Thacher & Bartlett LLP *
Schwartzman Andrea J Latham & Watkins LLP *
Singer Roger Gibson, Dunn & Crutcher LLP *
Watson David W Goodwin *
Winter David A Hogan Lovells US LLP
Band 4
Arora Monica Proskauer Rose LLP *
Ayer John Ropes & Gray LLP *
Beber Howard J Proskauer Rose LLP *
Biamonte Marc N Ropes & Gray LLP *
Caccia John Skadden, Arps, Slate, Meagher & Flom LLP *
Clark Timothy Freshfields Bruckhaus Deringer (ORL) ◇ *
Deeken James Akin
Ford Andrew Debevoise & Plimpton LLP
Gallegos Wendy Mayer Brown LLP *
Howard Matthew Kirkland & Ellis LLP *
Kallos Chris P Kirkland & Ellis *
Kreisl David DLA Piper LLP (US)
Lee Tricia Dechert LLP
Leipsic Adrian Cleary Gottlieb Steen & Hamilton LLP *
Murray Jordan C Kirkland & Ellis LLP *
Nelson Edward D Latham & Watkins LLP *
Ohayon Lior Willkie Farr & Gallagher LLP *
Proctor Mark Willkie Farr & Gallagher LLP *
Sabin Michael Clifford Chance US LLP
Sager Nadia S Latham & Watkins LLP *
Samman Fadi G Akin
Schwartz Ian McDermott Will & Emery LLP *
Smith Joseph A Schulte Roth & Zabel LLP
Srulowitz Stephanie Epstein Weil, Gotshal & Manges *
Sternoff Joshua H Paul Hastings LLP
Tegeler David W Proskauer Rose LLP *
Band 5
Ashley Allen P DLA Piper LLP (US)
Auerbach Jason Debevoise & Plimpton LLP
Barshay Lawrence N Fried, Frank, Harris, Shriver
Behrens Jason Linklaters *
Blaustein Robert Kirkland & Ellis LLP
Cruz Heather Skadden, Arps, Slate, Meagher & Flom *
Dankis Mike Linklaters *
Devaney Megan Winston & Strawn LLP *
Farhadieh Arash Willkie Farr & Gallagher LLP *
Goldstein Matthew Paul, Weiss, Rifkind, Wharton *
Grady Blayne Akin
Greene Brian I Willkie Farr & Gallagher LLP *
Hussein Amran Paul, Weiss, Rifkind, Wharton & Garrison *
Isom Phillip Willkie Farr & Gallagher LLP *
Kaplan Jeffrey Kirkland & Ellis *
Marrs Nathaniel Willkie Farr & Gallagher LLP *
Mehta Prakash Akin
Melamed Don Proskauer Rose LLP *
Neuschatz Zelenka Rebecca Fried, Frank, Harris
Requenez Eric Ropes & Gray LLP *
Rips Anna Paul Hastings LLP
Schwartz Phyllis Schulte Roth & Zabel LLP
Solomon Justin Kirkland & Ellis *
Tope Adam DLA Piper LLP (US)
Verbeseey Paul J Goodwin *
Washington Nicole Kirkland & Ellis LLP
Wiersma Lindsey Paul, Weiss, Rifkind, Wharton *
Band 6
Bakar Olesya Holland & Knight LLP (ORL) ◇
Bergmann Sally Debevoise & Plimpton LLP
Mandel Bradley Winston & Strawn LLP
Mannon Joseph M Vedder Price PC (ORL) ◇ *
Marian Cynthia Greenberg Traurig, LLP (ORL) ◇
Pereira Shaun Akin *
Reader Dennis Curtis, Mallet-Prevost, Colt & Mosle LLP
Rosenberg Max Paul Hastings LLP
Thomas Stephanie Morrison Foerster *
van Loggarenberg Conrad Paul, Weiss, Rifkind *
Waxman Alisa Debevoise & Plimpton LLP
Winters Ed Nixon Peabody LLP (ORL) ◇ *
Up-and-coming individuals
Fulton Jamal Cleary Gottlieb Steen & Hamilton LLP *
Nestler David McDermott Will & Emery UK LLP *
Osayimwese Omoz Dechert LLP
Rowe Katrina Kirkland & Ellis LLP *
Sherman David Kirkland & Ellis LLP *

real estate, energy, credit and buyout spaces. Valued for the breadth of its fund formation expertise, including infrastructure and growth funds. Able to offer its expanding client base an

integrated service, working closely with its practices in tax, regulatory and employee benefits. Also noted for its strength in cross-border matters.

Venture Capital: Fund Formation
Senior Statespeople
Senior Statespeople: distinguished older partners
Painter Robin A. Proskauer Rose LLP *
Leading Individuals
Band 1
Franklin Steven R. Gunderson Dettmer Stough Villeneuve
Mears Stephen Proskauer Rose LLP *
Band 2
Beaudoin Thomas A. Goodwin *
Captice Sean Gunderson Dettmer Stough Villeneuve
Clendenin John Cooley LLP
Dado John Cooley LLP
Goudey Shane Sidley Austin LLP
O'Donnell Ian Goodwin *
Peppe Nicole Goodwin *
Silber Jordan Cooley LLP
Tope Adam DLA Piper LLP (US)
Band 3
Beber Howard J. Proskauer Rose LLP *
Binder Joe Debevoise & Plimpton LLP
DeFalco Marie Lowenstein Sandler LLP (ORL) ◇
Doherty Eric Cooley LLP
Fore Robert Goodwin *
Hachigian Jay K. Gunderson Dettmer Stough Villeneuve
Kaplan-Gross Kimberley Choate Hall & Stewart (ORL) ◇
Nicholls III Malcolm B. Gunderson Dettmer Stough
Ricapito Bryan Hogan Lovells
Tegeler David W. Proskauer Rose LLP *
Tuchman Yoni DLA Piper LLP *
Van Buren Bradley Holland & Knight LLP (ORL) ◇
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Strengths

"Fried Frank is a great firm."

"The team is extremely knowledgeable and efficiently coordinates cross-border work."

"The group has subject matter expertise."

Work highlights Fried Frank advised Permira on the formation of Permira VIII.

Notable practitioners

Kenneth Rosh is extremely highly thought of for his fund formation advice, regularly working with leading asset management firms. **Strengths:** "He delivers sophisticated and commercial advice." "Kenneth is one of the best lawyers in the market."

Lawrence Barshay is recognized for his expertise in closed-end structures and hybrid funds. His work for private equity clients forms part of his wider private funds capabilities. **Strengths:** "He's very smart, thoughtful and quick to provide responses. He also has a lot of experience."

Rebecca Neuschatz Zelenka is accomplished in establishing private equity funds, including real estate and debt funds. **Strengths:** "She's a fantastic lawyer."

Kirkland & Ellis

What the team is known for Kirkland & Ellis boasts an impressively deep group of private funds specialists noted for its handling of a large volume of fundraisings for prominent high end and mid-market sponsors. A global footprint ensures that it is well equipped to take on sophisticated matters involving buyout funds and real estate funds. Additional expertise in handling

significant secondary transactions. Noted for its experience of working with a wide array of investors as part of a global platform.

Strengths

"Kirkland has a deep bench with true expertise."

"The team is very responsive and the quality of their work is excellent."

"The firm has strong resources to support broad array of needs and outstanding knowledge."

Work highlights Kirkland provided counsel to JPMorgan Chase on the formation of its JPMorgan Infrastructure Investments Fund, a \$30+ billion utility fund.

Notable practitioners

John O'Neil is the head of the investment funds practice group. He is admired for his command of fund formation, including substantial buyout and real estate funds. **Erica Berthou** (see p.504) represents significant asset management firms on large fund raises, including real estate, energy and credit funds. **Strengths:** "She's a terrific lawyer."

"Erica has a lot of experience as a heavyweight in the industry." **Andrew Wright** (see p.738) regularly works with major sponsors on forming growth equity and buyout funds. He has particular experience related to funds focused on the energy and healthcare sectors. **Strengths:** "He has a deep understanding of the market." "Andrew is incredibly responsive and commercial." **Sean Hill** (see p.2020) has notable strength in forming funds including credit funds and other private equity vehicles. He has further experience of advising sponsor-side clients on secondary transactions in their funds. **Strengths:** "He is a wonderful lawyer."

Daniel Lavon-Krein is commended for his strong practice encompassing fund formation and sales of minority stakes in fund managers. **Strengths:** "Daniel's insight is invaluable to us." **Kelly Ryan** (see p.687) specializes in advising sponsors on real estate and infrastructure fund launches. **Strengths:** "Kelly is one of the most experienced funds attorneys in the industry." **Matthew Howard** (see p.590) has notable experience of advising sponsor-side clients on significant fund launches. **Chris Kallos** (see p.600) handles the establishment of significant buyout and venture capital funds. **Jordan Murray** (see p.650) is recognized for his work establishing private equity funds and handling minority stake transactions. He is routinely called upon by significant sponsors to provide counsel. **Robert Blaustein** is based in New York and has a widely respected practice advising asset managers on the formation of private equity funds. He has further experience of providing counsel on strategic investments and transactions. **Strengths:** "Robert has a strong understanding of the market." "He's a great practitioner."

Jeffrey Kaplan (see p.601) regularly advises emerging managers on raising buyout and growth equity funds. **Strengths:** "Jeffrey's an excellent thought partner." **Justin Solomon** (see p.707) is highly adept at providing counsel on the formation of funds to high profile private equity firms.

Nicole Washington is praised for her strong practice advising on fund formation matters, including early-stage fundraisings. **Strengths:** "Nicole is a great practitioner." **Katrina Rowe** (see p.685) has a burgeoning practice in this space. She has significant experience of providing counsel on the

formation of a range of funds, including debt and infrastructure funds. **David Sherman** (see p.700) is routinely engaged in fund formation, management and operation of private equity funds.

Strengths: "David has a broad understanding of the sector and is a strong advisor."

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss has a strong private equity practice counseling elite private equity fund managers on some of the biggest fundraisings in the market. Highly regarded for its experienced structuring of high-end formations, encompassing buyout, distressed and credit funds, among others. Has strong track record in working with global investors.

Strengths

"Paul Weiss has an awesome reputation."

"The firm has a terrific team that is very knowledgeable, practical and has a great sense of the market."

"Paul Weiss has subject matter experts across the firm and high quality talent."

Work highlights Paul Weiss, advised Apollo Global Management on the launch and closing of Apollo Fund X, its latest flagship private equity fund totaling \$20 billion.

Notable practitioners

Among those who frequently turn to **Marco Masotti** (see p.633) for advice on complex fund formation are many of the world's biggest name private equity sponsors. **Strengths:** "Marco is very knowledgeable on all fund related matters." "He is absolutely extraordinary, he's pragmatic and sharp."

Matthew Goldstein (see p.569) counsels sponsors on the structuring of both buyout and direct lending funds. He has further experience of representing private funds in co-investments and direct investments. **Strengths:** "Matthew is a very strong lawyer." **Amran Hussein** (see p.592) has notable experience of advising on the establishment of credit and buyout funds. **Lindsey Wiersma** (see p.734)'s practice is focused on forming a variety of private equity funds on behalf of major sponsors. **Strengths:** "Lindsey has extensive knowledge of the private equity industry." "She has a fantastic balance of experience and market awareness."

Conrad van Loggerenberg (see p.726) enjoys a burgeoning reputation for his funds practice, with an array of leading investment firms calling upon his skills in formation, maintenance and regulatory matters. **Strengths:** "Conrad is an outstanding technical lawyer who is also practical and a real joy to work with." "He is terrific and has a phenomenal client service approach."

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher is a prospering private equity practice with comprehensive expertise that spans traditional buyout funds and alternative assets, including real estate, distressed debt and credit. Unparalleled track record representing some of the largest private equity sponsors in mega fundraisings. Expertise in financial services, infrastructure and energy funds.

Strengths

"Simpson's team has great breadth and the lawyers are very client-oriented."

"Simpson has a deep bench and market insight."

"It's one of the best firms out there for complex and sophisticated funds matters."

Notable practitioners

Thomas Bell (see p.502) regularly advises leading asset management clients on raising large real estate and infrastructure funds. He has further experience of advising clients on secondary transactions. **Strengths:** *"Tom is an icon in the space."* **Barrie Covit** (see p.533) wins acclaim for his deep experience across the private equity fund formation industry. He has capacity to advise on a wide spectrum of funds including those focused on infrastructure, real estate and financial services. **Strengths:** *"Barrie is a very strong lawyer."* **Jonathan Karen** (see p.601) is known for his extensive understanding of launching infrastructure, credit, energy and real estate funds.

Strengths: *"Jonathan is a great attorney."* **Michael Wolitzer** (see p.737) is highly proficient in establishing private equity funds including credit and real asset funds. **Strengths:** *"He's an excellent lawyer."* **Jason Herman** (see p.583) is recognized for his knowledge of forming substantial buyout, real estate and credit funds. **Glenn Sarno** (see p.690) frequently handles the formation of significant funds investing in debt and real assets. He is also held in high regard for his international capabilities. **Strengths:** *"Glenn is a very good lawyer."*

Band 2

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb has deep expertise structuring private equity funds and alternative investment products that are offered in the USA, Europe, Asia and Latin America. Likewise proficient in counseling limited partners on their investments in private equity, hedge and real estate assets. Also noted for its advice on strategic minority investments to fund managers. Experienced in the formation of a range of private funds including credit and special situations funds.

Strengths

"Cleary has a strong team of both partners and associates who can function at the highest level on fund formation matters."

"It's practitioners provide thoughtful guidance and are very responsive."

"The team are industry experts in the fund formation space."

Work highlights Cleary assisted TPG with the formation of TPG Tech Adjacencies II, a technology-focused fund that will invest in internet, software, digital media and other similar technology companies.

Notable practitioners

Michael Gerstenzang (see p.565) is admired for his expertise in credit, secondary and growth funds. **Strengths:** *"Michael is one of the leading fund lawyers in the market."* **Maurice Gindi** (see p.567)'s fund formation practice covers the full range of private equity fund structures. **Strengths:** *"Maurice is great to work with. He's very experienced and commercial."* *"He's prompt, professional and practical."* **Elizabeth Lenas** (see p.620) is highly regarded for her experience in the fund

raising and closing of buyout, credit and growth funds. Her clients are primarily fund sponsors and include those establishing some of the nation's largest funds. **Strengths:** *"She is highly knowledgeable and a great motivator and collaborator."*

"Liza is very responsive and very committed to client service." **Adrian Leipsic** (see p.620) is gaining recognition for his practice, which includes launching buyout and social impact funds. He has further experience of advising sponsors on joint ventures.

Strengths: *"He is efficient and highly responsive to the needs of the clients."* **Jamal Fulton** (see p.560) is noted for his ability to assist on the formation of a range of funds, including hedge, growth and buyout funds. **Strengths:** *"Jamal is great to work with and very experienced."* *"He is an excellent lawyer and a pleasure to work with."*

Goodwin

What the team is known for Goodwin has a respected asset management practice, which encompasses an assortment of private investment products, including private equity, venture capital and real estate funds. Acts for a diverse client base of domestic and international funds of varying sizes. Valued for its advice across structuring, management and compliance issues.

Strengths

"Goodwin's team is sophisticated and it provides valuable insights."

"It is a great firm."

Work highlights Goodwin advised TA Associates on the completion of its fundraising for a fund, TA XV, with total limited partner commitments at its hard cap of \$16.5 billion.

Notable practitioners

Thomas Beaudoin (see p.2007) is adept at forming venture capital funds. He is renowned for his international expertise, especially in advising Israeli fund sponsors. **Ian O'Donnell** (see p.1057) is prized for his deep knowledge of the launch and operation of early-stage investment funds, including those focusing on the life sciences and technology sectors. **Strengths:** *"Ian is a really strong lawyer, he's great."*

Nicole Peppe (see p.666) is proficient in the formation of US and international venture capital funds. Her client base includes both specialist venture capital sponsors and the early-stage arms of diverse private equity houses. **Robert Fore** (see p.557) is routinely called upon to advise sponsors on significant fund formations and operational issues. He advises on funds investing across a range of sectors, including travel and technology. **David Watson** (see p.2043) is valued for his expertise in private equity fund formation for household-name sponsors, notably with regards to real estate funds. **Strengths:** *"David a very good lawyer."* Washington-based **Paul Verbesey** (see p.727) has experience advising fund sponsors and investors on the formation and closing of high value private equity funds. **Strengths:** *"Paul is a great practitioner."*

Latham & Watkins LLP

What the team is known for The Latham & Watkins team is expert in structuring all manner of private equity funds, with notable strengths pertaining to energy, power and infrastructure-foc-

cused vehicles. Trusted advisers to private equity sponsors long after the fund formation process, assisting with ongoing compliance, M&A and other corporate issues. Continues to enjoy success in attracting a number of major new clients across the USA, with notable depth in credit and debt funds.

Strengths

"Latham is a strong firm."

"Latham & Watkins provides us with exceptional advisement."

"The team is extraordinary, the practitioners are detail-oriented, hard working, responsive and dedicated."

Work highlights Latham & Watkins assisted Searchlight Capital Partners with the formation of Searchlight Capital IV.

Notable practitioners

Barton Clark (see p.527) is highly regarded for his knowledge of the formation of funds investing abroad. He has further experience of advising funds focused on investing in the infrastructure and energy sectors. **Strengths:** *"Barton is an excellent lawyer."* **Andrea Schwartzman** (see p.694) is renowned for her significant experience in the market. Her deep expertise includes the establishment of buyout funds and credit funds.

Edward Nelson (see p.652) focuses on advising sponsors on launching significant buyout, real estate and infrastructure funds, among others. His broader funds practice includes work with alternative investment managers. **Nadia Sager** (see p.688) has the capacity to effectively advise clients on formations and capital raising for real estate and debt funds.

Proskauer Rose LLP

What the team is known for Proskauer Rose is an established name in the private equity funds market that is especially lauded for its work on behalf of sponsors, advising on transactions and fund formations which touch a broad range of industries. Boasts equal capabilities in buyout funds as those formed to invest in early-stage businesses. Strong international showing, with a noted presence in matters involving the European and Asian markets.

Strengths

"The team is highly experienced and has sophisticated skills."

Work highlights Proskauer Rose advised New Enterprise Associates on the formation and closing of two funds – New Enterprise Associates 18 and NEA 18 Venture Growth Equity.

Notable practitioners

Robin Painter (see p.660) is equally capable of representing sponsors and institutional investors in high profile fund formation. **Strengths:** *"Robin is an amazing lawyer."* *"I couldn't recommend her highly enough for fund formation work."* **Stephen Mears** (see p.640) frequently acts for prominent asset management firms in the establishment of venture capital funds. **Strengths:** *"Stephen is super meticulous and provides outstanding service – he's an excellent lawyer."* *"He's responsive, hard-working and well-respected."* **Monica Arora** (see p.493) routinely handles the formation of funds, including credit and asset-focused funds. She regularly advises clients on formations involving

global investors. **Strengths:** “She’s an exceptional individual – she has high technical sophistication and extremely strong interpersonal skills.”

Howard Beber (see p.2007) is highly adept in advising on the launch of buyout, co-investment and sector-focused funds. **Strengths:** “He’s a strong attorney who is highly respected.” **David Tegeler** (see p.2041) is the global co-head of the private funds group. His wide expertise in the private equity funds world encompasses secondary transactions and credit fund launches. **Strengths:** “David is extremely experienced.” A specific area of strength for **Don Melamed** (see p.640) is establishing real estate funds on behalf of significant clients. **Strengths:** “Don is really fantastic, he’s detail-oriented and commercial.” “He is very talented and really smart.”

Ropes & Gray LLP

What the team is known for The Ropes & Gray team is well known for its excellent representation of sizable sponsor-side clients in a variety of private equity fund formations including buyout and growth capital funds. Proven track record structuring private equity vehicles such as real estate and credit funds.

Strengths

“Ropes’ team is solid.”

“The group offers excellent service and they are knowledgeable, smart and responsive.”

“It’s lawyers are very knowledgeable across the board and they have vast experience.”

Notable practitioners

Amanda Persaud (see p.667) receives plaudits for her work on the launch of buyout, real estate and credit funds. **John Ayer** (see p.2005) has an enviable reputation in Massachusetts and beyond for his practice forming private equity funds. **Marc Biamonte** (see p.505) frequently advises investment banks and asset managers on private equity fund formation and fund raising. **Strengths:** “Marc is awesome, he’s really sharp and his advice is also highly practical.” “He has great knowledge and experience.” **Eric Requenez** (see p.678) has a broad formation practice covers real estate, credit and co-investment funds. **Strengths:** “Eric is a great practitioner.”

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges is a choice destination for midmarket sponsors and larger asset managers seeking to raise mega private equity funds. Valued for its wide experience advising on the structuring of a variety of funds. Expertise devising a plethora of innovative private structures that span a diverse range of targets, from buyouts to real estate and infrastructure. A strong global practice enables the team to act for both US and foreign-based sponsors.

Strengths

“Weil’s team has outstanding legal expertise.”

“The practitioners have strong expertise in complex and sophisticated matters.”

“The group has great knowledge and is very commercial.”

Work highlights Weil, Gotshal & Manges advised Genstar Capital in its formation of Genstar Capital Partners XI.

Notable practitioners

Barry Wolf (see p.737) is able to utilize his position as executive partner and chair of the firm’s management committee to advise clients on their fund formation matters. **Jonathon Soler** (see p.707) is a highly regarded sponsor-side attorney focusing on fund formation. **Strengths:** “He is strong in so many areas and is such a great advisor.” **Andrew Chizzik** (see p.525)’s expertise encompasses the formation of significant buyout and infrastructure funds. **Strengths:** “Andrew is an amazing lawyer – always well reasoned and accommodating.” “He’s a great lawyer.” **Stephanie Epstein Sruulowitz** (see p.709) is experienced in the formation of both buyout and growth equity funds. **Strengths:** “Stephanie is smart and dedicated.” “She brings great perspectives to all matters.”

Band 3

Akin

What the team is known for Akin Gump counts a number of dominant investors and sponsors among its longstanding clientele and is noted for its acute insight into emerging market investment trends. Additionally able to assist fund managers with tax structures. Provides vital market perspective gained from representing investors in private equity and hedge vehicles.

Strengths

“Akin has a deep bench of subject matter experts, all over the globe.”

“A large team dedicated to fund formation with a sophisticated understanding of the market and trends.”

“The group has excellence and sophistication at every level.”

Work highlights Akin Gump advised Apollo Global Management in the formation, fundraising and closing of its 10th flagship vehicle, Apollo Investment Fund X, which held its final close with approximately \$20 billion in committed funds.

Notable practitioners

James Deeken is routinely called upon by private fund sponsors and is particularly valued for the insight gained through his work with limited partners. **Strengths:** “He has a strong understanding of the market.” “James has a high level of expertise and knowledge.” **Fadi Samman**’s practice encompasses a wide spectrum of issues, including fund formation, M&A and secondary transactions, to name a few. **Blayne Grady** has notable experience of advising sponsors on launching and structuring credit, real estate and energy funds. **Strengths:** “Blayne is an incredibly thoughtful lawyer. He is also pragmatic and excellent at finding solutions to our most complex and intricate problems.” **Prakash Mehta** has vast experience of advising both asset managers and sponsors on establishing significant funds, including growth funds. **Dennis Pereira** (see p.666) is highlighted for his strength in advising clients on the formation of debt funds and close-end funds, among others. **Strengths:** “Dennis is smart, responsive and always available to tackle complicated issues.” “He’s a fantastic practitioner – he’s client focused and great at resolving complex matters.”

Cooley LLP

What the team is known for Cooley distinguishes itself as primary fund counsel to innumerable funds within the ambit of venture capital, ranging from preeminent market players to up-and-coming managers. Able to advise on an array of fund formation operations, including evergreen, growth equity and funds of funds, in sectors such as technology, healthcare and social media. Capable of representing fund managers on a global scale.

Strengths

“Cooley is excellent to work with.”

“It’s a great team, the practitioners are extremely commercial and provide extremely high level service.”

“Cooley has excellent depth on its bench.”

Work highlights Cooley advised Lux Capital on the closing of Lux Ventures VIII, at US\$1.15 billion.

Notable practitioners

John Clendenin regularly assists asset management firms establishing funds focused on the health care and technology market. **John Dado** is the head of the fund formation practice group. He is admired for his profound understanding of the formation and operation of funds. **Strengths:** “John provides expert advice with a strong understanding of the commercial aspects of the business.” **Jordan Silber** is recognized for his prominent practice launching funds investing in the US and China. **Eric Doherty** regularly assists venture capital clients on fund formation and closing matters. **Strengths:** “He’s smart, efficient, sophisticated and has great commercial awareness.”

Davis Polk & Wardwell LLP

What the team is known for Davis Polk has a well-respected practice with notable experience of advising both sponsors and funds. Fields an experienced group of practitioners with long-standing practices in the market, combined with a stellar reputation in the related financial services sector. Noted for its track record of forming highly focused funds, including those investing in particular sectors or secondary fund interests.

Strengths

“Davis Polk has a deep team and can respond to high priority items quickly.”

“The group is very responsive and thoughtful with service.”

“Davis Polk has an expert for every sophisticated issue.”

Work highlights Davis Polk provided counsel to Godspeed Capital in connection with the formation of Godspeed Capital Investment Program II, which closed with \$250 million in capital commitments.

Notable practitioners

The private equity element of **Leor Landa** (see p.616)’s private funds practice includes establishing buyout and infrastructure funds. **Strengths:** “Leor is a very experienced and knowledgeable lawyer.” “He is a strong attorney.” **Michael Hong** (see p.588) has notable experience of advising private equity sponsors on fund formation and co-investment matters, among other issues. **Strengths:** “Michael is an exceptional attorney.” “He is extremely competent and has deep

sophistication.”

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher offers comprehensive services to fund managers, sponsors and investors in connection with fund formation and operational matters. Receives a high influx of secondaries mandates and is regularly called upon to assist with SEC enforcement matters. Advises in connection with multiple asset classes, including buyout, real estate and growth capital. Added strength in infrastructure, credit, secondary and co-investment funds.

Strengths

“We are very impressed with the team, they do a tremendous job.”

“The attorneys are excellent – they are thorough and understand complex transactions.”

“The group are very strong in areas pertaining to funds, they are also at the top in terms of results and responsiveness.”

Work highlights Gibson Dunn represented EQT Exeter in connection with the formation of EQT Exeter Industrial Core-Plus Fund IV.

Notable practitioners

Shukie Grossman (see p.575) regularly advises investment management firms forming buyout and real asset funds. **Strengths:** *“He’s an excellent practitioner.” “Shukie is always thoughtful in providing legal advice and he has deep market knowledge and insight.”* **Edward Sopher** (see p.707) is very well regarded for his work establishing co-investment, credit and real asset funds, as well as funds of funds. **Strengths:** *“Edward is highly practical, efficient and results-oriented.”* **Roger Singer** (see p.703)’s fund formation practice revolves around his notable expertise in real estate funds. **Strengths:** *“Roger is very smart and commercial.” “He’s very responsive and offers very thoughtful advice.”*

Gunderson Dettmer Stough Villeneuve Franklin & Hachigian

What the team is known for Gunderson Dettmer displays dominance throughout the North American and Chinese venture capital fund formation markets. Dedicated to the support of emerging technology and venture capital matters around the world.

Notable practitioners

Steven Franklin is highly respected for his deep expertise in launching substantial funds investing in the US and internationally. He has notable experience of providing counsel on the formation of funds investing in the technology space. **Strengths:** *“Steven is a very talented lawyer.”*

Sean Caplice has an impressive client base of leading investment management companies. He provides counsel on establishing funds focused on both growth and late-stage companies. **Jay Hachigian**’s broad-based early-stage capital business covers formation work for sponsors in addition to financing for both funds and growth companies. He has further experience of providing counsel throughout a company’s life cycle, from inception through to offerings and M&A.

Malcolm Nicholls is well versed in fund formations and secondary transactions. He has signif-

icant experience in advising sponsors forming technology-focused funds.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher draws on resources in the firm’s wider asset management team to provide comprehensive regulatory compliance and fund formation guidance to private equity fund managers large and small. Also retains an exclusive client roster of institutional investors and continues to attract new and diverse clients. Noted strength in the areas of energy and real estate funds.

Strengths

“Willkie’s team is very knowledgeable, it has a deep bench of experts who can handle all matters. It’s a very experienced team.”

“The group is experienced and responsive.”

“The team handles the most complex matters, and their ability to handle the complexity, while maintaining attention to detail, and being able to distill complex concepts into concrete action points is superb.”

Work highlights Willkie recently advised Jim Pieri, the founder, Managing Partner and Chief Investment Officer of Assured Healthcare Partners LLC (AHP) in the spinout of AHP and its affiliate funds from Assured Guaranty.

Notable practitioners

Laura Friedrich (see p.560) has a wide practice encompassing the formation of real estate and credit funds, and funds of funds. **Strengths:** *“Laura is a pleasure to work with, as she possesses a sophisticated and nuanced knowledge of the private funds market.” “She’s a pleasure to work with.”* **Lior Ohayon** (see p.658) is well known for his expertise advising financial institutions on the formation of access funds. **Strengths:** *“Lior is one of the fiercest advocates in the space.” “He is highly knowledgeable and a strong leader.”* **Mark Proctor** (see p.673) is experienced in launching a wide spectrum of funds, including real estate and infrastructure funds as well as feeder funds. **Strengths:** *“He’s a well respected lawyer.”* **Arash Farhadieh** (see p.550) is noted for his ability to handle complex formations on both an domestic and international level. He has further experience of providing counsel on secondary transactions. **Strengths:** *“Arash is highly knowledgeable, hard-working and tremendous.” “He’s a very talented lawyer.”* **Brian Greene** (see p.573) is particularly adept at establishing access funds on behalf of significant financial institutions. **Strengths:** *“Brian is very knowledgeable about the industry and how to negotiate.” “He is an excellent lawyer.”* **Phillip Isom** (see p.594) handles the full spectrum of fund formations, from sector-focused and middle-market buyout funds to special purpose vehicles. He has notable experience of providing counsel on issues with international elements. **Strengths:** *“Phillip is a great lawyer.”* **Nathaniel Marrs** (see p.632) is best known for his work on the formation of sector-specific funds, most notably real estate and energy. **Strengths:** *“Nathaniel is an excellent lawyer.” “He’s very responsive, thoughtful and good at resolving challenging issues.”*

Band 4

Clifford Chance US LLP

What the team is known for Clifford Chance boasts a prominent team in the space. Its practitioners are routinely called upon to provide counsel on the formation of a range of funds, including secondaries funds, real estate funds and credit funds. The team has additional experience of handling restructurings and SEC enforcement issues.

Strengths

“It’s a sophisticated firm – the team provides high quality service.”

“Clifford Chance’s group is efficient and commercial in their responses.”

Work highlights Clifford Chance assisted Partners Group with the launch of Partners Group Private Credit Strategies, an open-ended private credit fund.

Notable practitioners

Michael Sabin of Clifford Chance is routinely called upon to advise sponsors on the structuring of sector-focused and direct lending funds.

Strengths: *“Michael is a strong and engaging lawyer.” “He is strong in all aspects of legal analysis. He is very knowledgeable and has depth and breadth of experience.”*

Curtis, Mallet-Prevost, Colt & Mosle LLP

What the team is known for Curtis, Mallet-Prevost’s team is held in high regard for its strength in handling issues throughout the lifecycle of a fund, right from formation through to investment processes. The team has extensive experience of providing counsel on the formation of a range of funds, including ESG funds, funds-of-funds and venture capital funds. The practitioners are also adept at providing counsel on regulatory compliance.

Strengths

“The team offers a very high service level and are incredibly responsive. The practitioners are also thoughtful and insightful.”

Work highlights Curtis, Mallet-Prevost advised Acumen LatAm Impact Ventures on all aspects of the formation and launch of a social impact fund.

Notable practitioners

Shaun Reader handles the formation of funds investing across a range of sectors, including technology, real estate and life sciences. **Strengths:** *“We have been extremely pleased with his service.”*

Dechert LLP

What the team is known for Dechert draws strength from its international presence to assist clients on a series of complex fund formations. The team has considerable strength in representing sponsors in the space. The practitioners are adept at providing counsel on the formation of buyout funds, close-end funds and funds-of-funds. The group is also routinely called upon to advise clients on private credit and venture capital funds.

Strengths

“The team is very helpful and extremely knowledgeable in the areas of their speciality.”

"Dechert has a deep bench."

Work highlights Dechert assisted MiddleGround Capital with raising a third flagship middle market industrial/manufacturing buyout fund targeting \$1.2 billion of capital commitments.

Notable practitioners

Tricia Lee of Dechert is held in high regard for her experience in establishing co-investment and real estate funds. **Strengths:** *"She is an outstanding lawyer and she's very responsive."* **Omoz Osayimwese's** practice covers the formation of a range of funds, including close-end and buyout funds. He is also adept at assisting clients on the operation of funds. **Strengths:** *"He is responsive and a hard worker. He makes sure the quality of the work is high."*

DLA Piper LLP (US)

What the team is known for DLA Piper is a notably deep team able to call on fund formation experts across the country and internationally. Specific areas of strength include providing counsel on the structuring and formation of real estate and credit funds.

Strengths

"DLA's guidance is enormously valuable."

"The practitioners at DLA are excellent advisors."

"The team members have vast expertise and experience."

Work highlights DLA Piper advised Longfellow Real Estate Partners on a \$2 billion closing for Longfellow Strategic Value Fund UK.

Notable practitioners

Los Angeles-based **Yoni Tuchman** (see p.722) is well regarded for his practice advising on the formation of venture capital funds. He has broad experience with funds focusing on technology and e-commerce as well as those focusing on ESG. **Strengths:** *"Yoni has deep knowledge and sophistication."* **David Kreisler** of Sidley Austin is commended for his understanding of private equity funds, including sector-focused vehicles and credit funds. He is also experienced in secondary transactions and the formation of co-investment vehicles. **Strengths:** *"David is great to work with." "He expertly navigates issues."* A specific area of strength in **Allen Ashley's** practice is advising on establishing real estate funds. **Strengths:** *"Allen is thorough and knowledgeable."* *"He is super smart, practical, efficient and responsive."* **Adam Tope's** diverse practice involves establishing a range of funds, including those focused on the energy sector. **Strengths:** *"He has great market knowledge."* *"Adam's knowledge and response times are excellent."*

Hogan Lovells US LLP

What the team is known for Hogan Lovells' team demonstrates its ability to advise clients on the formation of a wide spectrum of funds, including buyout and debt funds. The team has notable strength in advising clients in the real estate, healthcare and energy sectors. It has a significant client base consisting of sponsors and institutional investors, although its recognized for its high quality work on behalf of SBIC licensees and applicants. The practitioners also have extensive experience in handling issues in the secondaries space.

Strengths

"It's an impressive firm in the space."

"The team has decades of experience and a deep bench. It is able to handle complex and sophisticated matters."

Work highlights Hogan Lovells represent Canapi Ventures in the formation of its second flagship fund, Canapi Ventures Fund II.

Notable practitioners

Bryan Ricapito is noted for his ability to provide counsel to a range of clients on the formation of venture capital funds focused on the technology, healthcare and life sciences space. He has experience of advising on fund of funds, fund maintenance and restructuring. **David Winter** of Hogan Lovells is held in esteem for his expertise in handling formations of debt, buyout and SBIC funds. **Strengths:** *"David is pragmatic and has deep experience. He provides quality customer service."*

Linklaters

What the team is known for Linklaters has a broad team of practitioners known for its extensive work across the private equity space. The team is able to advise on a number of transactional issues including fund formation, mergers and acquisitions as well as regulatory and compliance matters. Linklaters boasts the capability to handle complex cross-border matters often involving European and Asia-based clients. The team frequently supports clients on equity, debt and growth opportunity funds.

Strengths

"The team is practical, solutions-oriented and knows the market well."

"Linklaters team has a high level of attention to detail and a wealth of industry experience."

"The team excels at working through complex structures, they are also very responsive and practical."

Work highlights Linklaters advised Aermont Capital on the establishment of PGV SCSp, a long-term vehicle created to acquire and grow Pinewood Group.

Notable practitioners

Jason Behrens (see p.501) is highly experienced in advising a range of asset managers on fund formation and compliance issues. **Strengths:** *"Jason consistently delivers excellent service."* *"He is an excellent attorney."* **Mike Dankis** (see p.536) provides counsel to fund sponsors on the formation of an array of funds, such as credit and real estate. **Strengths:** *"Mike is sophisticated and puts the clients first."*

Mayer Brown LLP

What the team is known for Mayer Brown has a strong fund formation team that is held in high regard throughout the space. Its practitioners regularly advise clients on matters related to real estate, credit and insurance funds. The group has further experience of providing counsel on structuring and regulatory issues arising from the formation and financing of funds.

Strengths

"The team consistently exhibits strong talent."

"Mayer Brown's group has market intelligence, deep legal knowledge as well as familiarity in the space."

"The firm's team is talented at all levels and is supremely responsive."

Work highlights Mayer Brown provided counsel to Invesco Advisers on its final closing of Invesco Real Estate US Fund VI.

Notable practitioners

Wendy Gallegos (see p.562) of Mayer Brown offers advice to clients on the structuring and tax aspects of fund formation, among other issues. **Strengths:** *"She has strong technical knowledge, comprehensive knowledge of the market and a collaborative approach."* *"Wendy is a strong practitioner."*

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery is well regarded throughout the market for its ability to handle matters related to various funds, including real estate, secondary and buyout funds. The team has considerable experience of assisting on formations related to the healthcare space. Its practitioners are routinely called upon to handle fundraises on behalf of sponsors.

Strengths

"The team has leveraged their deep experience to navigate complex issues."

"The group is exceptionally sophisticated and extremely attentive to clients' needs."

"McDermott's team has an amazing knowledge of all things related to the formation of funds."

Work highlights McDermott provided counsel to Martis Capital on the formation of and fundraising for Martis Partners IV, a healthcare private equity fund that is targeting capital commitments of \$750 million.

Notable practitioners

Ian Schwartz (see p.694) of McDermott Will & Emery regularly advises a broad range of private equity houses on financing, formation and the closing of funds. **Strengths:** *"Ian is an experienced lawyer who is sophisticated and has a strong commercial sense."* *"He is a wonderful lawyer – smart, sophisticated, pragmatic and responsive."* **David Nestler** (see p.653) draws praise for his ability to provide counsel on matters related to a range of funds, including real estate, credit funds and funds-of-one. **Strengths:** *"David is extremely knowledgeable and an excellent negotiator."* *"He is on top of the details, organized and efficient."*

Morrison Foerster

What the team is known for Morrison Foerster boasts considerable strength in assisting clients with the formation of venture capital and private equity funds. The groups clients include high profile institutional investors and sponsors. The practitioners have notable experience of handling the formation of infrastructure, real estate and credit funds, among others.

Strengths

"The service level at Morrison Foerster has always been amazing."

"The group has a very broad knowledge of the funds market, great experience and they are very responsive."

"It's a great team to work with because they have the knowledge and industry expertise to advise on complex deals."

Notable practitioners

Stephanie Thomas (see p.718)'s practice involves advising on the formation of an array of funds, including buyout, secondary and infrastructure funds. **Strengths:** "She is excellent at both technical lawyering but also in communication skills." "Stephanie is very smart, responsive and commercial."

Paul Hastings LLP

What the team is known for Paul Hastings is recognized for its robust private equity team. The team regularly works on the formation, opening and closing of a range of highly valued fund types. The team is able to assist clients with cross-border matters and funds, including Europe and Asia-based funds. Its practitioners frequently support clients on both debt and equity funds. The group has significant experience advising in relation to real estate funds.

Strengths

"The team's advice is really strong and pragmatic." "The group is very efficient at working through issues."

Work highlights Paul Hastings advised Artemis Real Estate Partners on the formation of Artemis Real Estate Partners Fund IV.

Notable practitioners

Joshua Sternoff is especially highly regarded for his work on the formation of real estate funds.

Strengths: "Josh is a great lawyer." **Anna Rips** is recommended for her work with highly focused funds, including those designed as special purpose vehicles. **Max Rosenberg** is noted for his strength in the space. He has notable experience of advising clients on the formation of real estate and venture capital funds. **Strengths:** "Max is tremendous to work with."

Schulte Roth & Zabel LLP

What the team is known for Schulte Roth & Zabel boasts a highly respected private equity group working in tandem with the firm's market-leading hedge funds practice to provide a seamless private funds offering. Particularly strong real estate funds offering with experience advising on the formation of highly focused vehicles in terms of jurisdiction and asset class. Similarly strong in the structuring of direct lending funds.

Strengths

"Schulte's team are smart and combine real expertise with a commercial approach."

"The team provides a very high level of service and responsiveness."

"Schulte has a deep bench of lawyers."

Work highlights Schulte Roth & Zabel advised GoldenTree Asset Management on the formation and operation of its GoldenTree Distressed Fund IV.

Notable practitioners

Stephanie Breslow is experienced in launching a broad range of vehicles, including credit and co-investment funds. **Strengths:** "She is really insightful and smart." **Joseph Smith** is highly regarded for his work establishing funds investing in real estate and secondary interests. He is also adept at advising on issues that are cross-border in nature. **Strengths:** "Joe is solid and responsive lawyer." **Phyllis Schwartz** is adept

at providing counsel to sponsors on the establishment of buyout, distressed credit and real estate funds. **Strengths:** "Phyllis is very good, she is very responsive and provides really commercial advice."

Sidley Austin LLP

What the team is known for Sidley Austin's team is renowned for its ability to provide counsel on the formation of funds across an array of sectors, including mining, aviation and energy. The group also boasts strong cross-border capabilities. The practitioners have notable experience of assisting on the formation of secondary and buyout funds.

Strengths

"The team is very efficient and has a very strong understanding of what is happening in the market."

"Sidley Austin's group has a wide range of specialties."

Work highlights Sidley Austin assisted Gurnet Point on the launch of Gurnet Point Fund II, focused on healthcare investments.

Notable practitioners

Elizabeth Shea Fries are key contacts.

Shane Goudey receives widespread praise for his knowledge of raising significant venture capital funds.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for The Skadden Arps team is adept at advising on a plethora of funds including buyout funds, funds of funds and sector-specific vehicles. Strong global presence allows the team to provide counsel on complex matters involving cross-border elements, such as master-feeder structures, funds of one and parallel fund structures.

Strengths

"Skadden has a high quality group."

Work highlights Skadden, Arps, Slate advised DRI Capital on the formation of a new investment vehicle.

Notable practitioners

John Caccia (see p.518) frequently advises investment management firms on raising energy and debt funds. **Heather Cruz** (see p.534) advises sponsors on the formation of private funds, including infrastructure and credit funds. **Strengths:** "Heather is a great practitioner."

Winston & Strawn LLP

What the team is known for Winston & Strawn boasts a well-respected practice combining strength in traditional buyout funds, with deep expertise in innovative strategies. Especially capable in the area of credit funds and special situations funds, with a track record of handling formations involving multiple jurisdictions.

Strengths

"The service Winston & Strawn provides is exceptional, the team is responsive, very attuned to the market standards and sophisticated."

"The team is insightful and dedicated to ensuring the finest representation for clients."

"The practitioners are both knowledgeable and commercial."

Work highlights Winston & Strawn represented Volery Capital Management in the closing of

Volery Capital Partners Fund I and Volery Capital Partners Fund II.

Notable practitioners

Megan Devaney (see p.540) is commended for structuring funds of one and credit funds as part of her wider fund formation practice.

Strengths: "She is great, she is responsive and always prepared." **Megan is thoughtful, smart and hard-working.** **Bradley Mandel** has extensive experience of representing clients in the formation of closed-end and commingled funds. His clients include sponsors and institutional investors.

Strengths: "Bradley is a practical lawyer."

Other Ranked Lawyers

Olesya Bakar of Holland & Knight LLP is highlighted for her extensive experience of advising clients on the formation of real estate funds. She has further experience of assisting with matters concerning sports-focused funds. **Strengths:** "She's very responsive and a good negotiator." "Olesya is an excellent lawyer."

Timothy Clark (see p.527) has a strong private equity practice which encompasses formations for a range of funds. He is routinely called upon to assist in the formation of buyout and credit funds.

Strengths: "Timothy is on the ball, knowledgeable and practical." "He provides a high level of service and efficiency."

Marie DeFalco of Lowenstein Sandler is an accomplished investment funds practitioner who specializes in raising venture capital funds, including funds of funds. **Strengths:** "Marie is thorough and extremely responsive." "She is very commercial and pragmatic."

Kimberley Kaplan-Gross has vast experience of advising on formations for a range of private equity and venture capital funds. She is held in high regard for her international expertise.

Strengths: "She's extremely responsive and hard-working." "Kimberley very is knowledgeable and has technical legal skills."

Joseph Mannon (see p.631) of Vedder Price PC is the cochair of the investment services group and has a distinguished practice in the space. He has notable experience of handling issues containing cross-border elements. **Strengths:** "Joe has a wealth of experience and he thoroughly understands the industry." "He's very responsive and sophisticated in the space."

Cynthia Marian of Greenberg Traurig, PA has notable experience of providing counsel on the formation of closed-end funds and evergreen funds. Her clients include sponsors and asset managers. **Strengths:** "Cynthia has excellent domain expertise and commercial sensitivity." "She's an exceptional legal professional deep experience."

Bradley Van Buren of Holland & Knight boasts a distinguished practice in the venture capital space. He is routinely called upon to assist with the formation of funds focused on the cybersecurity and technology sectors. **Strengths:** "Bradley is an outstanding professional." "He does a great job."

Ed Winters (see p.736) of Nixon Peabody LLP has experience of acting on behalf of a broad range

of clients, including asset managers and institutional investors. He is notably adept at handling issues relating to venture capital funds and private feeder funds. **Strengths:** “Ed is very knowledgeable and considers the issues in depth.” “He is deeply impressive.”

Private Equity Secondaries Nationwide

Private Equity: Secondaries
Leading Firms
Band 1
Debevoise & Plimpton LLP
Kirkland & Ellis
Proskauer Rose LLP
Ropes & Gray LLP
Band 2
Davis Polk & Wardwell LLP
Simpson Thacher & Bartlett LLP
Band 3
Akin
Morgan, Lewis & Bockius LLP

Alphabetical order within each band. Band 1 is highest.

Band 1

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton is widely acknowledged as one of the leading pioneers in private equity secondaries work, offering clients a full suite of services from fund formation through to buy- and sell-side representation in complex transactions. GP and LP clients benefit from the firm’s international team of experts, who are frequently called upon to advise on fund restructuring work, portfolio purchases and more traditional secondary deals.

Strengths

“There’s excellent attention to detail and they’re very knowledgeable about the market. It’s a strong team, from paralegals through to senior partners.”

“They have a strong handle on the internal complexities of our funds and are well equipped to handle more complex structures related to investments we are executing on. The Debevoise team has experienced lawyers across all disciplines and specialty areas and I have always found their level of service, attentiveness and availability to be extremely strong.”

“They never seemed short of resources or perspectives and they seemed committed at every turn to meeting our needs.”

“They’re the most deal-oriented of all the different teams I work with. We don’t like to do things plain vanilla, we’re open to creative thinking, and Debevoise knows we want to approach things with a blank slate.”

“No matter is too complex, so we go to Debevoise

for our highly complicated transactions. They have a strong sense of market terms and provide helpful advice on what areas we should push back on.”

“It’s an extremely knowledgeable adviser with deep understanding of market precedents and trends. They’re able to identify potential issues ahead of time and come up with creative solutions and proposals. There’s a tight team structure for complex deals, meaning items are not lost in translation between internal teams.”

Work highlights Debevoise & Plimpton acted for TPG to handle its investment in Calera Capital Image Holdings, a \$750 million single-asset continuation fund that closed in connection with Calera’s sale of portfolio company ImageFIRST Healthcare Laundry Specialists.

Notable practitioners

Ezra Borut, Jane Engelhardt and Kevin Schmidt are key contacts.

Kirkland & Ellis

What the team is known for Kirkland & Ellis’ outstanding pedigree in secondaries transactions sees it regularly act for an enviable array of household name funds in their most complex liquidity transactions. Its attorneys offer a wealth of expertise across continuation fund work, portfolio sales, fund restructuring and recapitalization matters and sponsor investment work, alongside additional resource in its tax and regulatory groups.

Strengths

“It’s a deep bench with experienced leadership and strong senior and junior professionals. They’re focused on best-in-class service, while being cognizant of budgets.”

“Kirkland, given the breadth of their engagement in the secondary market on the GP-led and LP-led side and the number of transactions they process, are very well aware of emerging trends and what is considered market.”

“They have the most experience in the industry so they can draft off of a very large database of transaction experience on behalf of their clients and they appreciate the commercial dynamics across deals and investors.”

“Kirkland’s secondaries team has a deep bench, drawing from a huge pool of dedicated team members in addition to traditional investment fund law-

yers and M&A lawyers.”

“K&E is a clear, dominant force in terms of law firms working in the PE secondary market. It’s the largest and most experienced team on Wall Street doing these transactions and, given their very large team, they remain able to provide high-touch counsel to clients, notwithstanding how active they are in the market.”

Work highlights Kirkland & Ellis advised Warburg Pincus on the \$1.6 billion sale of 50% of portfolio company Duravant to Carlyle and a simultaneous GP-led purchase of the company by a Warburg Pincus continuation fund.

Notable practitioners

Sean Hill is a key contact for clients.

Proskauer Rose LLP

What the team is known for Proskauer has attained a sterling reputation for the strength of its secondaries expertise, frequently advising a broad spectrum of private funds, institutional investors and wider participants on transactional matters. The firm is well versed in GP-led deals, acting for buyers and sellers, as well as acting on fund formation work.

Strengths

“It was a complex transaction, so Proskauer’s thought partnership to craft a transaction that would be supported by all parties was critical. They know all the players and have seen it all before – it is a source of great efficiency that they can put an issue out with their recommended solution, as opposed to leaving it open to ponder.”

“They have brought on an experienced team from senior to junior professionals with meaningful transaction experience and, just as important, known market relationships to move efficiently. They offer a combination of transaction experience and market-leading research.”

“Everyone we work with in this team is exceptional, from junior lawyers to partners who specialize in other things.”

“They’re excellent on both service and responsiveness metrics from a client perspective.”

“My favorite part about working with Proskauer is their commercial mindset. They think like business partners and are solutions-oriented.”

Work highlights Proskauer advised Lexington Partners on its purchase of a portfolio of private

fund interests from CalPERS, for a total reported value of over \$6 billion.

Notable practitioners

Christopher Robinson and Michael Suppappala are key contacts.

Ropes & Gray LLP

What the team is known for Ropes & Gray makes regular appearances in the secondary market's most sophisticated and prominent transactions, most often on behalf of buy-side investors. The firm offers an international pool of experts in the US, Europe and Asia, who have an excellent track record in advising on portfolio sales, fund recapitalizations, preferred equity deals and wider transactional work.

Strengths

"They're talented, sharp lawyers who know the space and the market."

"They have a big team which is multi-continental and cross-continental, so it's easy to work on global transactions with them."

Notable practitioners

Isabel Dische and Adam Dobson are key contacts.

Band 2

Davis Polk & Wardwell LLP

What the team is known for Davis Polk houses a compact and highly impactful secondaries practice which offers a significant depth of expertise across the full spectrum of transactional and fund formation work. The team acts for a broad spectrum of funds, buyers and sellers in GP-led matters and LP portfolio transactions.

Strengths

"This was a very complex transaction, and Davis Polk was a great help. We received immediate responses, especially during closing where everything is moving at 100 mph, and the team showed great commercial awareness."

"It's a full-service law firm that gets the right people to help us in all aspects of running a deal or raising a fund."

"Many complex issues arose from time to time and the team from DPW was always thoughtful and innovative in its approach. They were always available to answer our questions, and the partners were always quick to understand the complexity of the issue and work with us to reach an agreeable coun-

terproposal or structural suggestion."

"It's a very sophisticated, well-informed team with deep knowledge and experience."

"They provide a high level of tailored service, while also having a great grasp of what's market."

Work highlights Davis Polk advised TorQuest Partners on a single-asset GP-led secondary transaction involving Can Art.

Notable practitioners

Leor Landa is a key contact for clients.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher is frequently engaged by a number of major national and international funds and wider investors for its well-honed skills in secondaries matters. Clients benefit from the firm's top-tier strengths in fund formation and administration matters, alongside its highly regarded deal teams which are often found advising on the GP-led secondary transactions and fund-to-fund deals.

Strengths

"The team provides valuable guidance during complex transaction structures and legal negotiations."

"STB is very commercial and has a good grasp of latest legal and structuring trends in the industry."

"There are some extremely sophisticated partners on staff who advise on secondary transactions, pulling in people with funds and corporate expertise. They're great at getting parties to focus on the key issues and good at parsing out less meaningful points."

"Simpson Thacher is very good at being creative around structuring to get a deal completed. They are very commercial."

Work highlights Simpson Thacher acted for Calera Capital in closing its \$750 million single-asset continuation fund for ImageFIRST Healthcare Laundry Specialists.

Notable practitioners

Lauren King is a key contact for clients.

Band 3

Akin

What the team is known for Akin's liquidity solutions practice offers wide-ranging skills across transactional matters, acting for sponsor clients, buyers and sellers in portfolio transactions, fund recapitalization and restructuring matters, and

in forming continuation funds. The firm offers additional expertise in tax, M&A and regulatory matters.

Strengths

"Akin has been able to handle complex situations with rigor and efficiency. They seem to know the market very well and are aware of how certain terms are changing and evolving and making sure we are kept abreast of any relevant shifts."

"They produce incredibly consistent, high-quality work and have done an excellent job helping us execute a number of complex, fast-moving deals."

"Akin has been creative in proposing structures that aim to optimize outcomes for us both as buyers and sellers, and, whilst not as large as some of its competitors, Akin has deep expertise across its partnership especially as it relates to secondaries transactions."

"The team have been very responsive, technically skilled and effective in their roles. Both in terms of timeliness and quality of advice, they are consistently exceptional."

"It's a really great service. They find the ability to be creative and have a deep bench of experts in areas I didn't know there were experts in!"

Notable practitioners

Fadi Samman is a key contact.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan Lewis is held in particularly high esteem for its expertise in LP-led transactions, with a strong deal flow and a wealth of experience in acting on buy- and sell-side engagements. Clients benefit from the firm's strong transactional resources across the nation and internationally.

Strengths

"It's one of the most active firms in this area, which gives them great perspective, and it's one of the largest and most experienced teams."

"Morgan Lewis has a very knowledgeable team on complex secondary sales that is highly responsive to questions."

"They could handle complex and sophisticated matters easily, with an expert on each subject quickly available on our deals. Their coordination between practices and offices works well."

Notable practitioners

Jedd Wider and Joseph Zargari are key contacts.

Product Liability & Mass Torts Nationwide

Product Liability & Mass Torts		
Senior Statespeople and Eminent Practitioners		
Senior Statespeople: distinguished older partners	Heim Robert C. Dechert LLP	Eminent Practitioners
Beck Philip Bartlit Beck LLP	Marvin Douglas R. Williams & Connolly LLP	Mayer Theodore V.H. Hughes Hubbard & Reed LLP*
Davis Varner Chilton King & Spalding LLP*	Parsigian Kenneth J. Latham & Watkins LLP*	McDonough Madeleine Shook, Hardy & Bacon LLP
Gussack Nina M. Troutman Pepper*		
Leading Individuals		
Star individuals	Urquhart Jr. Quentin F. Irwin Fritchie Urquhart Moore	Johnston Sarah Barnes & Thornburg LLP
Beisner John H. Skadden, Arps, Slate, Meagher & Flom*	Band 4	Kaplan Andrew Crowell & Moring LLP*
Cohen Lori G. Greenberg Traurig, LLP	Baum Ken Goldman Ismail Tomaselli Brennan & Baum LLP	Kerner Glenn Greenberg Traurig, LLP
Ismail Tarek Goldman Ismail Tomaselli Brennan & Baum	Branscome Kimberly Paul, Weiss, Rifkind (ORL) ◇*	Park Julie Morrison Foerster (ORL) ◇*
Wilkinson Beth A. Wilkinson Steklhoff LLP*	Brown Michael Nelson Mullins Riley & Scarborough LLP	Pruitt Lyn P. DLA Piper LLP (US)
Band 1	Bueno Kim Butler Snow LLP*	Raber Stephen D. Williams & Connolly LLP
Agnewshwar Anand Arnold & Porter	Cereghini Paul G. Bowman and Brooke LLP	Smith Leslie M. Kirkland & Ellis*
Brock Robert C. Kirkland & Ellis LLP*	Citera Francis A. Greenberg Traurig, LLP	Strong Sabrina O'Melveny & Myers LLP
Brown Loren H. DLA Piper LLP (US)	Cohen Charles W. Hughes Hubbard & Reed LLP	Wyatt Geoffrey Skadden, Arps, Slate, Meagher & Flom*
Brown Michael K. Reed Smith LLP	Colton Lauren S. Hogan Lovells US LLP (ORL) ◇	Yoo Thomas Holland & Knight LLP
Cheffo Mark S. Dechert LLP	Conroy William J. Campbell Conroy & O'Neil, P.C.	Zogby Michael Barnes & Thornburg LLP
Hubbard Heidi K. Williams & Connolly LLP	Dubin II Morton D. King & Spalding LLP*	Band 6
Imbroscio Michael X. Covington & Burling LLP*	Fitzpatrick James C. Hughes Hubbard & Reed LLP	Arnold Keri Wilkinson Steklhoff LLP*
Petrosinelli Joseph G. Williams & Connolly LLP	Geist Melissa A. Reed Smith LLP	Beausoleil William J. Hughes Hubbard & Reed LLP
Schmidt Paul W. Covington & Burling LLP*	Herrington Robert J. Greenberg Traurig, LLP	Benedict Mollie Tucker Ellis LLP*
Sullivan Diane P. Weil, Gotshal & Manges LLP*	Hoeflich Adam Bartlit Beck LLP	Boney Lindsey Bradley Arant Boulton Cummings LLP
Band 2	Holian Matthew DLA Piper LLP (US)*	Cachán Manuel F. Skadden, Arps, Slate, Meagher*
Adams Robert Shook, Hardy & Bacon LLP	Knutson Sherry Tucker Ellis LLP*	Campbell Christopher DLA Piper LLP (US)
Bayman Andrew T. King & Spalding LLP*	Marshall Steve Venable LLP*	Cohn Halli Troutman Pepper*
Brown Arthur Arnold & Porter	Moore Kim Irwin Fritchie Urquhart Moore & Daniels LLC	Cullen, Jr. Thomas J. Nelson Mullins Riley & Scarborough
Campbell James M. Campbell Conroy & O'Neil, P.C.	Murdica James F. Barnes & Thornburg LLP	Dodd Jan E. Shook, Hardy & Bacon LLP
Cook Shayna Goldman Ismail Tomaselli Brennan & Baum	North Jr. Richard B. Nelson Mullins Riley & Scarborough	Edwards Cara DLA Piper LLP (US)
Davidson Jessica Skadden, Arps, Slate, Meagher*	O'Donnell Michael Wheeler Trigg O'Donnell LLP	Fisher Amy McCarter & English, LLP
Dukes David E. Nelson Mullins Riley & Scarborough LLP	Olsen Michael Mayer Brown LLP*	Kitts Amanda S. Nelson Mullins Riley & Scarborough LLP
Gage William Butler Snow LLP*	Pierson Andrea Faegre Drinker	Martin Kimberly B. Bradley Arant Boulton Cummings LLP
Jones Phyllis A. Covington & Burling LLP*	Reilly Kenneth J. Shook, Hardy & Bacon LLP	McCall Kara Sidley Austin LLP*
Tomaselli Jr. Joe W. Goldman Ismail Tomaselli Brennan	Richmond Orlando R. Butler Snow LLP	Monahan William Sullivan & Cromwell LLP*
Yates Pamela Arnold & Porter	Sharko Susan M. Faegre Drinker	Moore Douglas J. Irwin Fritchie Urquhart Moore & Daniels
Band 3	Smith Joel H. Bowman and Brooke LLP	O'Donoghue Brian Goldman Ismail Tomaselli Brennan
Bicks Peter A. Orrick, Herrington & Sutcliffe LLP	Steklhoff Brian L. Wilkinson Steklhoff LLP*	Pariser Daniel Arnold & Porter
Boutros Jr. Theodore J. Gibson, Dunn & Crutcher LLP*	Weinstein Bacon Rebecca Bartlit Beck LLP	Ramirez Michelle Sidley Austin LLP*
Brown Allison Skadden, Arps, Slate, Meagher & Flom*	Williams Michael T. Wheeler Trigg O'Donnell LLP	Reiskin Terri Nelson Mullins Riley & Scarborough LLP
Fahey Sean P. Troutman Pepper*	Winter John D. Patterson Belknap Webb & Tyler (ORL) ◇*	Rohling Kelly Meghan Orrick, Herrington & Sutcliffe LLP
Fournier Kristen R. King & Spalding LLP*	Band 5	Rumanek Eric Troutman Pepper*
Geraghty William P. Shook, Hardy & Bacon LLP	Bernardo Richard T. Skadden, Arps, Slate, Meagher*	Sarver Richard E. Barrasso Usdin Kupperman (ORL) ◇*
Haston Tripp Bradley Arant Boulton Cummings LLP	Boehm Paul E. Williams & Connolly LLP	Skidmore Jonathan B. Norton Rose Fulbright
Hoffman William Arnold & Porter	Boise Barry Troutman Pepper*	Spicer Adam King & Spalding LLP*
Hooper John King & Spalding LLP*	Brody Stephen D. O'Melveny & Myers LLP	Tauber Andrew Bryan Cave Leighton Paisner LLP (ORL) ◇
Levine Heidi Sidley Austin LLP*	Cohen Joseph Porter Hedges LLP (ORL) ◇	Ullman Emily Covington & Burling LLP*
Parker Bruce Venable LLP*	Erfle Nancy Gordon Rees Scully Mansukhani (ORL) ◇*	Weisburd Steven B. Shook, Hardy & Bacon LLP
Parker Stephanie E. Jones Day*	Fitzpatrick John Wheeler Trigg O'Donnell LLP	Zellers Michael Tucker Ellis LLP*
Pole Debra E. Sidley Austin LLP*	Goetz Richard O'Melveny & Myers LLP	Up-and-coming individuals
Ring Daniel Mayer Brown LLP*	Herzog III Peter W. Wheeler Trigg O'Donnell LLP	Brecht Celeste Jones Day
Sastre Hildy Shook, Hardy & Bacon LLP	Hollingsworth Joe G. Hollingsworth LLP	Ross Emma Goldman Ismail Tomaselli Brennan & Baum
Stoffelmayr Kaspar J. Bartlit Beck LLP	Hong Laura Kingsley Tucker Ellis LLP*	
Thompson Craig Venable LLP*	Hooper James E. Wheeler Trigg O'Donnell LLP	

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Anapol Weiss

What the team is known for Anapol Weiss is a strong plaintiffs' firm with expertise in mass torts arising from areas such as automobiles, pharmaceuticals and environmental toxins. It is highly

regarded for its work in defective medical device litigation. The team is also well known for personal injury mandates involving asbestos-related claims and concussions.

Notable practitioners

Pennsylvania-based James Ronca is a key contact in this area.

Andrus Wagstaff

What the team is known for Andrus Wagstaff is noted for its versatile product liability practice, with expertise in complex litigation relating to pharmaceuticals, medical devices and consumer products. The firm handles high-value recovery actions for plaintiffs in multidistrict litigation against manufacturers and a wide array of cor-

Product Liability & Mass Torts: The Elite
Leading Firms
Band 1
Arnold & Porter
Covington & Burling LLP
Dechert LLP
Goldman Ismail Tomaselli Brennan & Baum LLP
King & Spalding LLP
Shook, Hardy & Bacon LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Williams & Connolly LLP
Band 2
Bartlit Beck LLP
DLA Piper LLP (US)
Jones Day
Kirkland & Ellis LLP
Nelson Mullins Riley & Scarborough LLP
Reed Smith LLP
Sidley Austin LLP
Band 3
Butler Snow LLP
Faegre Drinker
Greenberg Traurig, LLP
O'Melveny & Myers LLP
Wheeler Trigg O'Donnell LLP
Band 4
Bowman and Brooke LLP
Hughes Hubbard & Reed LLP
Mayer Brown LLP
Troutman Pepper
Tucker Ellis LLP
Venable LLP
Wilkinson Stekloff LLP
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

porates.

Strengths

"Andrus Wagstaff is a key competitor in this space."

Notable practitioners

Aimee Wagstaff is cofounder of Andrus Wagstaff and is sought out for her handling of large MDLs, with expertise handling cases in the pharmaceutical, medical device and toxic tort sectors. **Strengths:** "Aimee is reputable."

Arnold & Porter

What the team is known for Arnold & Porter has a prominent product liability practice, offering broad geographic reach and strength in depth. The firm fields notable life sciences industry expertise. It possesses an impressive bench of trial and appellate attorneys, acting across areas such as tobacco disputes, toxic torts and major consumer fraud actions. The team is particularly strong in the pharmaceutical sector when conducting high-profile cases for market-leading drug companies. The firm offers considerable capacity in CPSC-related matters on behalf of a broad client base, including regulatory compliance, product recalls and enforcement actions.

Strengths

"Arnold & Porter attorneys are very sophisticated, knowledgeable and well respected among the product liability circle."

"The group provides thorough and thoughtful advocacy and deep understanding of issues affecting the healthcare industry."

Work highlights Arnold & Porter served as

Product Liability & Mass Torts Highly Regarded
Leading Firms
Band 1
Barnes & Thornburg LLP
Bradley Arant Boult Cummings LLP
Irwin Fritchie Urquhart Moore & Daniels LLC
Norton Rose Fulbright
Orrick, Herrington & Sutcliffe LLP
Weil, Gotshal & Manges LLP
Band 2
Campbell Conroy & O'Neil, P.C.
Crowell & Moring LLP
Gibson, Dunn & Crutcher LLP
McCarter & English, LLP
Morgan, Lewis & Bockius LLP
Winston & Strawn LLP
Band 3
Goodwin
Holland & Knight LLP
Hollingsworth LLP
McGuireWoods LLP
Perkins Coie LLP
Watkins & Eager PLLC

national counsel for Altria Group in class actions and personal injury claims, regarding e-vapor products manufactured by JUUL Labs.

Notable practitioners

Anand Agneshwar is impressively active in the pharmaceutical sector, where he has acted for major national clients in several MDLs and consumer fraud litigation. **Strengths:** "Anand is one of the deans of product liability, a real master of navigating and driving successful resources in consolidated proceedings. He is trustworthy, smart, talented and communicates with an amazing level of candor and advocacy." "He is knowledgeable, responsive and an expert in his field." **Michelle Gillice** is recommended for her deep knowledge of product safety and regulatory-related issues, in which she represents a client base including manufacturers, importers and retailers. **Strengths:** "Michelle is a top-notch lawyer with impeccable writing skills, especially in difficult matters. She's also a joy to work with." "She is very competent in this area and has been super-helpful." **Daphne O'Connor** is highly regarded for the quality of her counsel in product liability litigation, especially as it relates to tobacco matters. She serves as cochair of the firm's product liability litigation group. **Strengths:** "Daphne is highly recommended. She is very experienced in mass tort litigation, highly strategic and knowledgeable." "She enjoys a good reputation in this area." **Eric Rubel** is well regarded for his experience in consumer product safety issues, fielding considerable expertise in CPSC actions, including compliance, recalls and enforcement proceedings. **Strengths:** "He is responsive, insightful and always willing to go above and beyond to help us with information and advice." "Eric is incredibly experienced and knows what he's doing." **Arthur Brown** is esteemed for acting as national counsel for major pharmaceutical companies in large-scale mass torts, including Bayer, Pfizer and AstraZeneca. **Strengths:** "He is an excellent attorney, active in the market, very prominent and deserving of recognition." **Pamela Yates** is best recognized in the market for her

Product Liability: Automobile
Leading Firms
Band 1
Bowman and Brooke LLP
Bush Seyferth PLLC
Campbell Conroy & O'Neil, P.C.
Dykema Gossett PLLC
Nelson Mullins Riley & Scarborough LLP
Quinn Emanuel Urquhart & Sullivan, LLP
Shook, Hardy & Bacon LLP
Sullivan & Cromwell LLP
Watkins & Eager PLLC
Leading Individuals
Band 1
Ayers David L. Watkins & Eager PLLC
Brown Lanier Watkins & Eager PLLC
Cauley E Paul Faegre Drinker
Cereghini Paul G. Bowman and Brooke LLP
Conroy William J. Campbell Conroy & O'Neil, P.C.
Cooney Michael P. Dykema Gossett PLLC
Ezell Sandra Nelson Mullins Riley & Scarborough LLP
Feeney James Dykema Gossett PLLC
Godfrey Richard C. Quinn Emanuel Urquhart & Sullivan
Kern Kurt C. Nelson Mullins Riley & Scarborough
Lenart Krista L. Dykema Gossett PLLC
Mallow Michael Shook, Hardy & Bacon LLP
Nassih Amir Shook, Hardy & Bacon LLP*
Seyferth Patrick Bush Seyferth PLLC*
Smith Joel H. Bowman and Brooke LLP
Smith Renee Kirkland & Ellis*
Straus Rachel Shook, Hardy & Bacon LLP
Thomas John Dykema Gossett PLLC

skills at trial, frequently handling major pharmaceutical MDLs, including opioid litigation, as well as toxic tort matters. **Strengths:** "Pamela is leading product liability strategy for large multinational corporations and brings good results for her clients." **William Hoffman** is well regarded for his experience as coordinating counsel for pharmaceutical mass torts and market-leading MDLs. **Strengths:** "William brings his expertise to hand for guidance and is always available and collegial." "He is a fantastic attorney." **Daniel Pariser** possesses particular expertise representing notable clients in the pharmaceutical sector as well as medical device manufacturers. **Strengths:** "He is a smart, practical and tactical lawyer in the way he manages litigation. His strategic perspective on litigation to get every advantage is very valuable in this area. Daniel is also talented on his feet and creates amazing written work product which stands out." **Michael Gentine** (see p.564) has a broad base of product safety and consumer protection expertise and advises manufacturers and retailers on regulatory matters, including recalls and enforcement action. **Jessica Wang** (see p.730) practices in complex regulatory compliance and enforcement and expertly handles product safety matters.

Bailey & Glasser, LLP

What the team is known for Bailey & Glasser is a strong performer in a wide range of plaintiff-side product liability cases, including those concerning medical devices, pharmaceuticals and other consumer products. The firm frequently acts on plaintiff executive committees and takes key roles in e-discovery in multidistrict litigations, as well as possessing considerable trial and

Product Liability: Pharmaceutical
Leading Individuals
Band 1
Agneshwar Anand <i>Arnold & Porter</i>
Brown Arthur <i>Arnold & Porter</i>
Cheffo Mark S <i>Dechert LLP</i>
Cohen Lori G <i>Greenberg Traurig, LLP</i>
Colton Lauren S <i>Hogan Lovells US LLP (ORL) ♦</i>
Hubbard Heidi K. <i>Williams & Connolly LLP</i>
Ismail Tarek <i>Goldman Ismail Tomaselli Brennan & Baum</i>
Murdica James F. <i>Barnes & Thornburg LLP</i>
Parker Bruce <i>Venable LLP*</i>
Tomaselli Jr Joe W <i>Goldman Ismail Tomaselli Brennan</i>
* Indicates individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

appellate ability.

Strengths

"The Bailey & Glasser team is smart and aggressively sought to win the case."

Work highlights Bailey & Glasser served on the discovery and ESI leadership subcommittee in the centralized 3M combat earplugs multidistrict litigation.

Notable practitioners

David Selby is well regarded for his trial expertise and is particularly adept at representing plaintiffs with injuries resulting from defective medical devices. **Strengths:** *"David is a great lawyer."* **Katherine Charonko** (see p.523) advises on a range of product liability multidistrict litigations and represents plaintiffs in automobile, medical device and personal injury claims.

BakerHostetler LLP

What the team is known for Baker & Hostetler LLP is a respected group with impressive depth of experience in multidistrict toxic tort claims. The firm is experienced across a broad array of complex litigation, including personal injury cases involving chemical substance exposure as well as environmental contamination claims.

Strengths

"Baker & Hostetler has smart and strategic attorneys who keep the client's commercial goals in balance with litigation risks. The team has great talent at both partner and associate level and strives to have great insights into the client's business needs."

Notable practitioners

Gregory Ulmer and James Phillips are key contacts.

Barnes & Thornburg LLP

What the team is known for Barnes & Thornburg possesses an accomplished product liability and class action team equally capable in a national coordination and lead trial role. The firm has further expertise serving as national discovery and settlement counsel. It attracts a broad client base, with strength in the pharmaceutical and medical device sectors as well as consumer products, technology and retail. The group is further skilled in handling disputes involving cosmetics and other consumer products.

Strengths

"Barnes & Thornburg is consistently impressive, with deep knowledge and experienced indus-

Product Liability: Plaintiffs
Leading Firms
Band 1
Lieff Cabraser Heimann & Bernstein, LLP
Motley Rice LLC
Seeger Weiss LLP
Band 2
Simmons Hanly Conroy
Levin Papantonio Rafferty Law Firm
Band 3
Bailey & Glasser, LLP
Cohen Milstein Sellers & Toll LLP
DiCello Levitt
Keller Postman LLC
The Lanier Law Firm
Napoli Shkolnik PLLC
Robbins Geller Rudman & Dowd LLP
Band 4
Anapol Weiss
Andrus Wagstaff
Panish Shea Ravipudi LLP
Robinson Calcagnie, Inc.
Weitz & Luxenberg, PC

try-leading experts. The team manages risks, vigorously defends clients and has deep understanding of the business and legal issues to provide the best possible advice."

"The firm has a deep bench of lawyers with broad product liability knowledge in the pharmaceutical and medical device space. It's an extremely responsive group of diligent workers with deep knowledge of the plaintiff tort Bar."

"The team is an essential part of our product liability defense. They are extremely knowledgeable and devise creative solutions to thorny problems."

Notable practitioners

James Murdica chairs Barnes & Thornburg's product liability group and acts on multiple mass torts in the pharmaceutical and medical device arenas. **Strengths:** *"His deep insight of the key issues affecting litigation is impressive and a consistent source of knowledge on the future landscape of litigation."* **"He is thoughtful, strategic and diligent and particularly good at mass tort settlements." **Sarah Johnston** cochairs the firm's drug and medical device group, with demonstrable experience acting for clients in sophisticated MDLs. **Strengths:** *"Sarah's commitment to client service is truly strong and has the ability to effectively analyze the complex issues involved across numerous nationwide litigations. It is evident that she cares deeply about her clients and is always a pleasure to work with."* **"She is skilled, reputable, active and highly regarded." **Michael Zogby** acts on pharmaceutical litigation as well as mass torts in medical devices, frequently serving as coordinating counsel and trial counsel. **Strengths:** *"He is a super-knowledgeable lawyer who provides practical and timely advice."* **"Michael provides a lot of strategic advice, has a great reputation and is well respected."******

Bartlit Beck LLP

What the team is known for Bartlit Beck is an eminent trial boutique with an impressive track record of victories in high-stakes product liability matters. Highlighted for its depth of experience and outstanding courtroom abilities. Expert rep-

Product Liability: Plaintiffs
Senior Statespeople
Senior Statespeople: distinguished older partners
Robinson Mark <i>Robinson Calcagnie, Inc.</i>
Leading Individuals
Star individuals
Lanier W Mark <i>The Lanier Law Firm</i>
Band 1
Buchanan David R <i>Seeger Weiss LLP</i>
Cabraser Elizabeth J <i>Lieff Cabraser Heimann & Bernstein</i>
Conroy Jayne <i>Simmons Hanly Conroy</i>
Rice Joseph F <i>Motley Rice LLC*</i>
Seeger Christopher A <i>Seeger Weiss LLP</i>
Band 2
Berman Steve W. <i>Hagens Berman Sobol Shapiro (ORL) ♦</i>
Birchfield Jr Andy <i>Beasley, Allen, Crow, Methvin (ORL) ♦</i>
Fitzpatrick Fidelma L <i>Motley Rice LLC*</i>
Geller Paul <i>Robbins Geller Rudman & Dowd LLP</i>
Kline Thomas R <i>Kline & Specter PC (ORL) ♦</i>
Levitt Adam J. <i>DiCello Levitt</i>
Migliori Donald <i>Motley Rice LLC*</i>
Panish Brian <i>Panish Shea Ravipudi LLP</i>
Skikos Steven <i>Skikos, Crawford, Skikos & Joseph (ORL) ♦</i>
Wagstaff Aimee H. <i>Andrus Wagstaff</i>
Walsh Alexandra <i>Walsh Law (ORL) ♦</i>
Watts Mikal C <i>Watts Law Firm (ORL) ♦</i>
Band 3
Hazam Lexi J. <i>Lieff Cabraser Heimann & Bernstein, LLP</i>
Littlepage Zoe <i>Littlepage Booth (ORL) ♦</i>
London Sarah R. <i>Lieff Cabraser Heimann & Bernstein</i>
Menzies Karen Barth <i>KBM Law Corporation (ORL) ♦</i>
Pennock Paul <i>Morgan & Morgan (ORL) ♦</i>
Rafferty Troy <i>Levin Papantonio Rafferty Law Firm</i>
Selby David <i>Bailey & Glasser, LLP</i>
Sutton Tara D <i>Robins Kaplan LLP (ORL) ♦</i>
Band 4
Baig Aelish <i>Robbins Geller Rudman & Dowd LLP</i>
Charonko Katherine <i>Bailey & Glasser, LLP*</i>
Ciresi Michael V <i>Ciresi Conlin LLP (ORL) ♦*</i>
Debrosse Diandra <i>DiCello Levitt</i>
Gibbs Eric <i>Gibbs Law Group LLP (ORL) ♦</i>
Herman Stephen J <i>Fishman Haygood LLP (ORL) ♦*</i>
Keller Ashley <i>Keller Postman LLC</i>
Leopold Theodore J. <i>Cohen Milstein Sellers & Toll LLP</i>
Nast Dianne <i>NastLaw (ORL) ♦</i>
O'Dell Leigh <i>Beasley, Allen, Crow, Methvin, Portis (ORL) ♦</i>
Sacchet Michael <i>Ciresi Conlin LLP (ORL) ♦*</i>
Scott Carmen <i>Motley Rice LLC*</i>

resentation of market-leading pharmaceutical companies and medical device manufacturers, among others. Frequently appears as national counsel in multidistrict litigation, as well as class actions and single-plaintiff state claims, often handling all aspects of a case from planning and strategy to resolution. Especially active in large-scale opioid disputes, which includes serving as trial counsel in nationwide disputes.

Strengths

"The trial counsel are fierce advocates who know when to litigate."

"Bartlit Beck are high-level elite lawyers."

Work highlights Bartlit Beck served as lead and coordinating counsel for Walgreens in nationwide litigation relating to the distribution and sale of prescription opioids.

Notable practitioners

Philip Beck is a highly experienced trial lawyer

Product Liability: Regulatory
Leading Firms
Band 1
Arnold & Porter
Cooley LLP
Crowell & Moring LLP
Leading Individuals
Band 1
Carlson Sarah <i>Dentons US LLP (ORL)</i> ◇
Falvey Cheryl <i>Crowell & Moring LLP</i>
Gillice Michelle <i>Arnold & Porter</i>
Howsare Matt <i>Cooley LLP</i>
May Belinda <i>Dentons (ORL)</i> ◇ *
Murphy Brendan <i>Perkins Coie LLP *</i>
Park Julie <i>Morrison Foerster (ORL)</i> ◇ *
Rubel Eric <i>Arnold & Porter</i>
Troutman William <i>Norton Rose Fulbright</i>
Wilson Sarah <i>Covington & Burling LLP *</i>
Associates to watch
Cohen Matthew <i>Crowell & Moring LLP</i>
Gentine Michael <i>Arnold & Porter *</i>
Skolky Shawn <i>Cooley LLP</i>
Wang Jessica <i>Arnold & Porter *</i>
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

who acts both for individuals and major corporations on a number of high-profile product liability cases. **Strengths:** “He is your trial gun on the front line in high-stakes litigation.” **Kaspar Stoffelmayr** is an esteemed practitioner in the market, recognized for his handling of mass torts across the pharmaceutical and toxic tort sectors. **Strengths:** “He is a very smart, gifted and talented lawyer.” “Kaspar is a fantastic attorney.” **Adam Hoeflich** is well regarded as a trial lawyer and strategic adviser, with noted strength in both individual cases and MDLs. **Strengths:** “Adam is an excellent attorney.” “He is a reputable lawyer who works on large-scale litigation.” **Rebecca Weinstein Bacon** is widely praised for her skills in product liability disputes, commercial cases and class actions. She is best recognized for advising major pharmaceutical clients in significant mass torts. **Strengths:** “She is a fantastic trial lawyer and reputable too.”

Bowman and Brooke LLP

What the team is known for Bowman and Brooke possesses a dedicated product liability defense firm, fielding a deep trial bench. The firm is widely considered a market leader in the automotive industry, with a client list that features numerous leading manufacturers. Its broad practice also includes strength in areas such as medical devices and consumer products alongside activity in large-scale consumer class actions.

Strengths

“Bowman and Brooke know our business well. They deliver good results, have the expertise and are highly experienced. The team are at the top of the list for product liability.”

“They are winners and provide remarkable execution. They also have an incredible geographical coverage and come highly recommended.”

Work highlights Bowman and Brooke served as lead counsel in multiple mass actions for Ford Motor Company including for breach of warranty and fraud involving the DPS6 transmission in

Product Liability: Tobacco
Leading Firms
Band 1
Herbert Smith Freehills
Jones Day
Latham & Watkins LLP
Shook, Hardy & Bacon LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Parsigian Kenneth J <i>Latham & Watkins LLP *</i>
Leading Individuals
Band 1
Gallagher Kat <i>Rodman & Rodman, LLC. (ORL)</i> ◇
Geraghty William P <i>Shook, Hardy & Bacon LLP</i>
Loss Gregory M <i>Herbert Smith Freehills</i>
McGaan Andrew R. <i>Kirkland & Ellis *</i>
O'Connor Daphne <i>Arnold & Porter</i>
Parker Stephanie E <i>Jones Day *</i>
Reilly Kenneth J <i>Shook, Hardy & Bacon LLP</i>
Rolph Christine <i>Latham & Watkins LLP *</i>
Rubinstein Benjamin <i>Herbert Smith Freehills</i>

2011-2016 Ford Fiesta and 2012-2016 Ford Focus vehicles.

Notable practitioners

Paul Cereghini chairs the firm and regularly acts as lead trial counsel in large-scale product liability cases and personal injury matters for major automobile companies. He also acts on concussion injury litigation. **Strengths:** “Paul is highly experienced in trial work.” “He is skilled.” **Joel Smith** is a sought-after trial lawyer who acts as national counsel on a number of mass torts for major automotive companies. **Strengths:** “He is reputable and has had successful results. His skill set is excellent and he is able to represent clients in difficult high-exposure cases.” “Joel is a skilled and talented lawyer.”

Bradley Arant Boult Cummings LLP

What the team is known for Bradley Arant Boult Cummings is a widely recognized firm with impressive national capabilities, drawing on strength in markets such as Florida, Texas and Alabama. It regularly represents leading pharmaceutical companies in both state and federal courts as well as acting in asbestos litigation. The firm is well regarded for its handling of complex MDLs. It possesses a strong bench of trial lawyers as well as those well versed in appellate law.

Strengths

“The team is quick to assess and manage complex matters, has a deep bench and huge network of resources to assist. They are extremely responsive, time-sensitive and well informed.”

“The lawyers are skillful, highly competent, timely, and diverse in their practice areas. The firm is well connected and ensures knowledge gaps are covered through their networks.”

“Bradley Arant provides solid work product across several disciplines, upholds a fairly deep bench and is responsive and helpful.”

Work highlights Bradley Arant continued to act for CVS as co-lead national trial counsel in several thousand opioid-related cases.

Notable practitioners

Tripp Haston is widely respected for acting both as national trial and coordinating counsel in

Product Liability: Toxic Torts
Leading Firms
Band 1
BakerHostetler LLP
Dechert LLP
Hunton Andrews Kurth LLP
Husch Blackwell LLP
King & Spalding LLP
Mayer Brown LLP
McDermott Will & Emery LLP
Leading Individuals
Band 1
Bicks Peter A <i>Orrick, Herrington & Sutcliffe LLP</i>
Brown Michael <i>Nelson Mullins Riley & Scarborough LLP</i>
Cunningham Alexandra B. <i>Hunton Andrews Kurth LLP *</i>
Dlugosz Jennifer L. <i>Husch Blackwell LLP</i>
Dubin II Morton D <i>King & Spalding LLP *</i>
Fleming III Douglas E. <i>Dechert LLP</i>
Fournier Kristen R <i>King & Spalding LLP *</i>
Grossman Theodore M. <i>Jones Day</i>
Hong Laura Kingsley <i>Tucker Ellis LLP *</i>
Lee Jennifer <i>Husch Blackwell LLP</i>
Miller J.Y. <i>Husch Blackwell LLP</i>
Olsen Michael <i>Mayer Brown LLP *</i>
Pardo James A <i>McDermott Will & Emery LLP *</i>
Ring Daniel <i>Mayer Brown LLP *</i>
Rohling Kelly Meghan <i>Orrick, Herrington & Sutcliffe LLP</i>
Upshaw Anthony <i>McDermott Will & Emery LLP *</i>
Wilmore Charles B. <i>Liskow (ORL)</i> ◇

major pharmaceutical mass torts and chemical litigation. **Strengths:** “Tripp is extremely aware of his client’s needs and how to best address them in a calm and collected manner to make sure they feel secure in their choice of support for their legal needs.” “He gets high marks for being able to maintain trial strategy and judgment strategically.” **Lindsey Boney** is relied upon by clients in the pharmaceutical and medical device space for his stellar representation in mass torts and MDLs. **Strengths:** “We rate Lindsey at the highest levels. His skillfulness and strategic leadership has helped navigate very difficult matters on our behalf.” **Kimberly Martin** routinely handles high-profile product liability disputes, including at both the state and federal level. She typically acts on behalf of clients in the medical device and pharmaceutical space. **Strengths:** “Kimberly has a good reputation.”

Bush Seyferth PLLC

What the team is known for Bush Seyferth is a well-known litigation group with strength in product liability and toxic tort claims. The firm has a standout reputation in litigation concerning automobiles, acting on behalf of a range of major manufacturers.

Strengths

“Bush Seyferth is a tremendous firm that is very strong in this space and has really strong trial attorneys. The team is good to work with and has good strategic sense and good writers who are also incredibly responsive. It has high credibility in the courtroom and isn’t afraid to take complex cases to trial.”

“Bush Seyferth get favorable results and are talented trial lawyers and appellate counsel.”

Work highlights Bush Seyferth was class action co-counsel to General Motors on three related

putative class actions asserting warranty, consumer protection and fraud claims based on an alleged transmission defect impacting millions of vehicles.

Notable practitioners

Patrick Seyferth (see p.697) is praised for his trial abilities and extensive experience handling automobile claims. **Strengths:** *"Patrick is a super-talented writer, great researcher and strategic."*

Butler Snow LLP

What the team is known for Butler Snow has a strong reputation for its knowledge of the life sciences sector, where it regularly acts for a number of leading entities in complex product liability claims. Also noted for its handling of disputes involving agricultural chemicals and automobiles. Substantial experience handling major multidistrict litigation and widely regarded as one of the leading litigation firms in the Southeast, while making significant inroads elsewhere in the country.

Strengths

"Butler Snow has a strong, cohesive team approach and is responsive to the issues at hand. They work to understand clients' business strengths and weaknesses and bring an approach to resolve the issues."

"The firm is fantastic at handling complex litigations in multiple jurisdictions."

Work highlights Butler Snow served as lead trial and appellate counsel for Minerva Surgical in a case where the plaintiff alleged that its Endometrial Ablation System is defective, resulting in extensive and permanent injuries.

Notable practitioners

William Gage (see p.561) is renowned for acting as lead counsel for major pharmaceutical trial companies in large MDLs, drawing particular praise for his achievements in pelvic mesh litigation. **Strengths:** *"He is a senior litigator and great trial lawyer who is very good at managing complex litigations in multiple districts. That is his specialty."*

Kim Bueno (see p.3205) comes recommended for her trial capabilities, regularly acting for life sciences clients in complex large-scale litigation and personal injury claims. **Strengths:** *"Kim is a terrific litigator and a wonderful person to work with."* **Orlando Richmond** regularly serves as lead counsel and co-counsel on a range of mass tort litigations, including both pharmaceutical cases and toxic torts. **Strengths:** *"He is a skilled attorney."*

Campbell Conroy & O'Neil, P.C.

What the team is known for Campbell Conroy & O'Neil is a dedicated trial boutique with formidable courtroom experience and significant technical expertise. Especially well regarded for automotive-related product liability issues, and maintains well-established relationships with several leading manufacturers in this space. Further strengths in toxic torts, most notably in asbestos cases. Also attracts mandates from a number of major insurers, as well as consumer goods companies.

Strengths

"Campbell Conroy's client care has been tremendous, and they were required around the clock at

times."

"The firm has very experienced trial lawyers."

Notable practitioners

James Campbell is best recognized for his expertise in automotive litigation, regularly handling matters in both federal and Massachusetts courts. **Strengths:** *"Jim is an excellent trial lawyer and masters work when helping an international company."* *"Jim is one of the go-to trial lawyers. He's responsive and provides good value and service."*

"He's a thoughtful and excellent lawyer who is strategic, pragmatic and has extraordinary experience."

William Conroy is a leading automotive lawyer who is well regarded for catastrophic injury cases, in which he has acted for clients at both the state and national level. **Strengths:** *"He is a great trial lawyer."* *"William is an excellent product liability lawyer."*

Cohen Milstein Sellers & Toll LLP

What the team is known for Cohen Milstein Sellers & Toll has an impressive team with trial experience in mass and personal torts and class actions. It has noted strength in environmental matters and extensive skills dealing with data breach mandates. The team counsels clients in matters related to the automotive, consumer and pharmaceutical sectors, including high-profile fraud issues.

Strengths

"Cohen Milstein has excellent litigators with sharp minds who deploy the resources needed, are a pleasure to collaborate with and responsive to the needs of co-counsel, clients and the court."

"The firm has sophisticated lawyers who practice cutting-edge class actions."

"Cohen Milstein's dedication is very impressive. The wide range of partners and associates demonstrate the skills needed for successful engagement in a breadth of litigation."

Work highlights Cohen Milstein represented plaintiffs in a class action lawsuit against General Motors alleging breach of warranty and deceptive and fraudulent business practices related to the manufacture and sale of defective eight-speed automatic transmissions.

Notable practitioners

Theodore Leopold is an experienced litigator noted for his broad base of expertise in mass torts claims and consumer class actions. He cochairs Cohen Milstein Sellers & Toll's complex tort, environmental litigation and consumer protection practices.

Cooley LLP

What the team is known for Cooley possesses an enviable depth and breadth of expertise in regulatory matters concerning a wide range of product lines. The firm is frequently sought after to advise clients on regulatory compliance, product recalls and consumer claims. It offers further capabilities in investigations and litigation before the CPSC.

Strengths

"Cooley is exceptionally well versed in the regulatory climate and exhibits an unparalleled depth of experience in counseling both large retailers and manufacturers on consequential product safety concerns. Each attorney has significant experience and expertise and is globally strong."

"The firm analyzes complex regulatory and legislative issues and provides actionable advice. It's a great team with a wide breadth of expertise and a good understanding of the industry."

"The team is incredibly knowledgeable, insightful and practical, and balances business needs with satisfying regulator action very well. It's a capable team that provides trusted guidance because they are practical and look at all sides of an issue."

Notable practitioners

Matt Howsare chairs the firm's North American product safety practice and possesses an impressive depth of expertise in regulatory issues. He counsels clients on risk assessments, product recalls and engagement with the CPSC.

Strengths: *"He is a fantastic adviser and a fierce advocate. He takes a pragmatic approach and his guidance is accurate. His depth, experience and industry connections stand out among his peers."*

"Matt's professionalism and expertise, along with his willingness to always make time for clients, make him great to work with. He is truly your advocate and does not surrender in a fight." *"Matt is incredibly talented at law and has the right demeanor. He has extensive knowledge on how standards are created, monitored and updated."*

Shawn Skolky is recognized for his experience advising clients on product safety reporting obligations, recalls, investigations and enforcement matters. **Strengths:** *"He is responsive, easy to work with, pragmatic and gets the job done."* *"Shawn works tirelessly to get results and really dives deep on creative arguments and solutions to complex problems."* *"Shawn provides thorough, reasonable, actionable and prompt advice on complex matters."*

Covington & Burling LLP

What the team is known for Covington & Burling possesses a dynamic group that maintains a strong position in the nationwide market, evidenced by notable trial victories in the pharmaceutical space. The firm also handles complex cases in other product areas, including mass torts and class actions involving construction and consumer product industries. It is frequently called upon to litigate major multidistrict matters and advise on appeals.

Strengths

"The team works seamlessly and is excellent at task management, communication, in-court advocacy and motion briefing at the trial and appellate level."

"The Covington team is first-class with exceptional experience and knowledge with respect to the subject matter. The team provides outstanding service."

"It's a top team which is very impressive with their capability and experience. Follow-ups are smooth and attention to detail is top-level."

Work highlights Covington & Burling represented Bristol Myers Squibb and AstraZeneca in hundreds of lawsuits alleging that their diabetes medicines Onglyza and Kombiglyze cause heart failure and other cardiovascular injuries.

Notable practitioners

Michael Imbrosio (see p.593) is renowned for his strengths in strategy and briefing on mass torts, especially in the pharmaceutical sector.

Strengths: *"Michael is a talented trial lawyer and strategist."* *"Mike is phenomenal and does high-level sophisticated appellate work."* *"He has a real*

skill in doing expert depositions.” **Paul Schmidt** (see p.692) is highly experienced both in trial and at appeal, with particular strength in pharmaceutical litigation and toxic torts. **Strengths:** “Paul is a great advocate, he’s impressive on his feet.” “His strategic thinking and ability to distill complex legal concepts into clear and concise executive summaries is impressive.” “Paul is one of the smartest and most talented lawyers in the product liability space. He has the rare ability to be a high-level trial and appellate lawyer. He is very client-friendly, a creative problem solver and shares very practical advice. I consider Paul to be one of the top lawyers in the space.” **Sarah Wilson** (see p.735) is highlighted for her work advising clients on regulatory and enforcement matters in relation to recalls and product safety investigations. **Strengths:** “Sarah is a star. She’s knowledgeable, thorough in her work product and her advice is super-impressive.” “Sarah provides practical advice and regulatory guidance. She is always effective.” “Sarah is first-class and very knowledgeable within her field of expertise.” **Phyllis Jones** (see p.598) is an esteemed trial lawyer in pharmaceutical defense, with a case-load that includes opioid litigation. **Strengths:** “Phyllis is a phenomenal trial attorney who is very agile. She can go in with a plan, pivot or reset that activity and is also terrific on her feet.” “She works on significant matters, is a strategic thinker and very easy to work with.” **Emily Ullman** (see p.724) is talented in mass tort and class action litigation. She is particularly active in cases in the health and technology spaces. **Strengths:** “Emily is excellent in front of juries and also a very good legal writer, with a good understanding of legal issues.” “Emily is versatile and a dogged advocate who is comfortable arguing complicated legal motions. She is also an absolute master of running cases day to day and managing interactions with opposing counsel.”

Crowell & Moring LLP

What the team is known for Crowell & Moring has an impressive practice counseling a broad range of clients including pharmaceutical, automotive, transportation and medical device manufacturers. The firm provides regulatory and litigation advice related to product liability matters involving the CPSC and National Highway Traffic Safety Administration. It has extensive experience in class action and multidistrict litigation, including disputes involving environmental damage claims. **Strengths** “The Crowell team’s breadth of experience as a whole is impressive and the firm offers an expert in numerous areas that are relevant to our business. The attorneys are communicative and easy to work with and provide a high level of advice and service.” “Attorneys at Crowell get answers quickly and efficiently and communicate directly. They understand business needs and objectives and get the job done.” “Crowell & Moring took control of the strategy and executed it flawlessly, efficiently and effectively. The firm provides high service levels and responds promptly to any questions.”

Work highlights Crowell & Moring defended Olaplex Holdings in a lawsuit filed by plaintiffs alleging that Olaplex products caused them to suffer various injuries, including hair loss and hair

breakage and sought relief for their alleged personal injuries. Plaintiffs also asserted warranty, negligence, product liability, consumer protection and unjust enrichment claims.

Notable practitioners

Cheryl Falvey is noted for her considerable expertise advising clients on regulatory issues, including risk assessments, product recalls and CPSC investigations. **Strengths:** “Cheryl does an amazing job in very difficult circumstances.” “She is as good as it gets in this field and has done incredible things for us. She navigates great results and always has a map to the right outcome.” **Andrew Kaplan** (see p.601) is held in high regard for the caliber of his advocacy in product liability litigation. He serves as chair of the firm’s mass tort, product and consumer litigation group. **Strengths:** “Andrew is incredibly commercial and efficient in providing analysis. He presents his findings very well and his writing is clear and concise. He’s just a pleasure to work with.” “Andrew is a highly astute attorney who is personable, knowledgeable and to the point.” **Matthew Cohen** is noted for his experience advising consumer product and automotive manufacturers on compliance and enforcement issues concerning the Consumer Product Safety Commission and other agencies. **Strengths:** “Matthew is detail-oriented and a creative problem solver. He is communicative with clients and pleasant to work with.”

Dechert LLP

What the team is known for Dechert houses impressive capabilities in the product liability and mass torts space. It is renowned for its expertise in toxic torts litigation and also possesses a wealth of experience representing major names in the pharmaceutical and chemical industries. The team skillfully coordinates major multidistrict product liability litigation as well as offering notable prowess in appellate matters.

Strengths

“Dechert’s lawyers are far superior writers and much more tactical in their approach, with really impressive judgment. They are reliable and prepared to think creatively and strategically.” “It’s a very good firm that is active and recognized in the sector.”

Work highlights Dechert scored a significant victory on behalf of Plum, PBC in a multidistrict baby food heavy metals personal injury case, in which the plaintiff alleged the defendant’s baby foods caused autism and ADHD.

Notable practitioners

Robert Heim is a well-respected trial lawyer who has acted on a number of significant product liability cases in pharmaceuticals and medical devices. **Mark Cheffo** is highly experienced as both national coordinator and trial counsel for numerous mass torts in the pharmaceutical and environmental spaces. **Strengths:** “He is a strategic thinker, has the ability to form relationships and is an extraordinarily likable deal maker. He is the brains of the litigation and has a keen legal mind, is a master of detail and knows all of the facts of litigation.” “He is one of most sophisticated product liability mass tort defense lawyers in the country.” **Douglas Fleming** is an experienced product liability litigator, distinguished by his

expert handling of environmental toxic torts and insurance disputes.

DiCello Levitt

What the team is known for DiCello Levitt is a highly esteemed product liability group with strength in plaintiff representation. It is active across a number of sectors, including agriculture and manufacturing.

Strengths

“DiCello Levitt is a close competitor and stands out in this space.”

Notable practitioners

Adam Levitt is a go-to plaintiffs’ attorney in the class actions space, with expertise handling matters in the automotive and pharmaceutical sectors. **Strengths:** “Adam is very experienced and has the credentials behind him.” **Diandra Debrosse** has a burgeoning practice in this space, with considerable experience of assisting on products liability mass torts and class actions. **Strengths:** “Diandra is an excellent lawyer.”

DLA Piper LLP (US)

What the team is known for DLA Piper has a strong reputation as a go-to trial and coordination counsel for marquee names in the pharmaceutical sector. Also offers expertise across broader products claims, including medical device and personal injury disputes as well as environmental toxic tort proceedings. Stands out for its experience in multijurisdictional disputes and is able to draw upon significant global resources.

Strengths

“The team is extremely responsive, creative and a go-to for complicated litigation.”

“DLA Piper readily has the resources to prepare for trial, and lawyers are always at hand and expertly provided. They have a good leverage of lawyers at different levels to ensure efficiency on tasks.”

“DLA Piper is highly skilled and effective and has a great bench with talented and experienced attorneys. The team is always responsive and goes above and beyond for the client.”

Work highlights DLA Piper represented Nurture in several actions alleging heavy metals such as inorganic arsenic and lead were present at dangerous levels in its baby food.

Notable practitioners

Loren Brown is a highly respected trial lawyer who is best known for his strengths in pharmaceutical mass torts and medical device cases. **Strengths:** “He provides risk guidance, helps assess different issues and is always helpful in that regard.” “He has brought innovation to us in every sphere – technology, litigation, strategy.” “Loren is incredibly highly regarded.” **Matthew Holian** (see p.586) has developed an increasingly strong reputation for defending major pharmaceutical companies as national counsel in MDLs, handling everything from discovery to resolution. **Strengths:** “He provides high-level strategic advice with clear recommendations. He’s smart, decisive and timely.” “Matthew is incredibly client-focused.” **Lyn Pruitt** is widely renowned for her considerable trial expertise and is frequently sought after for first-chair complex product liability trials and consumer class actions on behalf of pharmaceutical and medical device companies,

among others. **Strengths:** “She is a fabulous trial lawyer who does a fantastic job.” “Lyn is an exceptional attorney.” **Christopher Campbell** chairs the firm’s product liability and mass torts practice and possesses widespread experience in the space, including acting in a national coordinating role as well as providing trial and regulatory counsel.

Strengths: “His legal knowledge is excellent and readily anticipates the client’s needs. His coordination skills are brilliant and he excels in every area of the collaboration.” “He is innovative, smart, prompt and a good planner.” **Cara Edwards** advises on an array of product liability disputes, including large-scale medical device MDLs. **Strengths:** “Cara has a creative and holistic approach.”

Dykema Gossett PLLC

What the team is known for Dykema Gossett is a well-regarded automotive product liability firm with particular strength in Detroit. It excels across both mass torts and consumer class actions. The team frequently represents major automobile clients in MDLs and large-scale economic loss cases, with further strengths in personal injury lawsuits and product defect litigation. Its expertise includes acting as local, regional and national counsel.

Strengths

“Dykema Gossett has highly skilled and effective lawyers, with very strong capabilities in a variety of practice areas including product liability.”

“The firm has exceptional trial lawyers with a very deep bench of knowledge. It has great product liability teams that are really involved in the automotive space.”

“Dykema Gossett are super-impressive.”

Work highlights Dykema Gossett successfully defended Tesla in a jury trial in which the plaintiff alleged the autopilot and airbag systems malfunctioned in her Tesla 2016 Model S.

Notable practitioners

Michael Cooney leads the firm’s litigation department and has a strong track record acting as national and regional trial counsel for major automotive manufacturers and suppliers. **Strengths:** “He is highly recommended, great in this space and is active in product liability and class action matters.” “Michael is a top trial counsel.” **James Feeney** is an accomplished trial lawyer and is frequently sought after by major automotive industry names to handle high-stakes multi-court product liability cases. **Strengths:** “He is an excellent lawyer who is very well known in this field.” “James has been doing this for a very long time and enjoys a good reputation.” “James is a top litigator in this space.” **Krista Lenart** offers notable expertise in defending automotive sector clients against consumer class actions and multidistrict litigation. **Strengths:** “Krista is incredibly impressive with her briefing and strategic thought.” **John Thomas** is a fine choice of counsel for large automotive manufacturers facing complex consumer class actions, as well as appellate litigation. **Strengths:** “John is a long-term appellant specialist.” “He has worked on some of the best briefs and we have been very happy with the value and service.”

Faegre Drinker

What the team is known for Faegre Drinker Biddle & Reath has a highly respected team of product liability experts offering extensive experience in toxic tort and automobile disputes as part of a broad litigation practice. Handles major product liability matters for a wide client base, including medical device and food and beverage entities. Impressive track record in defending against both single-plaintiff and high-stakes mass tort actions across the USA, offering particular strength in the life sciences space. Maintains an impressive bench of trial lawyers in this market.

Strengths

“Faegre provides excellent legal analysis and offers strategic decision-making on complex issues. The team is responsive and able to dive into complex issues that have extremely subtle nuances which they see and respect.”

“The firm is respected, diligent, diverse and skilled. Faegre is a true team player, always able to take the lead and willing to play whatever role is necessary to achieve the task at hand.”

“Faegre attorneys are knowledgeable, responsive and bring creative solutions tailored to the business.”

Work highlights Faegre Drinker Biddle & Reath served as national counsel to Zimmer Biomet in multiple mass tort actions and MDLs. Plaintiffs alleged that Zimmer’s metal-on-polyethylene hip devices are defectively designed and failed to warn doctors about the risks associated with metal corrosion.

Notable practitioners

Paul Cauley is noted for his impressive strength in defending major automotive manufacturers against large-scale consumer class actions, multidistrict litigation and claims brought by state attorneys general. He cochairs the firm’s nationwide class action team and is based out of the Dallas office. **Strengths:** “He is strategic, diligent and thorough. He is the leader and thinks several steps ahead.” **Andrea Pierson** has garnered a strong reputation for medical device MDLs, including those regarding pelvic mesh products and knee replacements. **Strengths:** “She is trusted to deliver timely guidance on complex issues.” “She is strategic, thoughtful and super-responsive. She provides solid and practical advice.” **Susan Sharko** routinely acts as national coordinating counsel for leading companies in mass torts and MDLs across a wide range of sectors, including pharmaceuticals, medical devices and toxic torts. **Strengths:** “Susan has a very good reputation.” “She is a fantastic attorney.”

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher is an esteemed litigation practice with considerable strength in consumer class actions and nationwide product liability claims. The team frequently acts on large-scale federal cases in the automobile and technology sectors. It fields a strong appellate team with a notable track record in big-ticket proceedings, complemented by a leading trial team. It has further experience in toxic torts, environmental cases and mass torts in the food and beverage industry.

Strengths

“The Gibson Dunn team work on cutting-edge cases and challenging work.”

“The firm is a big player in this space and active on high-quality matters.”

“Gibson Dunn is sizable and has a prominent place in the product liability market.”

Notable practitioners

Theodore Boutros (see p.1003) boasts a distinguished appellate practice, while also being highly active in consumer class actions, personal injury cases and environmental torts. **Strengths:** “He is phenomenal and certainly an asset to the firm.” “Theodore is excellent in this area.”

Goldman Ismail Tomaselli Brennan & Baum LLP

What the team is known for Goldman Ismail is a respected litigation boutique that is commended for its strength in trial advocacy and its command of complex data underpinning technical cases. Demonstrates expert strength in high-profile mass tort and product liability disputes involving drugs and medical devices, attracting an impressive roster of blue-chip pharmaceutical clients. Offers experience acting as national coordinating counsel in large multidistrict litigation.

Strengths

“Goldman Ismail are among the most capable and talented lawyers. Their expertise is very deep, particularly in life sciences, and they are responsive and super-easy to work with.”

“The team is excellent in every respect. They have outstanding trial counsel and a full backup team of impressive partners and associates. The lawyers are responsive, insightful and professional.”

Work highlights Goldman Ismail defended Medtronic in product liability litigation relating to MiniMed’s 600 Series Insulin Pump. Plaintiffs alleged that the pump suffered from a defect that caused one part of the pump to break and cause an over-or under-delivery of insulin.

Notable practitioners

Tarek Ismail is esteemed for his handling of high-profile pharmaceutical product liability cases. He is also highlighted for his work in medical device litigation and toxic torts alongside his strength in antitrust class actions. **Strengths:** “Tarek is a top-notch trial attorney and an excellent strategist.” “Tarek is a renowned trial lawyer, he has fantastic trial instincts, is smart and clear and deliberates the key points very well.” “He delivers outstanding leadership, insight, arguments and witness examinations.” **Shayna Cook** is a prominent trial lawyer with a strong track record as lead counsel in MDLs, frequently acting for major pharmaceutical corporations. **Strengths:** “Shayna is a wonderful communicator with a very practical approach to getting the right answer.” “She is extremely talented and clients go to her with their most complicated cases.” “She is excellent at understanding scientific facts and has the ability to convey those facts to the jury through witness examinations.” **Joe Tomaselli** is best known for his ability to lead expert science groups in constructing defense cases for high-profile life science entities. **Strengths:** “Joe has outstanding insight and provides strategic advice.” “He is a great strategist who we work closely with in many litigations.” “He is just exceptional and his ability to

understand the science in a case is immense.” **Ken Baum** is experienced in advising on the scientific aspects of drug and medical device litigation, as well as handling expert witness preparation during major MDLs. **Strengths:** “He is leading one of the most complicated cases. He’s extremely talented and a sought-out specialist.” “Ken is the best science lawyer.” “He is an expert on key scientific issues and a super lawyer in that area.” **Brian O’Donoghue** advises clients on a broad range of product liability litigation and has significant experience handling claims on behalf of large corporations. **Strengths:** “Brian is an incredible litigator, strategist and client service provider.” “Brian is business-oriented and a great leader of teams.” **Emma Ross** enjoys a solid reputation for her product liability practice advising pharmaceutical and medical device companies in high-stakes litigation. **Strengths:** “Emma is extraordinarily smart, talented and incredibly impressive.”

Goodwin

What the team is known for Goodwin’s broad-based practice has a significant trial capability. Core expertise in pharmaceutical and toxic tort litigation. The firm provides clients with a wealth of knowledge on regulatory issues related to product liability, and draws on strong food and beverage regulatory expertise. It is also noted for its extensive life sciences industry experience, offering impressive scientific and technological expertise.

Work highlights Goodwin served as monitoring counsel for Confluent Medical Technologies in connection with the Cordis IVC Filter mass tort litigation consisting of thousands of personal injury claims.

Notable practitioners

Richard Oetheimer is a key contact.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig has an active trial team that is noted for its expert approach to long-term nationwide litigation strategy. Fields impressive strength in high-profile drug and device cases, as well as areas such as talc litigation and other toxic torts. Also displays extensive experience in the defense of product recall claims. Increasingly strong consumer class action coverage bolstered by a dedicated group of litigators in the area.

Strengths

“Greenberg Traurig has a broad scope and deep capability.”

“The firm is excellent. I have worked with a variety of experienced lawyers.”

Work highlights Greenberg Traurig represented Alcon Vision in several pieces of litigation concerning a number of products including prescription eye products, contact lenses and surgical tools.

Notable practitioners

Lori Cohen is a market-leading trial lawyer with a formidable reputation in defending pharmaceutical and medical device mass torts, as well as toxic tort and consumer product litigation. **Strengths:** “Lori is one of the best trial lawyers in this space.” “Lori is an amazing lawyer and business partner.” “She’s preeminent within the pharmaceu-

tical and medical device fields.” **Francis Citera** is a seasoned practitioner in the consumer class action space. He is experienced in both state and federal courts, and is also well versed in product safety and risk management issues. He cochairs the product liability and mass torts practice. **Strengths:** “Francis knows how to get to the issues at hand and does a great job of defending clients.” **Robert Herrington** is noted for his expertise acting for consumer products companies in complex litigation, including those alleging defects and misleading claims. He cochairs the firm’s class action litigation group and is a go-to choice for clients in the tech, retail and automotive sectors. **Strengths:** “He’s smart, thorough and modest in his demeanor. He’s good at communicating, he’s a very aggressive litigator and provides very good value.” “Robert has a number of great qualities. He is a great negotiator who communicates well with clients and is also a great strategist.” **Glenn Kerner** acts both as strategist and in trial during international product liability litigation, including in the pharmaceutical sector. **Strengths:** “Glenn is very practical and very skilled.”

Simmons Hanly Conroy

What the team is known for Simmons Hanly Conroy is recognized for its strength in asbestos mass tort disputes, along with its handling of opioid-related issues. It counsels plaintiffs on state and federal mandates arising from areas such as pharmaceuticals, medical devices and environmental protection. The team is also noted for its involvement in emissions multidistrict litigation.

Strengths

“Simmons carry out very good, high-quality work.”

Notable practitioners

Jayne Conroy is highly acclaimed for her presence across a broad range of cases, including opioid MDLs and medical device litigation. **Strengths:** “Jayne’s reputation exceeds her.”

Herbert Smith Freehills

What the team is known for Herbert Smith Freehills is noted for its considerable expertise in large-scale product liability suits against the tobacco industry, including those brought by classes of claimants, governments and state attorneys general. The firm has capabilities representing clients in domestic US and cross-border matters across a wide array of jurisdictions. It offers wider strength in regulatory advisory work.

Strengths

“Herbert Smith Freehills handles complex and sophisticated issues. Each member of the team is solid and deeply skilled and the team as a whole is highly collaborative.”

“The attorneys have excellent industry knowledge and legal skills. Herbert Smith Freehills has great partners and associates who are always available and responsive.”

“The team provides pragmatic and business-savvy advice on a range of highly complex regulatory and litigation-related issues. The lawyers are incredibly responsive and provide thoughtful, quick and to-the-point business-relevant advice.”

Notable practitioners

Gregory Loss maintains a broad and widely respected litigation practice that exhibits

strength in product liability cases in the tobacco space. **Strengths:** “Greg is a phenomenal adviser who provides pragmatic and to-the-point legal advice through a commercial lens.” **Benjamin Rubinstein** is respected for the quality of his advocacy in product liability cases. He demonstrates deep knowledge of cases in the tobacco space. **Strengths:** “Ben is a highly dedicated attorney who makes the impossible possible.” “Ben is highly experienced at running multi-jurisdictional and international mass tort cases. He knows the science and the law as well as members in that field and is a consummate legal strategist for complex matters.”

Holland & Knight LLP

What the team is known for Holland & Knight LLP enjoys a fine reputation for its work in product liability, offering expertise across a wide range of industries including pharmaceuticals, medical devices and manufacturing.

Strengths

“Holland & Knight has sufficient internal expertise to handle complex matters and has a strong and diverse team. They’re also agile and responsive.”

“Holland & Knight has excellent lawyers who are highly skilled at handling complex and sophisticated cases.”

Work highlights Holland & Knight represented Bridgestone Americas in five consolidated product liability lawsuits with product defect allegations, arising from a 2018 church van rollover in Polk County, Missouri.

Notable practitioners

Thomas Yoo is routinely engaged in product liability and mass tort cases. He frequently represents clients in the life sciences sector, among others. **Strengths:** “He is very knowledgeable in this field and has been helpful to acclimate the litigation.” “Thomas is an excellent litigator.”

Hollingsworth LLP

What the team is known for Hollingsworth LLP has a highly regarded team of expert product liability and mass tort lawyers. It has expertise advising clients in pharmaceutical and toxic tort-related litigation. The firm offers deep expertise in class actions and personal injury claims.

Strengths

“The team is very smart, tough and trusted in negotiation. The lawyers really understand what clients want, they’re not afraid to litigate and they have a deep knowledge of the product liability space.”

“The partners and associates alike provide thoughtful and strategic counsel informed by the firm’s deep experience. The team is incredibly responsive, provides a high-quality service and at all levels demonstrates commercial awareness.”

Work highlights Hollingsworth served as lead trial to Sotera Health and Sterigenics U.S. in cases alleging that ethylene oxide emissions from Sterigenics’ medical device sterilization facility in Willowbrook, Illinois caused various cancers to individuals living near the plant.

Notable practitioners

Joe Hollingsworth is well equipped to advise on product liability claims, fielding expertise in the pharmaceutical sector. **Strengths:** “Joe is a consummate trial attorney.” “Joe is a very savvy,

experienced trial lawyer and a go-to adviser for his clients."

Hughes Hubbard & Reed LLP

What the team is known for Hughes Hubbard & Reed is a highly regarded group with substantial experience in product liability defense and a notable focus on the pharmaceutical and tobacco sectors. Highlighted for its in-depth guidance on litigation strategy as well as its longstanding relationships with major clients. Strong national and international presence allows it to act on mass tort cases with a global reach. Extensive experience acting as lead litigation counsel in product liability trials.

Strengths

"The proficiency in supporting local counsel, aligning seamlessly with overarching strategy and attentiveness is unparalleled. I highly rate the depth and breadth of the team and their commitment to maintaining a high-end product."

"The team is responsive and tailors according to the needs of the situation."

"The firm has the unique ability to participate and coordinate in highly complex cases out of the US with their outstanding experience and knowledge. The entire team has deep experience and knowledge of the law as well as the technical and medical aspects required for crafting a successful defense."

Work highlights Hughes Hubbard & Reed represented LG Electronics in litigation alleging that exposure to non-ionizing radiation emitted from mobile phone handsets caused brain tumors.

Notable practitioners

Theodore Mayer (see p.635) currently serves as chair of the firm and acts regularly for clients defending against medical and pharmaceutical MDLs. He is particularly active in disputes involving pharmaceuticals, vaccines and blood products. **Strengths:** *"He's very experienced and has a lot of wisdom in the area."* **Charles Cohen** has a strong reputation in life sciences product liability, with experience representing domestic and international clients in pharmaceutical cases and toxic torts. **Strengths:** *"He consistently demonstrates a keen ability to handle sophisticated cases and his adept leadership ensures a high-end product, always maintaining a proactive approach and staying on top of every detail."* *"Charles is brilliant, well versed, detail-oriented and success-driven. No stone goes unturned when he oversees a case, and he won't stop until the client receives the best possible defense."* **James Fitzpatrick** frequently defends pharmaceutical clients against high-profile MDLs on a national and international scale. He is especially well versed in defending litigation involving vaccines. **Strengths:** *"Jim's performance is marked by efficiency, delivering a service that is not only effective but also personalized and prompt. His dedication to forming intelligent teams and allocating resources judiciously underscores his effectiveness as a legal professional."* *"Jim consistently provides valuable input on the most challenging and complex medical and scientific product-related issues."* *"He is a longstanding and hugely valued asset to our company, has a deep understanding of the science and understands complex issues. He's also extremely practical and is an excellent problem solver."* **William Beausoleil** is relied upon for his

strategic advice in relation to complex mass torts and pharmaceutical MDLs. **Strengths:** *"He has a smart legal mind, with good ideas for strategy and litigation."* *"He provides very practical advice and is on top of the details of the matters."* *"William is a smart lawyer and a joy to work with."*

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth is highly regarded for its expert handling of toxic tort cases on behalf of major names in the chemicals, construction, manufacturing and energy sectors. The Virginia-headquartered firm is developing a strong national presence, serving as counsel in courts across the US. Its expertise spans environmental contamination and asbestos litigation, among other types.

Work highlights Hunton Andrews Kurth represented Culpeper Wood Preservers in a lawsuit in which plaintiffs alleged that the lumber they used in their home deck was defective and not resistant to rot and mold.

Notable practitioners

Alexandra Cunningham (see p.3347) is frequently called upon for her toxic tort and environmental litigation experience. She is particularly adept at representing clients in asbestos-related claims. **Strengths:** *"She is an expert on asbestos matters and other toxic torts. She is responsive and reasonable in her judgment and has a great understanding of our business."*

Husch Blackwell LLP

What the team is known for Husch Blackwell is recognized for its considerable expertise handling asbestos exposure litigation often involving multiple state court actions, drawing on its nationwide reach. The firm is frequently called upon to act in a national coordinating role as well as handling representation in trial and settlement negotiations. It regularly acts for clients in the manufacturing, agriculture and healthcare sectors, among others.

Strengths

"Husch Blackwell prove to be very sophisticated lawyers at both the national and local counsel level. The depth of the team reaches beyond basic defense and includes experts in trial strategy. The team are extremely responsive, knowledgeable and commercial, and their advice supports their level of awareness."

"Their responsiveness is one of their strong points in client service they provide."

"They have a good team with experience in most of the jurisdictions that are important to the company. They provide significant value to us."

Work highlights Husch Blackwell served as coordinating counsel to Monsanto for the docket of Roundup cases in Missouri.

Notable practitioners

Jennifer Dlugosz is regularly called upon to represent clients in toxic tort claims, with considerable expertise handling multijurisdictional asbestos exposure litigation in courts across the country. **Jennifer Lee** stands out for her ability to handle a large docket of toxic tort-related litigation. Her strong trial experience is backed by successful defenses. **Strengths:** *"Jennifer is strong on strategy and seeing the big picture, as well as being*

skilled in a courtroom with witnesses and a jury." **J.Y. Miller** has a growing reputation in the asbestos and toxic tort arena. **Strengths:** *"He is a very well-known lawyer who is very good in this space."*

Irwin Fritchie Urquhart Moore & Daniels LLC

What the team is known for Irwin Fritchie is a Louisiana-based firm with an increasingly significant presence in national product liability cases. The team frequently acts on major pharmaceutical and medical device MDLs. It also demonstrates strength in cases involving complex technical and scientific issues.

Strengths

"Irwin Fritchie is very prominent in this market."

Notable practitioners

Quentin Urquhart offers significant experience in mass torts and personal injury claims, with expertise in cases involving pharmaceuticals, medical devices and toxic torts. **Strengths:** *"Quentin is very highly regarded."* **Kim Moore** frequently acts on high-profile product liability cases and personal injury cases, and is especially well versed in litigation surrounding scientific issues. **Strengths:** *"Kim is a fantastic lawyer. I have seen her handle large dockets of product liability work and she's a solid practitioner."* **Douglas Moore** comes recommended for his solid trial experience. He is routinely engaged in product liability and mass tort litigation.

Jones Day

What the team is known for Jones Day has a long-standing reputation as a premier firm for product liability cases in the tobacco industry. It is also active in other product areas, including pharmaceuticals, toxic tort and consumer fraud. Strong track record in the defense of consumer class actions, and also offers significant expertise in appellate proceedings. The team is notable for its strong trial capabilities. Its extensive national and global presence supports its handling of large-scale disputes.

Strengths

"The combination of experience, depth and breadth of knowledge is precisely what my organization needed in its defense of a particularly difficult set of circumstances. We feel indebted to them."

"Jones Day has strong capabilities to handle complex and sophisticated matters and has a number of really good lawyers. They are always responsive and have a very diverse team."

"The firm is wonderful to work with and has impressive, strategic lawyers with substantive strength."

Work highlights Jones Day represented Chevron in multi-fora defense in federal multidistrict litigation relating to claims that the herbicide paraquat causes Parkinson's disease.

Notable practitioners

Theodore Grossman excels in defending against consumer class actions, drawing on experience in trials across the US. **Stephanie Parker** (see p.663) co-leads the firm's business and tort litigation practice, and oversees its product liability litigation practice. She is an eminent trial lawyer in tobacco and in pharmaceutical trials. **Strengths:** *"She is very service-oriented and does a particularly good job at ensuring that the firm responds*

to a variety of needs.” “Stephanie is a fantastic first chair trial lawyer who has the incredible ability to take complex sets of facts and distill them into a story.” “She is responsive and amazing with clients. She also provides very good strategy, advice and insight.” **Celeste Brecht** is noted for her growing experience handling complex product liability cases at trial, including toxic tort and pharmaceutical-related claims. **Strengths:** “She is a very strong advocate who understands what she has to do and does it efficiently.”

Keller Postman LLC

What the team is known for Keller Postman LLC offers recognized expertise in complex multidistrict product liability litigation on behalf of plaintiffs. The firm has expertise in bringing high-value recovery actions against various industries, including pharmaceuticals and medical devices.

Strengths

“Keller Postman’s work product is consistently at a high level. The team’s research and writing reflects a high level of experience and I’ve found them to offer outstanding contributions.”

Work highlights Keller Postman represented tens of thousands of plaintiffs exposed to toxic water at US Marine Corps Base Camp Lejeune who allege that they have developed diseases and chronic conditions as a result.

Notable practitioners

Ashley Keller is cofounder of Keller Postman and is held in high esteem for his expertise representing plaintiffs in multidistrict product liability litigation, with experience spanning a raft of claims. **Strengths:** “Ashley has quickly become a leader in the plaintiffs product liability practice. He is one of the best negotiators across the practice area and understands the business elements.”

King & Spalding LLP

What the team is known for King & Spalding is renowned for its deep bench, strong trial capabilities and experience in serving as national coordinating counsel. It undertakes a broad range of pharmaceutical and tobacco litigation, as well as handling automotive and toxic tort disputes. It offers clients in-depth regulatory strength, as well as experience in disputes arising from a wide range of sectors. The class action team is well versed in putative lawsuits and consumer protection class actions. Trial capabilities complemented by additional strength at appellate stage.

Strengths

“The firm is very strategic in its approach to litigation and the internal team is very responsive and strong. They provide excellent value, are cognizant of shifts and make an effort to understand the client’s commercial position and needs.”

“I have a great deal of trust and respect for the King & Spalding team and the legal advice is reliable for making business decisions. The team has depth and breadth of experience and each attorney is impressive.”

“King & Spalding has a remarkable aptitude for handling complex product liability matters, with a wide variety of expertise available. The attorneys are incredibly responsive and go above and beyond to ensure outstanding customer service.”

Work highlights King & Spalding served as

co-national counsel to TikTok in connection with several hundred high-profile lawsuits that allege harm to underaged users of social media.

Notable practitioners

Chilton Davis Varner (see p.538) is a highly acclaimed trial lawyer with a remarkable track record in mass torts, class actions and MDLs. She is accomplished in both trial and appellate law across medical device, pharmaceutical and automobile cases. **Strengths:** “Chilton is a renowned product liability lawyer.” **Andrew Bayman** (see p.499) acts for a number of major pharmaceutical companies on their most significant product liability cases. He is especially active in federal courts, where he has acted on market-leading MDLs in the life sciences sector. **Strengths:** “He is a specialist in the medical and pharmaceutical fields and has a very good reputation.” “He is highly reputable, skilled and a phenomenal counselor.”

Kristen Fournier (see p.557) regularly acts as national coordinating counsel for major corporate clients in toxic torts, typically those relating to asbestos and chemical exposure. **Strengths:** “Kristen is strategic, thoughtful, and thinks through issues efficiently. She is a creative strategist who doesn’t just follow the typical playbook.” “She is extremely organized, detail-oriented and beyond responsive. She will tackle any challenge and provides great work product.” “She is a super strategist.” **John Hooper** (see p.588) represents major international companies on product liability cases across state and federal courts involving automotive and toxic tort concerns, as well as acting on consumer class actions. **Strengths:** “John is a pleasure to work with, does an excellent job and is very client-focused.” **Morton Dubin** (see p. 588)

comes recommended as a first-chair trial lawyer in toxic torts, most significantly in litigation related to talc. He is also capable of leading cases before appellate courts and acting as coordinating counsel. **Strengths:** “Morton is a trial lawyer who is intelligent, thoughtful and strategic.” **Adam Spicer** (see p.708) is an increasingly prominent trial lawyer who has acted for major clients on pharmaceutical and medical device cases. **Strengths:** “Adam is skilled and reputable.”

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis is active across a range of product liability and mass tort-related matters, drawing on its extensive experience in handling commercial litigation across the country. It has a significant presence in bet-the-company disputes for generic pharmaceutical and manufacturing companies, including multidistrict litigation and class actions. A strong choice for handling litigation involving complex technical and scientific elements.

Strengths

“Kirkland & Ellis has bright and creative lawyers who are always responsive and are constantly updating clients on industry developments. The firm recruits the best attorneys and trains them to be leaders.”

“The firm is very involved in a number of significant litigations especially in consumer products.”

Work highlights Kirkland & Ellis represented Abbott Laboratories in connection with litigation surrounding their Similac brand preterm infant

formulas, with plaintiffs alleging links to and failure to warn of a risk of developing necrotizing enterocolitis.

Notable practitioners

Robert Brock (see p.513) is a highly esteemed trial lawyer with notable experience across high-profile MDLs. He has achieved successful defense verdicts across the pharmaceutical, automobile and life science industries. **Strengths:** “Robert is a star and a fantastic trial lawyer.” **Andrew McGaan** (see p.638) is a highly experienced trial attorney who is noted for his strength handling complex product liability cases, including tobacco litigation filed in courts across the country. **Strengths:** “He is a tremendous trial lawyer with a wonderful reputation.” “He is a leading light in the tobacco space.” **Renee Smith** (see p.705) is increasingly recognized for her expertise in large consumer class actions, including recent mandates in the e-cigarette space. **Strengths:** “Renee is an excellent attorney.” “She is very involved in large multidistrict litigation.” **Leslie Smith** (see p.705) is a skilled trial lawyer who is experienced in a range of pharmaceutical cases and consumer fraud litigation. **Strengths:** “She is very good at the art of litigation. Her tactical lawyering skills, strategic decisions and ability to identify and capitalize on opportunities within litigation are very good.”

The Lanier Law Firm

What the team is known for The Lanier Law Firm is a highly regarded litigation group that excels in plaintiff-side representation. It exhibits capabilities in cases concerning personal injury, pharmaceutical and automobile-related claims, among others.

Notable practitioners

Mark Lanier is recognized as one of the leading plaintiff lawyers in product liability, regularly acting for multinational companies on high-profile litigation relating to asbestos, medical devices and pharmaceuticals. **Strengths:** “He understands, knows and loves people, and knows how to preach to them in a way that moves them and makes them make decisions on a case.” “He is a talented trial lawyer, he’s well prepared and his cross-examinations are stellar.”

Latham & Watkins LLP

What the team is known for Latham & Watkins has dedicated litigators to deal with a range of complex personal injury and product liability cases on behalf of some of the largest corporations in the tobacco industry.

Strengths

“Latham is highly strategic and laser-focused on getting the best business result for the client. Each team member brings different strengths, experience and patience in dealing with experts and clients.”

“The firm has a strong ability to handle complex matters, even when it relates to foreign jurisdictions. Latham provides high-quality legal services, is responsive to clients’ needs and has regard for the commercial issues involved.”

“Latham has the best team, delivers regular victories, is always responsive, proactive and not reactive.”

Notable practitioners

Kenneth Parsigian (see p.663) offers notable expertise in mass torts arising from the tobacco industry, in which he represents a number of leading clients. He is also skilled in federal pharmaceutical cases. **Strengths:** “Ken is the master of wise risk-taking, has superb judgment and maximizes outcomes. He is also a master negotiator and communicator.” “He is one of the strongest, long-term and strategic counselors.” **Christine Rolph** (see p.682) is a go-to for clients facing litigation in the tobacco space. **Strengths:** “Christine is a highly sophisticated, talented and experienced lawyer. She is smart and tries to understand the peculiarities of foreign jurisdictions to better advise her clients.” “She is diligent and gives great advice. She’s an amazing litigator who always stays cool under pressure.”

Levin Papantonio Rafferty Law Firm

What the team is known for Levin Papantonio has significant experience in consumer product liability cases including e-cigarette and talcum powder-related matters. It is well known for its work in opioid, medical device and defective products mass tort litigation mandates, as well as personal injury cases. The team’s experience includes toxic exposure investigation matters.

Strengths

“The Levin Papantonio team is skilled and reputable.”

Notable practitioners

Troy Rafferty is best known in the market for acting on high-profile pharmaceutical mass torts, as well as personal injury cases.

Lieff Cabraser Heimann & Bernstein, LLP

What the team is known for Lieff Cabraser Heimann & Bernstein is a premier plaintiff-side firm noted for its involvement in complex product liability and mass tort matters. It possesses strong experience in class action and personal injury mandates related to a wide variety of sectors including pharmaceuticals, automotive and professional sports. The firm also fields significant multidistrict litigation capabilities.

Strengths

“Lieff Cabraser is a key competitor in this space.” “Lieff Cabraser is a very good plaintiffs firm.”

Work highlights Lieff Cabraser prosecuted claims on behalf of families against baby formula makers where preterm and low-weight infants developed necrotizing enterocolitis, alleging links to cow milk-based formulas including Similac and Enfamil.

Notable practitioners

Elizabeth Cabraser is considered a market-leading plaintiff lawyer with a formidable track record in pharmaceutical cases, as well as in automotive mass torts and environmental damage cases. **Strengths:** “Elizabeth is an excellent lawyer.” “She has a good reputation and skill set. She’s established and has been in this space a long time.” **Lexi Hazam** is a prominent mass tort practitioner who has acted on significant environmental class actions, as well as pharmaceutical and medical device mass torts. **Strengths:** “Lexi contributes very consistently to this space.” **Sarah London** is a distinguished practitioner who acts on behalf of plaintiffs in a broad variety of cases.

Strengths: “Sarah does a phenomenal job managing a complex coalition and steering matters to a significant result.” “She is a fantastic attorney.”

Mayer Brown LLP

What the team is known for Mayer Brown has a highly regarded litigation group that is especially noted for its extensive appellate practice and strong strategic capabilities. The practice group handles disputes involving a range of products, including medical devices and pharmaceuticals. The firm also acts for major food and beverage and chemical industry clients. It also has notable experience acting as national coordinating counsel in major litigation.

Strengths

“The firm has a stellar reputation and is one of the preeminent firms in Chicago, and deservedly so.”

“Mayer Brown is a key competitor in the environmental mass tort space.”

Work highlights Mayer Brown represented The Big Ten Conference in several putative class actions seeking recovery on behalf of former college football players for alleged concussion-related injuries.

Notable practitioners

Daniel Ring (see p.680) offers strong expertise in advising medical clients on major mass tort claims. He also acts on putative class actions regarding concussion injuries as well as acting for chemical companies in toxic torts. **Strengths:** “Daniel is a strategist who focuses on complex, multijurisdictional litigation and has a keen eye. He is very effective at managing challenges, does an exceptional job and is proactive at getting to the finish line.” “Dan is a good strategist and writer and has been doing this for a long time. He is highly respected.” **Michael Olsen** (see p.658) comes recommended for his handling of environmental matters, pharmaceutical cases, concussion-related litigation and toxic torts. He frequently acts as lead trial counsel for major multinational companies. **Strengths:** “He is an exceptional trial lawyer and a forceful advocate with a commanding presence in court. He really captures the space and attention of juries and jurors.”

McCarter & English, LLP

What the team is known for McCarter & English has significant expertise in pharmaceutical and medical device product liability mandates. It regularly appears in federal and state courts in class action, mass tort and multidistrict litigation. The team has wide knowledge of appellate and discovery matters. Its broad client base includes construction manufacturers, energy companies and transportation firms.

Strengths

“I am very pleased with the extensive knowledge and diversity of the individuals assigned to our cases. The attorneys are professional and courteous at all times.”

“McCarter & English leveraged their deep experience, the facts and processes and demonstrated full command of the details. They were always available and with quick responses.”

“McCarter & English employs a broad range of specialists.”

Work highlights McCarter & English represented

United States Metals Refining Company, Freeport McMoran Copper & Gold and Amax Realty Development in an action alleging that plaintiffs’ residential properties were contaminated by toxic and hazardous chemicals emanating from the defendants’ smelter operation located in Carteret, New Jersey.

Notable practitioners

Amy Fisher excels in the representation of pharmaceutical and medical device manufacturers in complex multidistrict product liability litigation, including acting in national defense roles. She is co-managing partner of the firm’s Indianapolis office. **Strengths:** “She is very practical and innovative when devising ways to dismiss cases. She manages the chaos of mass torts.”

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery has a high-profile practice with extensive experience handling significant toxic tort claims. The team frequently represents major clients in the manufacturing, chemicals and energy sectors. It has strong trial capabilities and is additionally able to provide strategic counsel on a national basis.

Strengths

“McDermott Will & Emery assembles a lean team that are highly efficient and effective, with great lawyers and great value.”

“The firm is highly regarded, brings unique talent and attributes and works very hard on difficult legal issues.”

Work highlights McDermott Will & Emery represented Monsanto in multiple-venue product liability actions related to the manufacture, sale and distribution of polychlorinated biphenyl (PCB), including mass torts actions alleging PCBs caused non-Hodgkin lymphoma and public nuisance claims in connection with waterways contamination.

Notable practitioners

James Pardo (see p.662) exhibits sound trial and litigation experience with expertise serving as national counsel in toxic tort claims. **Strengths:** “James is a terrific lawyer.” **Anthony Upshaw** (see p.724) is highlighted by market commentators for his trial experience and representation of clients in sophisticated toxic tort claims. **Strengths:** “He is one of our go-to trial lawyers in the mass torts and liability space, he is an exceptionally good lawyer who is loyal to his clients.” “He brings a lot of historic knowledge for the company. He’s practical, a good team player and can jump in on cases at a minute’s notice.”

McGuireWoods LLP

What the team is known for McGuireWoods has a prominent product liability practice with broad experience in mass torts and multidistrict litigation. It is particularly noted for its expert handling of disputes arising from areas such as pharmaceuticals and retail. The team has significant experience in consumer fraud class action and asbestos and toxic exposure cases.

Strengths

“McGuireWoods has always done everything we’ve needed them to do, including identifying new and emerging risks.”

Notable practitioners

Richmond-based Diane Flannery chairs the firm's product, environmental and mass tort litigation practice.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP has a respected mass tort group with a particular strength in asbestos liability matters. It also has a strong track record in automotive, pharmaceutical and medical device litigation. Strong nationwide presence sees the firm try cases across multiple states, often coordinating large-scale multidistrict litigation. The team has notable insurance recovery capabilities.

Strengths

"It's an outstanding team that produces excellent results. The lawyers are responsive and helpful."

"Morgan Lewis handles our litigation issues from beginning to end. It's a high-quality, solutions-oriented team that is easy to collaborate with."

"The firm is efficient, practical and highly competent."

Work highlights Morgan, Lewis & Bockius served as lead counsel for Philips RS North America in multidistrict litigation arising from its ongoing voluntary recall of certain CPAP, BiPAP and mechanical ventilator prescription medical devices. The firm most recently assisted with negotiating a proposed class settlement for all economic loss claims in the MDL.

Notable practitioners

Washington, DC-based Paul Zevnik leads the product liability, tort and insurance practice at the firm.

Motley Rice LLC

What the team is known for Motley Rice is regularly sought out for its expertise in medical device product liability mass tort and class action litigation. It acts in matters related to a wide range of sectors including pharmaceuticals, automotive and cosmetics. The team has strong skills in environmental and toxic torts and is well known for its work in catastrophic injury cases.

Work highlights Motley Rice served as co-lead counsel for the multidistrict litigation advocating for women who have suffered life-altering health problems allegedly caused by certain hair relaxer products.

Notable practitioners

Joseph Rice (see p.679) offers a vast range of expertise across the product liability landscape, including on automotive mass torts, asbestos litigation and pharmaceutical MDLs. **Strengths:** *"Joseph is skilled and reputable."* **Fidelma Fitzpatrick** (see p.555) advises on a range of product liability cases, with recent experience including medical device and toxic tort litigation. **Strengths:** *"Fidelma has a very good reputation."*

Donald Migliori (see p.642) displays capabilities across the product liability space, regularly acting for clients in tobacco, pharmaceutical and medical device litigation. **Carmen Scott** (see p.695) is particularly noted for her handling of pharmaceutical product liability mandates, including complex medical device disputes involving multiple claimants.

Napoli Shkolnik PLLC

What the team is known for Napoli Shkolnik has widespread expertise acting for plaintiffs in product liability claims, including those arising from the use of pharmaceuticals and asbestos exposure. The firm has additional capacity in environmental and smoking-related cases.

Notable practitioners

New York-based Joseph Napoli is a key contact at the firm.

Nelson Mullins Riley & Scarborough LLP

What the team is known for Nelson Mullins Riley & Scarborough has an established team of seasoned trial specialists. It regularly tries cases on behalf of blue-chip clients in the pharmaceutical and medical device arena as well as major automotive manufacturers. The team also handles environmental tort claims, particularly those arising from asbestos exposure. It offers extensive advocacy capabilities and courtroom experience. Attorneys at Nelson Mullins handle cases across federal, state and appellate courts.

Strengths

"Nelson Mullins has deep bench strength and provides regular feedback on both tactics and strategy."

"Nelson Mullins is strongly respected, has excellent lawyers and does a terrific job."

"They are strong communicators who are good at persuading judges with sophisticated arguments."

Work highlights Nelson Mullins served as trial counsel for American Optical and its subsidiaries in several major product liability disputes. Underground coal miners alleged lung injuries from coal dust exposure that should have been prevented by American Optical's respirators.

Notable practitioners

Sandra Ezell has enviable expertise acting as trial counsel on behalf of major players in automotive manufacturing in a wide array of product liability litigation filed in courts across the country. **Strengths:** *"Sandra is an excellent lawyer."* *"Sandra has a solid reputation."* **Kurt Kern** is highly regarded for his trial skill and frequently acts for clients in the automotive sector on complex product liability cases. **Strengths:** *"Kurt is excellent, reputable and gets successful results. He has an excellent skill set and represents clients in difficult high-exposure cases."* **David Dukes** leads on several major MDLs in the pharmaceutical industry, as well as handling environmental cases. He is also accomplished in litigation within the technology sector. **Strengths:** *"He is a fantastic trial advocate."* **Michael Brown** is an experienced trial lawyer who offers strength across the space, regularly handling toxic tort, pharmaceutical and personal injury claims. **Strengths:** *"He is a superb trial lawyer who is always ready to try a case and has great juror appeal."* *"He is a key trial lawyer and is invaluable to us. Mike is relatable to juries and is just terrific."* *"Michael is an outstanding trial lawyer who has great jury experience."* **Richard North** handles a wide range of product liability disputes, with expertise handling major pharmaceutical MDLs and aviation disputes. **Strengths:** *"Richard is a great trial lawyer."* **Thomas Cullen** garners a particularly strong reputation for product liability

cases involving forklift trucks and material handling equipment. He is also well versed in pharmaceutical mass torts. **Amanda Kitts** is a talented litigator who offers notable strength in product liability claims and maintains a broad practice, spanning toxic tort, pharmaceutical and medical device-related disputes. **Strengths:** *"Amanda is a great lawyer who is very highly regarded, plays a big role in PFAS and in leadership roles too."* **Terri Reiskin** is particularly noted for her representation of automotive manufacturers, while also offering experience across a broad range of consumer and product liability claims. **Strengths:** *"Terri is an outstanding lawyer."*

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright has a broad product liability practice, with experience spanning pharmaceutical, medical device and automobile product lines. It is also noted for its expert handling of toxic tort claims. The firm maintains strong links with major entities in the petrochemical industry. It has a strong platform and trial experience, attracting a diverse national and multinational client base. Its attorneys defend product liability cases of all sizes, from single-plaintiff claims to large multijurisdictional litigation.

Strengths

"The entire team was very helpful in getting this matter resolved."

"Norton Rose is very prominent in the market."

Work highlights Norton Rose Fulbright led the defense for Conagra Brands in a product liability case arising from alleged burn injuries from aerosol cooking spray products.

Notable practitioners

William Troutman is noted for his considerable strength in a wide array of product safety and compliance matters. His expertise is frequently sought after by manufacturers spanning the consumer products, food and automotive sectors, among others. **Strengths:** *"He is an excellent attorney and I enjoy working with him."* *"William is a fantastic lawyer and has a known reputation in the industry."* **Jonathan Skidmore** is a go-to trial lawyer for mass torts across the pharmaceutical and medical device space, as well as personal injury cases and automotive litigation.

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers is a robust team with considerable trial and appellate expertise. Represents an impressive list of pharmaceutical and technology companies, as well as leading automotive clients. Recent activity includes handling cases with additional false advertising aspects, as well as large-scale opioid litigation. Experienced in defending against consumer class actions and economic injury cases. Also offers counsel on regulatory proceedings concerning product safety.

Strengths

"The lawyers are highly capable of handling complex matters, they're responsive and offer good advice."

"The firm's litigation strategy never ceases to impress and attorneys work ceaselessly and efficiently to achieve great results. The team exceeds

high expectations for responsiveness and service levels."

"O'Melveny & Myers exhibit an extraordinary commitment to the client, are trusted allies and excellent at managing large complex multi-stage litigation."

Work highlights O'Melveny & Myers represented Kia America in several wrongful death and personal injury claims, alleging that inadequate anti-theft technologies facilitated car thefts, leading to reckless driving by thieves and auto accidents.

Notable practitioners

Stephen Brody has garnered an increasingly strong reputation after acting on high-profile product liability cases for major multinational companies. **Strengths:** *"He is an excellent strategist who is great at looking at the bigger picture."* *"Steve is a true trusted adviser whose legal guidance and acumen is always impressive. I especially appreciate his strategic, efficient approach to case management and counseling."* **Richard Goetz** is well respected for his skill in leading pharmaceutical cases and toxic torts. He is also experienced in personal injury, false advertising and consumer products. **Sabrina Strong** comes recommended for her representation of clients in high-stakes product litigation and consumer class actions, typically acting for those in the life sciences space. **Strengths:** *"She is a fantastic lawyer."* *"Sabrina is a great partner in terms of quality and client service."*

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick is highlighted for its expertise in toxic tort litigation, with a particular specialty in defending chemical industry giants from asbestos-related mass tort claims. It fields a strong bench of capable trial lawyers who are regularly called upon to act in national counsel and first-chair trial roles. The team is also noted for its experience representing Chinese state-owned enterprises in domestic US litigation.

Strengths

"The team has tremendous intellect, a keen understanding of the law and takes a practical approach to achieve the results we need. They are tactical in their decision-making, exemplary in preparation and have supreme confidence."

"Orrick is extraordinarily well positioned to handle complex and sophisticated matters, with attorneys who are experienced, talented, hard-working and insightful. They show attention to detail while never losing sight of the big picture. Their collegiality, teamwork and diversity are also all second to none."

Work highlights Orrick obtained a defense verdict on behalf of Ethicon in two separate trials in Florida and New Jersey in connection with its pelvic mesh devices.

Notable practitioners

Peter Bicks is highly regarded for his representation of Fortune 500 companies in matters such as major MDLs in the talc space. He is especially active in personal injury lawsuits and primarily acts as strategic counsel on these matters. **Strengths:** *"He's a fantastic trial lawyer whose client relations and skill set are top-notch."* *"Peter has incredible vision on large cases and clients turn to him for that vision and management."* **Meghan Rohling Kelly** is a highly experienced trial lawyer

who regularly handles product liability disputes, representing clients from a wide range of sectors including manufacturers and large corporations.

Strengths: *"She is a fantastic trial lawyer, a great trial team lead and is incredibly smart and focused on the results. She thinks beyond the norm but considers strategy and positions cases for resolution."* *"Meghan is a fighter and a scholar. She is brilliant, hard-working, a tireless advocate and a terrific mentor."* *"Meghan has a reputation for being a great communicator and tactician."*

Panish | Shea | Ravipudi LLP

What the team is known for Panish Shea Boyle Ravipudi LLP is distinguished for its plaintiff-side product liability practice. The firm fields notable experience in bringing high-value actions on behalf of consumers of a wide array of products. Its is a respected group with impressive depth of experience in personal injury and wrongful death claims.

Notable practitioners

Brian Panish is a partner and co-founder of Panish Shea & Boyle. He has secured a number of plaintiff verdicts in several areas of product liability, including automotive cases, environmental matters and personal injury litigation.

Perkins Coie LLP

What the team is known for Perkins Coie is highlighted for its broad product liability reach, with particular focus on counseling technology innovators in emerging sectors. It is noted for its expertise in fast-moving areas such as virtual reality and vehicle automation. The firm attracts significant automotive, aviation and heavy industry mandates, as well as handling Proposition 65 litigation in the food and beverage space. The team offers strength in traditional tort areas such as asbestos litigation.

Strengths

"Perkins Coie is truly excellent at what it does. It's an extremely robust and diverse team."

Work highlights Perkins Coie secured dismissal with prejudice on behalf of Amazon against negligence and product liability claims brought by parents of individuals who died from ingesting sodium nitrite purchased on Amazon.com.

Notable practitioners

Brendan Murphy (see p.649) is well equipped to advise on consumer product safety matters, fielding expertise in reporting, compliance and recalls. **Strengths:** *"Brendan is a superior tactician and writer."*

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel Urquhart & Sullivan, LLP is particularly noted for representing automobile manufacturers in a wide range of significant mass tort and product liability claims. The firm has expertise in large-scale multidistrict litigation and class actions. The firm is regularly called upon to defend automotive businesses facing wrongful death and personal injury claims.

Work highlights Quinn Emanuel represented General Motors in a three-state certified class action based upon plaintiffs' claims that its 2011

through 2014 trucks had excess oil consumption defects, including defective piston rings, in the vehicles' Gen. IV Vortec 5300 engines.

Notable practitioners

Richard Godfrey is an experienced practitioner in consumer class actions, particularly respected for his strength in automotive litigation. He is a partner in the Chicago office of Quinn Emanuel. **Strengths:** *"Richard is a very well-known attorney in this area and a very good lawyer."*

Reed Smith LLP

What the team is known for Reed Smith is a highly regarded group based across the country, noted for its expert handling of life sciences disputes. Equally adept serving in a national coordinating and lead trial counsel role in a number of high-profile drug and device trials, as well as leading negotiations for out-of-court settlements. Also offers strength in disputes such as toxic torts involving alleged asbestos exposure. Draws on a notable litigation bench with experience in defending against claims filed across the US.

Strengths

"The team is professional, knowledgeable and effective at handling liability claims involving multiple parties and stakeholders."

"Reed Smith stands out because of its collegiality."

Notable practitioners

Michael Brown is an esteemed trial lawyer, commended for his strength in mass torts. His experience includes leading mesh cases for prominent multinational companies. **Strengths:** *"He is an excellent orator who is excellent at connecting with juries and convincing them of the client's position."* *"Michael is one of the finest product liability lawyers I've ever come across."* *"He is an effective oral advocate and an effective writer. He gets very good results."* **Melissa Geist** is an expert trial lawyer who is experienced across both drug and medical device mass torts and MDLs. She regularly acts as national counsel in cases within the life sciences sector. **Strengths:** *"Melissa is a skilled lawyer."*

Robbins Geller Rudman & Dowd LLP

What the team is known for Robbins Geller Rudman & Dowd LLP excels in the representation of plaintiffs in product liability claims and consumer class actions. The team expertly acts for clients at all levels of litigation, from trial and appeals to national steering roles and large-scale settlement negotiations. The firm has handled cases concerning pharmaceuticals, automobiles and technology.

Work highlights Robbins Geller served on the plaintiffs' steering committee in the nationwide Juul e-cigarette litigation alleging predatory advertising, fraud and personal injury. The litigation has delivered around \$490 million in settlements.

Notable practitioners

Paul Geller is a trial lawyer whose strong civil disputes practice includes acting on a wide range of product liability disputes and class actions. He is a founding partner of Robbins Geller Rudman & Dowd and manages the firm's Boca Raton, Florida office. **Strengths:** *"Paul is a consummate professional who has the ability to work seamlessly and collaboratively to address daunting challenges"*

that arise in complex mass tort litigation.” “He is a tremendous lawyer who has a pretty wide-ranging skill set and a lot of intellectual firepower. Paul is capable of handling significant cases.” “He works tirelessly, he’s creative and deserves every accolade.” **Aelish Baig** has significant experience handling multijurisdictional mass tort and consumer class actions concerning a raft of product types.

Robinson Calcagnie, Inc.

What the team is known for Robinson Calcagnie, Inc. expertly handles the full range of complex product liability matters for plaintiffs. It possesses substantial experience working on personal injury matters and offers expertise in medical device, pharmaceutical and defective products claims. The firm is increasingly visible as a prominent player and specializes in mass torts and consumer class actions.

Notable practitioners

Mark Robinson is a longstanding practitioner with a distinguished career in acting on landmark automotive litigation. He also has a strong reputation for talc cases and opioid litigation. He is the founder of Robinson Calcagnie, Inc.

Seeger Weiss LLP

What the team is known for Seeger Weiss is highly regarded for its representation of plaintiffs in mass tort litigation related to opioids, emissions and data security matters. It has significant experience in pharmaceutical and agricultural cases. The firm is well known for expertise in settling complex multidistrict litigation mandates in both federal and state courts.

Work highlights Seeger Weiss secured settlements worth more than \$15 billion in the national prescription opioid litigation with Walgreens, Walmart, Kroger and CVS.

Notable practitioners

David Buchanan is a renowned trial lawyer who has acted on high-profile cases including opioid litigation, pharmaceutical cases and consumer products. **Strengths:** “He is a legitimately great attorney and one of the best I have encountered.” “David has an excellent reputation in this space.”

Christopher Seeger is a highly acclaimed practitioner who frequently acts on concussion class actions and automotive cases. He is particularly esteemed for his work on opioid litigation. **Strengths:** “Chris is a very strong strategist.” “Chris is a great lawyer. I have worked with him very closely on large litigation and he’s achieved great results.” “Chris has a very good reputation.”

Shook, Hardy & Bacon LLP

What the team is known for Shook, Hardy & Bacon has a standout practice much admired for its roster of product liability experts based across the USA. It handles a high volume of cases across all major product areas, acting in lead and national coordinating counsel roles, and maintains a particularly strong reputation in life sciences, tobacco and automotive litigation. The team has an impressive track record in trials and appeals involving mass torts and class actions, complementing its litigation bench with significant in-house scientific strength.

Strengths

“They have exceptional expertise in automotive litigation and analysis of future liability trends. They have a deep bench of seasoned litigators specializing in automotive liability trial work and it’s a firm of action that is always available and easy to work with.”

“Shook Hardy has an excellent ability to advise on complex issues and present information coherently, always with an eye on the commercial position. They are always available, responsive and practical.”

“The firm produces an excellent work product and quality briefing, from a creative and strategic standpoint.”

Work highlights Shook Hardy served as lead counsel for Evenflo Company in multidistrict litigation alleging it made false and misleading statements about its Big Kid booster seat, particularly concerning side-impact testing.

Notable practitioners

Madeleine McDonough is currently serving as the firm’s chair and draws on a strong background in the sciences, leveraging her expertise to advise clients across the space on product liability and personal injury cases. **Strengths:** “She is an excellent lawyer and a leader in the products space for a very long time.” **Michael Mallow** impresses with his strength in class actions and MDLs in the automobile industry, in which he acts for an impressive list of major manufacturers. **Strengths:** “Michael is really excellent and shines in this space.” “He has an excellent reputation.” **Amir Nassihi** (see p.651) comes recommended for the sterling quality of his advocacy, particularly in consumer class actions. He cochairs the firm’s class action and appellate litigation practice. **Strengths:** “Amir is a talented thinker on automotive trends and a strong brief writer. He excels in appellate work and case strategy.” “He is very good from a strategy standpoint and very thoughtful. He definitely knows the ins and outs of the law and the key cases. He is very considerate and incorporates the latest decisions in his strategic approach to a case.” “He is one of the most creative attorneys in this space and really shines in this area.” **Rachel Straus** is commended for her work in consumer class actions and is greatly experienced in handling cases on behalf of notable automotive sector clients. **Robert Adams** is an experienced trial lawyer who regularly acts as first chair across a range of product liability cases, with particular expertise in pharmaceutical MDLs. **Strengths:** “He is involved in big litigation efforts and oversees the work.” “He is an excellent lawyer who is very prominent and deserves the recognition.” **William Geraghty** is highly regarded for his strength in defending mass torts in the medical device and tobacco sectors. **Strengths:** “William has handled a tremendous amount of cases and gained great success.” “He is a very skilled trial lawyer.” “He has a great reputation.” **Hildy Sastre** regularly defends clients in major trials across the medical device, tobacco and pharmaceutical industries. Her caseload includes pelvic mesh and hip implant litigation. **Strengths:** “Hildy has great instincts. She assembles a great team, provides exceptional client service and gives everything she has to try the case.” “She is a strategic trial lawyer.” “She is an excellent trial lawyer with first-hand knowledge. She is very well respected and clients praise her.” **Kenneth Reilly** is best regarded for his

capabilities in tobacco, and acts for a number of leading clients in major MDLs. He is also recognized for his strength as a trial lawyer. **Strengths:** “Kenneth has lots of trial experience.” “He is a fine litigator.” **Jan Dodd** is esteemed for her experience as a trial lawyer in a range of pharmaceutical cases, as well as matters such as mass torts in the automotive sectors. **Strengths:** “Jan is a creative strategist and an organized leader.” “She is incredible at anticipating potential claims and giving advice accordingly.” “Jan is a great strategist, particularly when it comes to experts.” **Steven Weisburd** has a wealth of experience acting as trial counsel in state and federal courts, including multidistrict product liability litigation and consumer class actions. **Strengths:** “Steven handles clients with the utmost care and respect. He has the ability to make you feel you’re his only client and is a tough-as-nails litigator when he needs to be.” “He is a very good writer who produces creative arguments for complicated legal issues.” “He demonstrates a level of experience and oral advocacy that is polished and thoughtful, and he represents his clients’ interests well.”

Sidley Austin LLP

What the team is known for Sidley Austin has a deep bench noted for its expertise in the life sciences sector, having obtained a number of high-profile defense verdicts in this field. Proven ability in a range of complex automotive and toxic tort cases, including matters with a cross-border element. Draws on firm-wide resources in civil litigation and regulatory enforcement to provide a full-service approach to complex product liability and consumer class action disputes. Particular proficiency acting as coordinating counsel in large-scale multidistrict litigation.

Strengths

“Sidley Austin has stellar lawyers. It’s a well-rounded team that provides quality work product. It is extremely responsive and customer service-oriented.”

“The team is strategic, practical and very pleasant to work with.”

Work highlights Sidley Austin secured a trial victory for Sterigenics and its parent Sotera Health in a toxic tort trial arising from the FDA-approved use of ethylene oxide as a sterilizing agent for millions of medical devices and surgical kits.

Notable practitioners

Heidi Levine (see p.621) frequently acts as national counsel for pharmaceutical companies on high-profile MDLs. She handles matters across pretrial, trial and resolution. **Strengths:** “She is very well connected and strategic in how she approaches outside counsel. She’s a huge support to her clients.” “She is an excellent attorney who is very prominent in this space.” “She is the partner overseeing the entire matter and has a good head for settlement strategy.” **Debra Pole** (see p.670) has a longstanding career as a trial lawyer in MDLs and mass torts across both state and federal courts. Her practice includes toxic torts and consumer fraud claims in the life sciences sector. **Kara McCall** (see p.1744) comes recommended for her handling of consumer class actions, and acts for an impressive list of clients in the food, retail and manufacturing industries. **Strengths:**

*"Kara is extremely smart and strategic, which are certainly her key attributes. She also provides great customer service and is a pleasure to work with." "Kara is a medical literature expert." Michelle Ramirez (see p.675) possesses strong experience representing clients in the pharmaceutical and medical devices space. **Strengths:** "She is very good with the business side and I am confident she will keep the commercial realities of the case at hand. She is fantastic to work with." "Michelle is an excellent lawyer and impressive at oral arguments."*

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden is highlighted for its strength in class action and appellate work, most significantly in the construction, automotive and healthcare sectors. It maintains a strong presence in the drug and device space, achieving significant victories in this field. The team is recognized for its high-level strategic guidance to clients facing multidistrict litigation, regularly serving as lead coordinating and strategic counsel in high-level proceedings. It also advocates for legal reform on behalf of corporate clients.

Strengths

"Skadden has a proven history of driving successful outcomes. The firm has attorneys with extensive depth and expertise, and I'm amazed at their commercial awareness."

"They have outstanding legal acumen, they're collaborative and supportive of other organizations and industry goals. Skadden is extraordinarily polished in everything that it does."

"The firm has deep product knowledge and provides good, practical advice on how to navigate issues."

Work highlights Skadden represented Snap in multidistrict litigation alleging that Snapchat and other social media platforms are defective because they are designed to maximize screen time, which purportedly can encourage addictive behavior in adolescents.

Notable practitioners

John Beisner (see p.501) is considered to be one of the country's premier product liability and consumer class action attorneys, with the ability to handle complex MDLs and appellate litigation. He has conducted a number of groundbreaking cases ranging from toxic torts and personal injury claims through to medical devices. **Strengths:** *"John Beisner is a giant in mass torts. He knows everything there is to know in this space." "He is the smartest product liability lawyer in the country and is a known strategist." "John advises from a strategic standpoint and is extremely intelligent and efficient."* **Jessica Davidson (formerly Miller)** (see p.537) is highly regarded for her work across product liability MDLs and consumer class actions, frequently representing major international corporations. **Strengths:** *"Jessica is a master at briefing issues. She's strategic, results-driven and aggressive." "She is brilliant at developing legal strategies and is always numerous steps ahead of opposing counsel." "She is an excellent brief writer, really good at providing practical advice, and she is a great lead lawyer in the mass tort space."* **Allison Brown** (see p.514) represents clients in mass

torts, class actions and MDLs across the products space, including acting for multinational pharmaceutical companies. **Strengths:** *"Allison takes over a courtroom. She is smart, likable, unafraid and plays in any jurisdiction." "She has a tremendous grasp for taking complex facts and distilling information for the jurors. She gives good, practical advice to navigate data issues and is a very strong brief writer who can turn materials around quickly." "Allison does a lot of legal thinking and a lot of briefs, she is highly regarded and an outstanding writer."* **Richard Bernardo** (see p.504) maintains an exceptional litigation practice, with recognized expertise in mass tort cases in a variety of sectors. **Strengths:** *"Richard is high-end discovery counsel. He helps with strategic themes, witnesses and depositions." "He is great to work with and super-knowledgeable."* **Geoffrey Wyatt** (see p.738) primarily handles large consumer class actions and mass torts, as well as being able to advise on complex appellate litigation. **Strengths:** *"He's diligent and very good at anticipating what the other side will do." "Geoff has a balancing and optimistic approach."* **Manuel Cachán** (see p.518) is an accomplished trial lawyer who has acted for major clients on pharmaceutical and toxic tort cases. **Strengths:** *"He is an extraordinary trial lawyer who is super-talented in cross examination. He's also good at the big-picture focus in trials."*

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell is a go-to products firm noted for its stellar representation of clients in the automotive industry. It is noted for its ability to handle sophisticated class action challenges at both the trial and appellate level. The firm's knowledge expands to include pharmaceutical and toxic tort issues, with recent experience handling talc litigation. Its global footprint ensures it is a first choice for complex multijurisdictional disputes.

Strengths

"Sullivan & Cromwell make it a priority to understand our business, they treat each case uniquely and keep in mind the bigger picture. The company's goals and needs are at the front of every case and the team relentlessly pursues the best possible outcome for us."

Notable practitioners

William Monahan (see p.645) heads Sullivan & Cromwell's products liability and mass torts group. His sector expertise covers consumer class actions and personal injury claims. **Strengths:** *"Bill is absolutely brilliant. He is the most responsive lawyer, he's easy to work with and a real strategic thinker." "He is always responsive, thinks strategically and is ready to collaborate on any issue."*

Troutman Pepper

What the team is known for Troutman Pepper has a respected national practice with a strong emphasis on drug and medical device cases. Strong reputation for its work as national coordinating counsel, regularly acting for blue-chip clients in major product liability litigation, including appeals. Draws on deep industry expertise in life sciences and healthcare to provide a full-service approach to litigation.

Strengths

"Troutman Pepper has some really great lawyers, is very sophisticated in product liability and public nuisance theories and has distinguished itself in that practice."

Work highlights Troutman Pepper served as coordinating counsel for Abbott Laboratories in personal injury cases alleging Abbott and Mead Johnson's specialized infant formulas and fortifiers caused premature infants to develop necrotizing enterocolitis.

Notable practitioners

Nina Gussack (see p.2965) attracts widespread recognition for her longstanding presence in pharmaceutical and medical device mass torts. She acts as trial counsel and national coordinator in both class actions and MDLs. **Sean Fahey** (see p.2962) has experience handling MDLs across a wide range of areas, including pharmaceutical and medical device mass torts, class actions and concussion litigation. **Strengths:** *"Sean is a fantastic lawyer, an extension of our in-house team and works hard to understand business considerations. He is a great asset, a true partner and a pleasure to work with."* **Barry Boise** (see p.509) is highlighted for his experienced representation of clients in complex product liability litigation involving pharmaceuticals and medical devices. **Strengths:** *"Barry works on cutting-edge issues and is well respected on life sciences matters." "He is responsive and confident, has worked in this space for decades and has a great understanding of the plaintiff Bar."* **Halli Cohn** (see p.1560) has a broad base of experience in product liability mass tort and class action matters. **Eric Rumanek** (see p.686) represents clients in pharmaceutical and medical device MDLs, as well as mass torts and personal injury cases. **Strengths:** *"He is a very good trial lawyer who thinks strategically and long-term in trials." "Eric is very impressive and handles multiple complex trials very efficiently. He also has a good understanding of business partners."*

Tucker Ellis LLP

What the team is known for Tucker Ellis has an impressively comprehensive team that is commended for its strategic thinking and courtroom advocacy. Offers significant experience in serving as national coordinating counsel to major pharmaceutical clients. Also frequently active in litigation regarding medical devices and toxic torts, both at trial and appellate level. Strong national platform sees the firm act in multidistrict litigation consolidated in courts across the USA.

Strengths

"The firm is exceptionally equipped to handle complex and sophisticated matters, has a very deep bench and is always responsive."

"The team knows this area of law inside and out and is one of my preferred firms for product liability."

Notable practitioners

Sherry Knutson (see p.610) is widely respected for her experience in high-profile product liability MDLs, regularly acting in pharmaceutical cases and toxic torts. **Strengths:** *"She is a very good trial counsel who is likeable, strategic and very good at presenting." "She is a strong advocate and a good team partner." "Sherry is an amazing, talented lawyer."* **Laura Kingsley Hong** (see p.588) chairs

the firm's product liability group and frequently acts as first-chair trial counsel in mass torts at both the state and federal level. **Strengths:** "Laura is an exceptional lawyer." "Laura is focused on results, smart, engaged, respectful and very client-focused. She is always willing to help with an issue as needed and I highly recommend her."

Mollie Benedict (see p.502) is a go-to lawyer for pharmaceutical manufacturers facing complex product liability claims and frequently serves as trial counsel and in national coordinating roles in multidistrict litigation. **Strengths:** "Mollie is an excellent lawyer." **Michael Zellers** (see p.741) comes recommended for his representation of clients facing challenging litigation at both the state and national level, regularly handling large MDLs. **Strengths:** "Michael has extensive subject matter knowledge, he's very patient and has the credibility to represent the company."

Venable LLP

What the team is known for Venable is highlighted for its enviable track record of trial success in major pharmaceutical disputes, with niche expertise in vaccine litigation. Highly experienced team that is particularly commended for its in-depth understanding of the scientific issues underpinning complex product claims. Regularly called upon to act in federal multidistrict litigation and is equally adept in a national coordination and trial counsel role.

Strengths

"Venable is a predominant firm with great expert knowledge on a wide range of issues."

"Venable handles complex topics, provides a very good level of detail and very good service."

"Venable is a very strong firm with a range of really good litigators and a bench of expert lawyers. The team is very good on strategy, tactical in approach and very good as a firm in getting ahead of the science."

Work highlights Venable defended Venator Corporation against two lawsuits that alleged exposure to the company's wood products which caused the plaintiffs personal injury or illness and other hazards.

Notable practitioners

Bruce Parker (see p.662) frequently acts as national counsel on major pharmaceutical MDLs, with the ability to handle complex science and medical issues in these cases. **Strengths:** "Bruce is an excellent trial lawyer and an expert on experts." **Craig Thompson** (see p.1930) is best known for his strengths in medical device and drug cases, in which he often acts as national counsel. **Strengths:** "Craig has a stellar reputation as a lead trial lawyer." "Craig is an excellent strategist and trial lawyer." "He is a solid trial lawyer in this area who is incredibly personable and professional." **Steve Marshall** (see p.632) is widely recognized for his strength as a trial lawyer in high-profile medical and science cases, including pharmaceutical mass torts. **Strengths:** "Steve is very bright and I have high regard for him." "He is highly regarded, a great strategist and excellent in court."

Watkins & Eager PLLC

What the team is known for Watkins & Eager represents an impressive roster of product manufacturers from the automotive, pharmaceutical and transportation sectors. It has notable experience in mass torts and multidistrict litigation, as well as knowledge of asbestos matters. The team also has broad expertise in appellate and trial settings along with claims investigation matters.

Strengths

"The firm handles very complex litigation cases with extreme competency. I have worked with several members of the team at various levels of seniority and they provide high-level advice."

"Watkins & Eager provides top-notch customer service. Their experience and expertise in oddball product liability matters is exceptional."

Notable practitioners

David Ayers acts for automotive manufacturers in personal injury and mass tort claims, including cases in several overseas jurisdictions. **Strengths:** "He has a great strategic sense, he's well known and retains a lot of credibility in the courts. He is experienced, works well with our team and is always responsive. He is a tremendous asset for us." "David is known for his trial work." "David is a fantastic lawyer." **Lanier Brown** is an experienced litigator who represents clients in the automobile sector, with expertise covering wrongful death and personal injury claims. **Strengths:** "He is very experienced in this space and he does a fantastic job." "He has an excellent reputation. He's a successful trial attorney who leaves a positive impression."

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges has a strong trial group with notable skills in class action litigation. It represents a series of high-profile consumer product manufacturers, most significantly in the automobile, energy and pharmaceutical sectors. The firm's national coverage allows it to defend class actions across key jurisdictions including California, New Jersey and DC. It has further strength in mass torts and anti-trust litigation.

Strengths

"The firm is actively engaged and extremely responsive and has a demonstrated ability to balance legal and commercial considerations."

"Weil Gotshal is strongly recommended. The team for class action product liability are experts within the relevant regulatory specialty and thoughtful in their responses."

"It's a very experienced team that is easy to communicate with. Weil Gotshal are at the top of the field in this practice area."

Work highlights Weil Gotshal served as lead defense counsel to ExxonMobil in litigation commenced by states and municipalities seeking recoveries for alleged contamination of groundwater by MTBE.

Notable practitioners

Diane Sullivan (see p.713) is an esteemed trial lawyer with experience acting as lead counsel on numerous market-leading mass torts. Alongside her experience in representing Fortune 500 companies on nationwide talc litigation, she is also active in environmental and natural resource cases. **Strengths:** "Diane is an effective lawyer."

"She is a great and active attorney."

Weitz & Luxenberg, PC

What the team is known for Weitz & Luxenberg is a highly regarded plaintiff-side firm regularly seen in complex litigation, recognized for its success in personal injury matters and high-value settlements. The firm offers excellent capabilities in product liability cases, representing plaintiffs in a wide array of disputes, including those involving automobiles and pharmaceuticals.

Notable practitioners

Arthur Luxenberg is a key contact.

Wheeler Trigg O'Donnell LLP

What the team is known for Wheeler Trigg O'Donnell has a high-quality trial practice, fielding an impressive bench of expert product liability attorneys. Maintains a broad caseload of disputes spanning all major product lines, including medical device and pharmaceutical cases. Frequently retained in major consumer class actions and wrongful death claims arising from the automotive industry. Also offers product liability expertise to manufacturing clients.

Strengths

"The lawyers are client-focused problem solvers who can deal with complex legal issues, internal client dynamics and have the bandwidth for complex litigation."

"Wheeler Trigg O'Donnell does a great job and makes strategic decisions."

"The team is extremely practical in how they interact with clients, has excellent commercial awareness and is willing to manage and structure files in an extremely practical manner, which puts our benefit at the top of the pyramid."

Work highlights Wheeler Trigg O'Donnell won a complete defense verdict in a 12-day wrongful death trial in North Carolina. The plaintiff claimed his mesothelioma was caused by his work with Pneumo Abex's friction materials which are used in various truck brake systems.

Notable practitioners

Michael O'Donnell is experienced across both mass torts and consumer class actions, with additional expertise defending major corporations facing consumer product litigation. **Strengths:** "He's an excellent negotiator and strategy lead for the company." "Michael works on some great cases. He is experienced and talented." **Michael Williams** is widely regarded as a leading class action defense lawyer and is regularly called upon by multinational consumer product manufacturers.

Strengths: "Michael does a very good job, is very good on communication and well organized." **John Fitzpatrick** is a seasoned trial lawyer who is best recognized for his strength in toxic torts such as asbestos cases. His experience includes acting as national counsel for several manufacturing clients. **Peter Herzog** impresses with the caliber of his litigation practice, which is particularly strong in class actions. His diverse industry expertise includes experience in energy and automotive cases. **Strengths:** "Peter is talented in all phases of litigation." **James Hooper** is well regarded for his strength across a range of product liability disputes, including asbestos litigation, pharmaceutical cases and toxic torts. **Strengths:** "James

stands out as an excellent lawyer."

Wilkinson Stekloff LLP

What the team is known for Wilkinson Stekloff is a prominent firm with a top bench of trial lawyers. Best known for acting as trial counsel in bellwether pharmaceutical MDLs, in which the firm frequently acts for blue-chip clients. Further areas of expertise include toxic torts, tobacco litigation and concussion injury cases.

Strengths

"The firm is a powerhouse that handles complex and sophisticated matters in a strategic manner. As a trial boutique, it has excellent depth in managing national strategy to advising clients on complex litigation. The firm is also extremely responsive and provides the highest quality of service."

"They are extremely strategic, extremely experienced and feared by the plaintiffs Bar. The team is very well regarded and has insights to help contextualize massive cases."

"Wilkinson Stekloff has a deep and talented bench of litigators and specializes in high-stakes trials. They are extremely well prepared and diligent, with lots of trial experience."

Work highlights Wilkinson Stekloff represented 3M Corporation in multidistrict litigation alleging PFAS groundwater contamination from the use of aqueous film-forming foams.

Notable practitioners

Beth Wilkinson (see p.734) is a highly acclaimed trial lawyer with unparalleled expertise acting as lead trial counsel in bet-the-company pharmaceutical MDLs. **Strengths:** *"Beth's skill set is beyond comprehension. She is just a brilliant trial lawyer and holds the jury in the palm of her hands. She is the best I have ever seen."* *"She presents a very fresh perspective, she's highly strategic and knows how to get results."* *"Beth is the best trial lawyer in the country, she is fantastic and practical."*

Brian Stekloff (see p.711) has a significant reputation for acting as a trial lawyer across a number of mass torts, including on major pharmaceutical litigation. **Strengths:** *"Brian is a tremendous trial lawyer and national counsel for various large mass tort litigations. Brian is very impressive, he's a great strategist and a really smart lawyer."* *"Brian is valuable in terms of being a lead strategic coordinator. His ability to see litigation as a whole and guide the cases sets him apart. We look to him for his leadership, great creativity and exceptional skill."* *"Brian has great judgment and is a very good strategist. He is also an excellent trial lawyer who knows how to talk to a jury and defend vigorously when appropriate."* **Keri Arnold** (see p.493) is an accomplished trial lawyer with a wealth of expertise in complex product liability claims. She has handled cases on behalf of major names in the pharmaceutical and chemical sectors. **Strengths:** *"She shines under adverse circumstances and handles adversity with grace, professionalism and really good trial skills."* *"Keri is an excellent trial lawyer who does a lot of the overall pretrial strategy, figuring out what the theme should be. She is fantastic to work with."*

Williams & Connolly LLP

What the team is known for Williams & Connolly is a specialist litigation firm that houses an expert team with impressive trial experience. The firm

frequently represents clients in the life sciences space, where it is noted for its long list of repeat mandates. It is adept at both trial counsel and coordinating counsel roles on major disputes. The team's broad product liability defense capabilities include acting on toxic tort claims, medical device cases and pharmaceutical litigation. It offers expertise handling all aspects of major product liability cases, including appellate proceedings and settlement negotiations.

Strengths

"Williams & Connolly handles some of the most complicated litigations in a lead role and has uniformly wonderful lawyers. The team provides outstanding service from our perspective."

"The team's analysis and strategies are insightful and collaborative."

Work highlights Williams & Connolly represented Gerber Products Company in litigation involving the company's baby food products, in which plaintiffs claimed that the baby food contained heavy metals that caused childhood autism and ADHD.

Notable practitioners

Douglas Marvin is a longstanding practitioner with significant experience as national coordinating counsel in mass torts. **Heidi Hubbard** remains first-choice trial counsel for clients facing significant MDLs, and is widely considered to be a leading figure in mass torts within the pharmaceutical space. **Strengths:** *"Heidi is a good team player and known as a go-to trial attorney."* *"Heidi is an outstanding trial lawyer."* **Joseph Petrosinelli** is well versed in disputes across federal and state courts, frequently defending against major MDLs for clients, particularly in pharmaceutical cases and toxic torts. **Strengths:** *"He has good judgment and is trusted by adversaries and judges alike. He is good at resolving matters, good in the boardroom advising executives and has worked in a number of areas and excelled in all."* *"Joseph is collegial and collaborative."* *"Joe is the best MDL strategist in the country."* **Paul Boehm** is a skilled litigator who is well versed in representing major multinational companies in product liability cases ranging from pharmaceutical litigation to toxic torts. **Strengths:** *"Paul is really good at trial and motion strategy. He's a fantastic writer with lots of trial experience."* *"Paul is a smart, collaborative and effective attorney."* *"Paul is really insightful, strategic and helpful to his clients. He is very good before judges and provides a very polished presentation."* **Stephen Raber** is recommended for his strength in pharmaceutical product liability, while also boasting skills in broader civil disputes taken to both trial and arbitration. **Strengths:** *"Stephen is very skilled."*

Winston & Strawn LLP

What the team is known for Winston & Strawn has a strong practice with expertise in federal multidistrict litigation and mass tort cases. Sought after by a wide range of clients from the pharmaceutical, medical device, aviation and automotive sectors. Has notable skills in a broad range of product liability matters including opiate litigation, failure-to-warn issues and mislabeling cases. Also offers expert counseling on environmental matters.

Strengths

"Winston & Strawn work on high-quality cases and are a big player in this space."

Notable practitioners

Sandra Edwards is a key contact.

Other Ranked Lawyers

Steve Berman has a strong track record in tobacco-related product liability disputes. He is also highly skilled in automotive cases and security settlements. He is managing partner and cofounder of Hagens Berman Sobol Shapiro.

Strengths: *"Steve enjoys a good reputation."*

Andy Birchfield frequently acts on nationwide disputes, including high-profile cases in the pharmaceutical sector. He leads the mass torts division at Beasley, Allen, Crow, Methvin, Portis & Miles. **Strengths:** *"Andy has a good reputation."*

Kimberly Branscome (see p.511) is a well-regarded trial lawyer who has amassed a broad range of experience in mass torts and class actions. Her skills range from personal injury lawsuits in the automotive industry to toxic torts.

Strengths: *"She is one of the leading lawyers in this space."* *"Kimberly is praiseworthy."*

Sarah Carlson chairs the consumer product safety and advertising regulatory compliance practice at Dentons. Her expertise is frequently sought out by manufacturers, importers, distributors and retailers of consumer products in a wide range of regulatory matters and litigation. **Strengths:** *"She is our go-to attorney and very knowledgeable about our products. She understands the business and regulatory issues we face."* *"We are extremely satisfied with Sarah's work. She is very creative, technical and efficient in relating her expertise to our objectives from a business perspective."* *"Sarah is a pragmatic attorney with a wealth of experience in product advertising and consumer fraud issues. She is a dedicated and enthusiastic advocate."*

Ciresi Conlin cofounder **Michael Ciresi** (see p.2106) is a longstanding plaintiffs' practitioner who has acted on a series of bet-the-company class actions. He is also highly active in mass torts and is especially well recognized for his strength in tobacco litigation. **Strengths:** *"Michael is a fantastic attorney."*

Houston-based Porter Hedges partner **Joseph Cohen** garners praise for his expert representation of former senior company employees in large MDLs and mass torts, as well as acting for clients facing personal injury claims. **Strengths:** *"Joe is an incredibly talented lawyer who puts his clients first and delivers outstanding service."* *"Joe is fantastic at what he does and has very deep knowledge of issues in the pharmaceutical industry."* *"He is a strong advocate for his clients, he's attentive and detail-oriented. He's also practical and responsive."*

Lauren Colton leads Hogan Lovells' products law group and is commended for her handling of mass torts and class actions arising from the life sciences and pharmaceutical space. **Strengths:** *"Lauren is very strategic, practical and really understands clients' needs. She is a sophisticated counsel in the US market."* *"She provides the highest level of service, she's very familiar with product liability law and is always thinking creatively and strategically to ensure the best outcome. We trust her guidance"*

and she successfully defends any matter she handles.”

Nancy Erfle (see p.548) is a partner at Gordon Rees Scully Mansukhani and is widely recognized for her strength in representing pharmaceutical and automotive clients in product liability cases and broader class actions. She is especially well known for her work in toxic torts such as talc litigation. **Strengths:** “Nancy is a fantastic trial lawyer and reputable too.”

Rodman & Rodman partner **Kat Gallagher** is a go-to trial lawyer in the product liability space, with particular expertise assisting clients through tobacco litigation.

Eric Gibbs of Gibbs Law Group LLP is a highly regarded litigator who focuses on the prosecution of an array of cases, including product liability. **Strengths:** “Eric is good in this space.” “He is a fantastic attorney.”

Stephen Herman (see p.1868) is a partner at Fishman Haygood LLP and is widely regarded for his strengths both within Louisiana and on nationwide litigation. He has acted on significant environmental mass torts as well as class actions and commercial litigation. **Strengths:** “Stephen is a fantastic lawyer.”

Cofounder of Kline & Specter, **Thomas Kline** has longstanding expertise in product liability and personal injury cases. He has achieved significant verdicts in medical device trials and is also experienced in pharmaceutical cases. **Strengths:** “Thomas is a very good attorney.”

Texas-based **Zoe Littlepage** is a partner at Littlepage Booth who is highly respected for her strength in mass torts, particularly in the pharmaceutical sector. **Strengths:** “Zoe is a good lawyer who has a good reputation.”

Belinda May (see p.635) of Dentons has significant experience advising a wide range of clients on consumer product safety matters and offers notable complementary expertise in responding to complex regulatory challenges. **Strengths:** “Belinda is fantastically knowledgeable about the product safety areas.” “She has expertise from the legal regulatory perspective and is very helpful in understanding and strategizing technical work.”

Karen Barth Menzies is an experienced practi-

tioner in mass torts and personal injury cases, where she has acted on major pharmaceutical and medical device litigation. She is based in Oakland, California. **Strengths:** “Karen is a very strong lawyer.”

Dianne Nast is the founder of NastLaw and is well respected for her work in mass torts and commercial litigation, regularly acting on a broad range of cases including antitrust disputes and securities litigation. **Strengths:** “Dianne is a fantastic attorney.”

Leigh O'Dell has recognized strength in the mass torts and product liability space, with experience handling talc and medical device-related cases, among others. **Strengths:** “Leigh is an excellent attorney and highly recommended.”

Julie Park (see p.662) advises on class actions and mass torts across the products landscape, while also being able to provide counsel on regulatory matters. She operates across Morrison Foerster's San Diego and San Francisco offices. **Strengths:** “Julie is knowledgeable, accessible and very effective. She is well respected and can connect us to other expertise as needed.” “She works on very high-profile cases, she is very collaborative and does it in a very clear and thorough way. She has a great understanding from a legal and regulatory perspective and clients and government agencies trust her immensely with the process.”

Paul Pennock is a partner in Morgan & Morgan's New York office and regularly acts for clients in class actions and MDLs, with recent experience including disputes in the pharmaceutical and medical device sectors. **Strengths:** “Paul is very active on cases and very well known.”

Michael Sacchet (see p.688) is particularly highly regarded for his experience and capabilities representing plaintiffs in multidistrict product liability litigation. **Strengths:** “He is a wonderful, dependable attorney and an excellent oral advocate.” “Michael is an outstanding attorney.” “Michael has a keen intellect and brings creative ideas and rigor to his cases.”

Richard Sarver (see p.1877) regularly acts as a lead trial counsel in pharmaceutical MDLs, as well as assisting clients with environmental litigation and toxic torts. He is a founding member

of Barrasso Usdin Kupperman Freeman & Sarver.

Steven Skikos is a widely respected lawyer who has a strong track record in pharmaceutical and medical device cases, including opioid litigation. He is a founding partner of Skikos, Crawford, Skikos & Joseph.

Tara Sutton stands out for the quality of her plaintiff-side representation in product liability litigation. She chairs the national mass tort litigation group at Robins Kaplan. **Strengths:** “She is fair, professional, collegial and a smart lawyer.” “Tara is very impressive.”

Andrew Tauber is well versed in acting as appellate counsel on a range of product liability matters, including environmental cases and medical device torts. He is a counsel in BCLP's Washington, DC office.

Alexandra Walsh, founder of Walsh Law, is focused on representing plaintiffs across a range of civil claims. She brings to bear longstanding trial experience in large-scale product liability disputes, as well as consumer fraud class actions.

Mikal Watts of Watts Law Firm in Texas takes on a wide range of work across the space, acting for clients in toxic tort, pharmaceutical and automotive litigation, as well as in personal injury claims. **Strengths:** “Mikal has an established career in this space.”

Charles Wilmore is an experienced trial lawyer with expertise handling a wide range of toxic tort cases involving chemical exposure and environmental contamination. He chairs the product liability, class action and toxic tort practice group at Liskow. **Strengths:** “He brings client-focused solutions and can handle long-term cases with multiple parties involved.” “He is an exceptional trial attorney and I have nothing but good things to say about his legal knowledge and advocacy skills.”

John Winter (see p.736) is a seasoned practitioner who frequently represents major multinational companies on pharmaceutical and medical device MDLs, with further experience in toxic torts. He is a partner at Patterson Belknap Webb & Tyler. **Strengths:** “John is an excellent lawyer in the product liability space.”

Projects Nationwide

Projects	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Shutran Richard <i>Winston & Strawn LLP</i> *
Miles Steven <i>Baker Botts L.L.P.</i> *	Weitzel Mark P <i>Orrick, Herrington & Sutcliffe LLP</i>
Rod Jonathan <i>Latham & Watkins LLP</i> *	
Leading Individuals	
Band 1	
Alexander Todd E <i>Norton Rose Fulbright</i>	Stirling Kelann <i>Kirkland & Ellis</i> *
Ayali Noam <i>Norton Rose Fulbright</i>	Webber Jason <i>Latham & Watkins LLP</i> *
Bartfeld Daniel D <i>Milbank LLP</i> *	Winburne Blake H <i>Orrick, Herrington & Sutcliffe LLP</i>
Bice William B <i>Milbank LLP</i> *	Band 4
Chaudhry Rohit <i>Kirkland & Ellis LLP</i>	Adkins Jessica N <i>Sidley Austin LLP</i> *
Freedman Robert <i>Paul Hastings LLP</i> *	Ahlers Werner Federico <i>Sullivan & Cromwell LLP</i> *
Greenberg Jeffrey <i>Latham & Watkins LLP</i> *	Alexander Alan <i>Vinson & Elkins LLP</i> *
Martin Keith <i>Norton Rose Fulbright</i>	Archer Matt <i>Orrick, Herrington & Sutcliffe LLP</i>
Michalchuk Daniel J <i>Milbank LLP</i> *	Arora Neeraj <i>Morgan, Lewis & Bockius LLP</i>
Urda Kassiss Cynthia <i>A&O Shearman</i>	Bean Lori Ann <i>Clifford Chance US LLP</i>
Band 2	Cross Christopher <i>Latham & Watkins LLP</i> *
Brasher Lance T <i>Skadden, Arps, Slate, Meagher & Flom</i> *	Dalling Brandon <i>King & Spalding LLP</i> *
Czarniak Julia A <i>Skadden, Arps, Slate, Meagher</i> *	Erlichman Ron <i>Linklaters</i> *
Galvis Sergio J <i>Sullivan & Cromwell LLP</i> *	Estes John E. <i>Sullivan & Cromwell LLP</i> *
Henegar Matthew <i>Latham & Watkins LLP</i> *	Estevez Roland <i>Milbank LLP</i> *
Higgins Tara A <i>Sidley Austin LLP</i> *	Filosa Richard <i>Morgan, Lewis & Bockius LLP</i>
Lilien Warren H <i>Latham & Watkins LLP</i> *	Fried Douglas M <i>Norton Rose Fulbright</i>
Mann Christopher L <i>Sullivan & Cromwell LLP</i> *	Hansen Kenneth W <i>Norton Rose Fulbright</i>
Pinkusiewicz Tomer <i>Gibson, Dunn & Crutcher LLP</i> *	Kamine Jorge <i>Willkie Farr & Gallagher LLP</i> *
Rafte G Alan <i>Bracewell LLP</i> *	Koenigsberg Benjamin Y <i>Norton Rose Fulbright</i>
Rowey Kent <i>A&O Shearman</i> *	Kraske Paul S <i>Skadden, Arps, Slate, Meagher & Flom</i> *
Schroeder Jeff <i>Hunton Andrews Kurth LLP</i> *	Lieberman David <i>Simpson Thacher & Bartlett (ORL) ◇</i> *
Tan Gregory <i>Paul Hastings LLP</i> *	Maloney Amy C. <i>Morgan, Lewis & Bockius LLP</i>
Band 3	Nashi Roald <i>Kirkland & Ellis</i>
Borisoff Alexander <i>Milbank LLP</i> *	Nolan Eamon <i>Vinson & Elkins LLP</i>
Bradshaw Brian A <i>Sidley Austin LLP</i> *	Pelham Webb Tristan <i>King & Spalding LLP</i> *
Dedania Chirag <i>Latham & Watkins LLP</i> *	Phelan Noreen <i>Sidley Austin LLP</i> *
Griskonis Marius <i>Linklaters</i> *	Raciti-Knapp Melissa <i>Freshfields Bruckhaus (ORL) ◇</i> *
Marks Allan T <i>Milbank LLP</i> *	Ramirez Jaime <i>Milbank LLP</i> *
Millerman Elena <i>White & Case LLP</i>	Stephens Robert <i>Sidley Austin LLP</i> *
Monastyrskaya Tatiana <i>Kirkland & Ellis LLP</i> *	Tucker Hugh <i>Haynes and Boone, LLP (ORL) ◇</i>
Muller Michael <i>Morgan, Lewis & Bockius LLP</i>	Walther-Meade Carolina <i>Milbank LLP</i> *
Nyatta Inosi <i>Sullivan & Cromwell LLP</i> *	Up-and-coming individuals
Penna David J <i>Davis Polk & Wardwell LLP (ORL) ◇</i> *	Compton Andrew <i>Linklaters</i> *
Smith Gregory K <i>Morrison Foerster</i> *	Leider Jeffrey <i>Milbank LLP</i> *
	O'Neill Sean <i>Milbank LLP</i> *
* <i>Indicates individual with profile.</i>	
◇ (ORL) = <i>Other Ranked Lawyer.</i>	
<i>Alphabetical order within each band. Band 1 is highest.</i>	

* Indicates individual with profile.

♦ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

A&O Shearman

What the team is known for The firm is well known for acting on a large number of innovative PPP projects across the USA. It possesses substantial expertise across transportation, energy and social infrastructure sectors. The team offers market-leading representation to sponsors, lenders and public sector clients. Its capabilities include PPP financed projects including railways, highways, bridges as well as various social infrastructure. The firm is further noted for PPP work in South America and other developing markets. Its attorneys advise clients on both secondary trades in brownfield assets as well as greenfield project development matters. The firm possesses enviable expertise in the agency finance space

and is frequently sought to assist with the most complex financing and development matters on behalf of export credit agencies, development finance institutions and multilateral agencies. The firm is well regarded for its strength in mining work across the globe.

On 1 May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"The team has strong industry knowledge."

"The firm have a spectacular team."

Work highlights The firm advised Tokyo Gas America in connection with the tax equity financing of the 500 MW Aktina solar facility in southeastern Texas.

Notable practitioners

Jean Lee (see p.619) has considerable experience advising agency lenders, export credit agencies and other lenders on project financing and invest-

Projects: Agency Financing	
Leading Firms	
Band 1	
A&O Shearman	
Clifford Chance US LLP	
Morrison Foerster	
White & Case LLP	
Band 2	
Hogan Lovells	
Milbank LLP	
Norton Rose Fulbright	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
McCarthy Catherine Clifford Chance US LLP	
Leading Individuals	
Band 1	
Bean Lori Ann Clifford Chance US LLP	
Borisoff Alexander Milbank LLP*	
Hechl Thomas Hogan Lovells	
Lee Jean A&O Shearman*	
Lilienthal Ann Morrison Foerster*	
Longhin Fabricio Clifford Chance US LLP	
Martinez Ricardo Hogan Lovells US LLP	
Menski Martin White & Case LLP	
Mir Sami A&O Shearman*	
Perry Suzanne White & Case LLP*	
Smith Gregory K Morrison Foerster*	
Springsteen Jessica Clifford Chance US LLP*	

ment in the international market, including expertise in Latin America, Africa and Asia. **Strengths:** "Jean is exceptional." **Sami Mir** (see p.644) works with agencies operating across the Americas in the most sophisticated of agency-backed financings for large energy and infrastructure projects. **Strengths:** "Sami is always responsive and constructive." **Cynthia Urda Kassiss** is widely renowned for her expert representation of lenders and borrowers in international project finance across the mining sector. **Strengths:** "Cynthia is an outstanding lawyer." **Paul Epstein** is equally adept at advising public bodies and lenders on the development and financing of PPP projects. He is particularly skilled at handling transportation sector projects. **Strengths:** "Paul goes above and beyond to provide valued insights and excellent service." **Kent Rowey** (see p.685) has a stellar reputation in the PPP market and is frequently sought after to handle the most complex of projects. He has particular knowledge of university-level power projects. **Jillian Ashley** (see p.493) handles the financing of a range of PPP projects including university utilities. She represents both developers and lenders. **Matthew Nesburn** is notable for his expertise across the full range of renewables asset types. He counsels clients at all stages of a project including handling both financing and development aspects.

Amis, Patel & Brewer, LLP

What the team is known for Amis, Patel & Brewer, LLP is an impressive boutique focusing on projects and transactional services in the renewables and alternative energy sector. It offers expertise encompassing the financing, development

Projects: LNG
Leading Firms
Band 1
Baker Botts L.L.P.
King & Spalding LLP
Latham & Watkins LLP
Norton Rose Fulbright
Sullivan & Cromwell LLP
Band 2
Kirkland & Ellis LLP
Sidley Austin LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Vinson & Elkins LLP
White & Case LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Miles Steven <i>Baker Botts L.L.P.*</i>
Rod Jonathan <i>Latham & Watkins LLP*</i>
Leading Individuals
Band 1
Ayali Noam <i>Norton Rose Fulbright</i>
Bennett Jason <i>Baker Botts L.L.P.*</i>
Greer Scott A. <i>King & Spalding LLP*</i>
Jetter David <i>Baker Botts L.L.P.*</i>
Nyatta Inosi <i>Sullivan & Cromwell LLP*</i>
Band 2
Armstrong David P. <i>Skadden, Arps, Slate, Meagher*</i>
Bradshaw Brian A. <i>Sidley Austin LLP*</i>
Brasher Mark <i>Vinson & Elkins LLP</i>
Mayo Julie Hutchings <i>Baker Botts L.L.P.</i>
Webber Jason <i>Latham & Watkins LLP*</i>
Band 3
Holmberg Thomas <i>Baker Botts L.L.P.*</i>
Hwang Monica <i>O'Melveny & Myers LLP</i>
Lang David A. <i>King & Spalding LLP*</i>
Myers Ingrid A. <i>King & Spalding LLP*</i>
Peponis Christopher <i>Latham & Watkins LLP*</i>
Strickland David <i>White & Case LLP*</i>
Up-and-coming individuals
Fusina Matthew <i>Baker Botts L.L.P.*</i>
<small>* Indicates individual with profile.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

and structuring as well as acquisition and sale of power generation infrastructure. The firm is capable of handling matters involving commercial, industrial and utility-scale solar and wind assets as well as energy storage solutions.

Strengths

"The team are incredibly experienced, commercially-minded, solutions-oriented and up to speed on the latest market trends."

Work highlights Amis, Patel & Brewer, LLP represented Sterling Power in the development financing facility of up to \$25,000,000 for the development for sale of a portfolio of 61 solar plus battery energy storage projects.

Notable practitioners

Thomas Amis, chair of the firm, has a strong track record assisting clients in the renewable power sector across the whole project life cycle from financing and development to sales and acquisitions. **Rusty Brewer** has expertise spanning the development, financing, acquisition and sale of wind and solar projects. He represents both developers and investors. **Strengths:** "Rusty is just superb; really good at finding ways around sticking points that don't give away the farm."

Projects: Mining & Metals
Leading Firms
Band 1
A&O Shearman
Milbank LLP
Sullivan & Cromwell LLP

Nikesh Patel's renewables practice covers the development, financing and sale of wind, solar and battery storage projects. **Strengths:** "Nikesh is very knowledgeable, client-focused and has strong judgement."

Ashurst

What the team is known for Ashurst is well regarded in the PPP arena where the team is active on transportation, infrastructure and service-based contracts. The team frequently represents sponsors and bidders but is also capable in the debtor and underwriter counsel roles. It has a very strong public side representation including for government authorities and cities while also boasting top-draw private developer clients. The firm is also noted for handling social infrastructure PPPs.

Strengths

"Ashurst brings a very strong understanding of the latest trends in PPP agreements and the listens well to the unique needs of the client. It shows a strong level of commercial awareness in its ability to provide guidance on common and uncommon challenges."

"Ashurst provides great legal advice. They are very respectful of different perspectives and do a great job drafting contracts."

Work highlights Ashurst represented the New Jersey Economic Development Authority as special counsel in its development, construction and operation of the first purpose-built, greenfield port for offshore wind on the East Coast.

Notable practitioners

Betty Cerini's broad experience includes advising on both the development and financing of an array of PPP projects. She is notable for her expertise in social infrastructure projects. **Anna Hermelin** frequently represents public sector clients in the project financing of transport and social infrastructure projects. **Strengths:** "Anna brings a wealth of knowledge and understanding." "Anna is smart, responsive and has an incredible memory." **Andrew Smith** represents funders, procuring authorities and sponsors on a range of PPP-funded infrastructure projects. **Strengths:** "Andrew is a super person to work with. He is extremely knowledgeable, has great people skills and is very patient." **Matthew Rickards** expertly represents his clients in PPP financings including toll roads, express lanes and broadband infrastructure.

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. is highly regarded for its deep roots advising clients involved in the oil and gas industries. It represents developers and producers on major downstream assets ranging from LNG processing facilities to oil and petrochemical processing plants. The team is also capable of advising clients on DrillCo transactions for the development of upstream oil

Projects: Oil & Gas
Leading Firms
Band 1
Latham & Watkins LLP
Vinson & Elkins LLP
Band 2
Baker Botts L.L.P.
Milbank LLP
White & Case LLP
Band 3
Bracewell LLP
King & Spalding LLP
Skadden, Arps, Slate, Meagher & Flom LLP

and gas fields. It is particularly strong on LNG sale and purchase agreements, and export terminal and regasification facilities development. The firm possesses a growing strength in the renewable power space.

Strengths

"Baker Botts is really at the forefront of the LNG space."

"Baker Botts has a deep and talented team."

Work highlights Baker Botts L.L.P. assisted Mexico Pacific Limited with drafting and negotiating LNG sale and purchase agreements and providing other project development advice for its proposed Saguaro Energía LNG liquefaction project in Sonora, Mexico.

Notable practitioners

Steven Miles (see p.643) has substantial experience advising on the financing and development of the most complex and high value LNG infrastructure projects. **Jason Bennett** (see p.502) is a strong performer in domestic and international LNG infrastructure development. He works with an impressive client base on large-scale projects.

Strengths: "With no exception, I want Jason on my team and not across the table representing the other party in a negotiation. Jason understands key commercial and technical matters related to LNG."

David Jetter (see p.596) has an impressive track record advising clients across numerous LNG projects, both domestic and international. He is particularly knowledgeable of the Latin American market. **Strengths:** "What I like about David is he's very organized, has a high attention to detail and will really go the extra mile." "David has a positive approach and tremendous experience." "David is the best of the best when it comes to LNG." **Julie Hutchings Mayo** has experience advising on the financing and development of LNG infrastructure, including liquefaction facilities, receiving terminals and pipelines. **Thomas Holmberg** (see p.587) is commended for his excellent work on the development of LNG assets such as export facilities, regasification units and liquefaction projects.

Strengths: "Thomas is a fantastic lawyer, experienced, commercial and client-focused." **Mona Dajani** (see p.535) is well versed in the project financing of renewable assets such as wind, solar and battery storage. **Strengths:** "The strengths of Mona are her intelligence and experience in energy and energy infrastructure related matters, particularly renewables." **Matthew Fusina** (see p.561) concentrates his practice in the LNG sector, regularly advising clients on project financings and development matters. **Strengths:** "Matthew is a very smart and diligent lawyer." "Matthew is a great

Projects: Power
Leading Firms
Band 1
Latham & Watkins LLP
Milbank LLP
Band 2
Morgan, Lewis & Bockius LLP
White & Case LLP
Band 3
Kirkland & Ellis LLP
Norton Rose Fulbright
Orrick, Herrington & Sutcliffe LLP
Paul Hastings LLP
Skadden, Arps, Slate, Meagher & Flom LLP
<small>* Indicates individual with profile.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

commercial lawyer – very experienced, knowledgeable and client-focused.”

Ballard Spahr LLP

What the team is known for Ballard Spahr LLP demonstrates strength across an array of PPP projects from highways and train stations to university utilities and student housing. The team is highly experienced at representing both private and public sponsors at each step of the project life cycle and equally skilled at lender representation.

Strengths

“The team understands the market, issues and provides practical advice and guidance to reach desired goals.”

“Ballard Spahr has a very knowledgeable and experienced team.”

“Ballard Spahr provides quality services in a timely fashion, while always being extremely responsive.”

Work highlights Ballard Spahr LLP represented the University of Florida in connection with the design-build-finance-operate-maintain PPP development of a new central energy plant on its Gainesville, Florida campus.

Notable practitioners

Steve Park offers expert representation to clients spanning the transportation, education and power sectors, with a particular focus on the developer side. **Strengths:** “Steve understands the commercial realities of all sides involved, strongly representing his own client’s interests and working to a commercially viable deal for all parties.” **John Smolen** adeptly represents developer clients in the financing of PPP projects including higher education utilities, highways and student housing. **Strengths:** “John is very client-focused.”

Bracewell LLP

What the team is known for Bracewell LLP has a skilled oil and gas practice that is frequently seen on upstream and midstream asset development. One of its major strengths is gas and liquids pipeline finance and construction. The firm is also competent on downstream projects covering refineries and petrochemical facilities. The firm regularly handles the sale and acquisition of portfolios and single asset renewable energy projects. The firm has further capabilities in the PPP space handling projects such as schools, highways and higher education utilities.

Strengths

Projects
Power & Renewables: Transactional
Leading Firms
Band 1
Latham & Watkins LLP
Norton Rose Fulbright
Orrick, Herrington & Sutcliffe LLP
Vinson & Elkins LLP
Band 2
A&O Shearman
Milbank LLP
Morgan, Lewis & Bockius LLP
Sidley Austin LLP
Skadden, Arps, Slate, Meagher & Flom LLP
White & Case LLP
Band 3
Bracewell LLP
Foley & Lardner LLP
Greenberg Traurig, LLP
King & Spalding LLP
Linklaters
Mayer Brown LLP
McDermott Will & Emery LLP
McGuireWoods LLP
Sheppard, Mullin, Richter & Hampton LLP
Winston & Strawn LLP
Leading Individuals
Band 1
Alexander Todd E Norton Rose Fulbright
Chandler Trina Latham & Watkins LLP*
Chester Jeffrey A Greenberg Traurig, LLP
Gathright Bradford Orrick, Herrington & Sutcliffe LLP
Griskonis Marius Linklaters*
Higgins Tara A Sidley Austin LLP*
Sahely Kaam Vinson & Elkins LLP
Schultz Ethan M. Latham & Watkins LLP*
Winburne Blake H Orrick, Herrington & Sutcliffe LLP
Band 2
Atkin Jeffery R. Foley & Lardner LLP
Birenbaum Jonathan Winston & Strawn LLP*
Diffen Becky H Norton Rose Fulbright
Hanigan Elizabeth P. Morgan, Lewis & Bockius LLP
Pogue Eric R Willkie Farr & Gallagher LLP*
Rotter Irving L Sidley Austin LLP*
Seeger Kristin Orrick, Herrington & Sutcliffe LLP
Thompson Dahl Orrick, Herrington & Sutcliffe LLP
Varnell Danielle Bracewell LLP*
Zaelke Edward W McDermott Will & Emery LLP*
Band 3
Azar Raymond White & Case LLP
Fleming Carl McDermott Will & Emery LLP*
Gladbach Christopher McDermott Will & Emery LLP*
Hinds Elliot D Sheppard, Mullin, Richter & Hampton LLP*
Lucan Andrea Wang Sidley Austin LLP*
Marshall Peter Vinson & Elkins LLP
Melmed Jonathan MA King & Spalding LLP*
Nese Brian Stoel Rives LLP*
Nolan Eamon Vinson & Elkins LLP
Patel Nikesh R Amis, Patel & Brewer, LLP
Patterson Danielle Vinson & Elkins LLP
Phelan Noreen Sidley Austin LLP*
Politan Nicholas Gibson, Dunn & Crutcher LLP*
Sinaiko Daniel Latham & Watkins LLP*
Woodard Michael B. McGuireWoods LLP*
Up-and-coming individuals
Gibbons Louise Orrick, Herrington & Sutcliffe LLP
Mendoza Kristin Kirkland & Ellis*
Sheldon Laura Bracewell LLP

Projects: PPP
Leading Firms
Band 1
Ashurst
Gibson, Dunn & Crutcher LLP
Mayer Brown LLP
Nossaman LLP
Orrick, Herrington & Sutcliffe LLP
Band 2
A&O Shearman
Hunton Andrews Kurth LLP
Norton Rose Fulbright
O’Melveny & Myers LLP
White & Case LLP
Winston & Strawn LLP
Band 3
Ballard Spahr LLP
Kaplan Kirsch LLP
Milbank LLP
Band 4
Bracewell LLP
Jones Day

“The Bracewell team have an excellent command of precedents and how the market is evolving.”

Work highlights Bracewell LLP represented Competitive Power Ventures in the acquisition of four operating wind farms in Maine from Patriot Renewables and other project owners.

Notable practitioners

Highly regarded for his oil and gas industry expertise, **Alan Rafte** (see p.673) frequently handles high value and complex project financing for prominent sector clients. He also advises on development aspects of upstream and midstream projects. **Danielle Varnell** (see p.726) is sought out by industry clients for her skilled representation in the sale and acquisition of wind, solar and battery storage projects. She has additional strength in project development. **Strengths:** “Danielle is very smart and responsive and client-focused.” **Fernando Rodriguez-Marin** (see p.682) has deep experience representing lenders and investors in the bid process and the financing of PPP projects in the US. He has notable expertise in developments in the transportation sector. **Strengths:** “Fernando is a great lawyer; well-balanced in his considerations and always searching for solutions to resolve challenging issues for his clients.”

Nicolai Sarad (see p.690) has particular strengths advising on the PPP financing and development of large road projects alongside his broader infrastructure expertise. **Strengths:** “Nicolai is commercially astute.” **Laura Sheldon** assists her clients with the A&D of renewable energy assets. **Strengths:** “Laura has a great legal mind.”

Clifford Chance US LLP

What the team is known for Clifford Chance LLP expertly represents development banks, multi-lateral agencies and export credit agencies in international project development and financing. The firm is particularly active in South America, especially in the Colombian and Argentine markets, with further expertise across Africa. It offers expertise spanning an impressive breadth of project types including transportation, conventional power and renewable energy infrastructure.

Work highlights Clifford Chance advised the

Projects: PPP
Senior Statespeople
Senior Statespeople: distinguished older partners
Mathews Daniel A Orrick, Herrington & Sutcliffe LLP
Yarema Geoffrey S Nossaman LLP
Leading Individuals
Band 1
Harder Patrick D Norton Rose Fulbright
Lee Young J Orrick, Herrington & Sutcliffe LLP
Mirchandani Dolly White & Case LLP
Pinkusiewicz Tomer Gibson, Dunn & Crutcher LLP*
Rowey Kent A&O Shearman *
Seliga Joseph Mayer Brown LLP*
Band 2
Buchanan Douglas B Norton Rose Fulbright
Epstein Paul A&O Shearman
Fried Douglas M Norton Rose Fulbright
Girdhari Anita Gibson, Dunn & Crutcher LLP*
Horner David Hunton Andrews Kurth LLP*
Kojima Yukiko Nossaman LLP
Marks Allan T Milbank LLP*
Narefsky David Mayer Brown LLP*
O'Neill John Hunton Andrews Kurth LLP*
Park Steve T. Ballard Spahr LLP
Pikiel, Jr. Michael E. Winston & Strawn LLP*
Richards Eric A S O'Melveny & Myers LLP
Wagner Stephanie Mayer Brown LLP*
Band 3
Allison Barney Nossaman LLP
Blais Andrée Nossaman LLP
Boock Corey Nossaman LLP
Cerini Betty Ashurst
Devlin Roderick N. Nixon Peabody LLP*
Giuliano Adam Kaplan Kirsch LLP
Hermelin Anna Ashurst
Raytis Denise O'Melveny & Myers LLP
Sedlak Brian L Jones Day
Smith Andrew Ashurst
Band 4
Ashley Jillian A&O Shearman*
Butzin Brent Nossaman LLP*
Cousins Elizabeth Nossaman LLP
Dubeck Elizabeth O'Melveny & Myers LLP
Falk Jacob S. Norton Rose Fulbright
Hansen Kenneth W Norton Rose Fulbright
Holzrichter Mitchell D Mayer Brown LLP*
Murphy Toren Gibson, Dunn & Crutcher LLP*
Neuringer Matthew Orrick, Herrington & Sutcliffe LLP
Rickards Matthew Ashurst
Rodriguez Marin Fernando Bracewell LLP*
Sarad Nicolai J Bracewell LLP*
Smolen John Ballard Spahr LLP
Tan Gregory Paul Hastings LLP*
Up-and-coming individuals
Balassiano Evelyn White & Case LLP
Boyne Victoria Orrick, Herrington & Sutcliffe LLP
Head Jamie Hunton Andrews Kurth LLP*
Micovic Andrej Hunton Andrews Kurth LLP*
Pedraza Ryan Hunton Andrews Kurth LLP*
Shapiro Daniel Winston & Strawn LLP*
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

Department of Energy Loan Programs Office on a \$2.5 billion loan to Ultium Cells LLC to help finance the construction of new lithium-ion battery cell manufacturing facilities in Ohio, Tennessee and Michigan.

Projects: Renewables & Alternative Energy
Leading Firms
Band 1
Latham & Watkins LLP
Milbank LLP
Norton Rose Fulbright
Orrick, Herrington & Sutcliffe LLP
Band 2
A&O Shearman
Hunton Andrews Kurth LLP
Vinson & Elkins LLP
Winston & Strawn LLP
Band 3
Kirkland & Ellis
Mayer Brown LLP
Sheppard, Mullin, Richter & Hampton LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Stoel Rives LLP
Band 4
Amis, Patel & Brewer, LLP
Foley & Lardner LLP
McDermott Will & Emery LLP
Morgan, Lewis & Bockius LLP
Troutman Pepper
Willkie Farr & Gallagher LLP
Band 5
Baker Botts L.L.P.
Husch Blackwell LLP
King & Spalding LLP
Nixon Peabody LLP
O'Melveny & Myers LLP
Paul Hastings LLP
Sidley Austin LLP
Wilson Sonsini Goodrich & Rosati

Notable practitioners

Catherine McCarthy is a strong player in the international project finance space. She has a wealth of experience advising multilaterals and export credit agencies, particularly on renewable energy infrastructure projects. **Fabrizio Longhin** advises on agency-backed international project financings in the energy and infrastructure sectors. He has considerable expertise in Latin American jurisdictions, in particular Colombia and Argentina. **Jessica Springsteen** (see p.709) frequently represents development banks and export credit agencies in international project financings. She has experience handling projects in the transportation and renewable energy sectors. **Lori Ann Bean** has notable prowess in the agency finance space with considerable expertise in advising on energy and transportation projects. She is particularly commended for her work on the development of innovative financing structures.

Foley & Lardner LLP

What the team is known for Foley & Lardner LLP's expertise handling project development and A&D makes it a strong choice for clients active in the renewable energy space. The team shows particular expertise in acting for some of the largest solar energy companies. It offers tax support and extensive regulatory experience. The team ably advises clients on evolving technologies in the alternative energy market.

Strengths

"Foley has an ability to solve complex transactions

in an efficient manner with the client always at the forefront."

"The team are always very responsive and attentive to all of our needs no matter the time sensitivity."

"The team have a lot of practical experience, are very thoughtful and extreme knowledgeable of details and market trends."

Notable practitioners

Jeffery Atkin handles a broad array of transactional mandates in the renewables space including the acquisition and sale of single assets and portfolios, with particular strength in utility-scale solar deals. **Strengths:** "Jeffery is super in tune with what is happening in the industry. He knows what is going on and can anticipate twists, turns and risks in market" **Thomas Hoffmann** has a strong presence in the renewables market and frequently advises clients on a broad array of financing and development matters. **Jocelyn Lavallo** is noted for her representation of lenders in project financings for renewable generation assets. **Darin Lowder** handles a range of project financings in the renewable energy space, regularly representing the lender.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is very well thought of in the PPP arena for road, airport and infrastructure projects. The firm is highly regarded for expertise in the USA and in South America. Its noted skills include the initial bidding process and refinancing.

Strengths

"The firm's depth of experience in numerous PPP projects makes them a preeminent team in the industry."

"Gibson Dunn is adept at providing legal advice, but more importantly how to strategize solutions to complex and sophisticated matters, this goes well beyond their ability to interpret a contract or case law. They can draw on deep experience and a variety of specialists depending on the matter at hand."

Work highlights Gibson, Dunn & Crutcher LLP represented Poseidon Resources, a private water project developer, on its \$328.5 million debt financing that will be used for various ongoing projects at the Claude "Bud" Lewis Carlsbad Desalination Plant.

Notable practitioners

Anita Girdhari (see p.567) has notable expertise in the development and financing of complex PPP infrastructure projects in the domestic and Latin American markets. **Strengths:** "Anita is very knowledgeable and goes deep into the weeds - knows everything back and forth. She is great in complex situations and is excellent to work with."

Tomer Pinkusiewicz (see p.669) has considerable prowess in the PPP market, where he expertly advises developers, investors and consortiums on some of their most complex projects.

Strengths: "Tomer is an absolute 'knock it out of the park' advisor. He has a tremendous depth in the space and his client service is very strong. There is no problem he can't solve." **Nicholas Politan** (see p.670) skillfully represents large clients in the acquisition and divestiture of solar and wind generation assets. **Toren Murphy** (see p.649) has experience assisting developer clients with the

Projects: Renewables & Alternative Energy	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Weitzel Mark P <i>Orrick, Herrington & Sutcliffe LLP</i>
Sherman Leslie E <i>Orrick, Herrington & Sutcliffe LLP</i>	Eminent Practitioners
Tynion James <i>Morgan, Lewis & Bockius LLP</i>	Amis R Thomas <i>Amis, Patel & Brewer, LLP</i>
Leading Individuals	
Star individuals	Ratts Andrew <i>Sheppard, Mullin, Richter & Hampton LLP</i>
Martin Keith <i>Norton Rose Fulbright</i>	Shimamoto Sean <i>Skadden, Arps, Slate, Meagher *</i>
Band 1	Band 4
Alexander Todd E <i>Norton Rose Fulbright</i>	Adkins Jessica N <i>Sidley Austin LLP *</i>
Chaudhry Rohit <i>Kirkland & Ellis LLP</i>	Alcala Marissa <i>Norton Rose Fulbright</i>
Duff Michael <i>Milbank LLP *</i>	Astolfi Paul <i>Mayer Brown LLP *</i>
Eberhardt Robert <i>Kirkland & Ellis LLP *</i>	Boose Justin <i>Holland & Knight LLP (ORL) ◇</i>
Glasecock Thomas B <i>Orrick, Herrington & Sutcliffe LLP</i>	Cataldo Kelly <i>Latham & Watkins LLP *</i>
Katz Eli M <i>Latham & Watkins LLP *</i>	Collins Lauren A. <i>Vinson & Elkins LLP</i>
Moore Christopher J <i>Orrick, Herrington & Sutcliffe LLP</i>	Dajani Mona E <i>Baker Botts L.L.P. *</i>
Moran Sean M <i>Vinson & Elkins LLP</i>	Henegar Matthew <i>Latham & Watkins LLP *</i>
Pogue Eric R <i>Willkie Farr & Gallagher LLP *</i>	Hunt Paul J <i>Latham & Watkins LLP *</i>
Rossi Laurae <i>Winston & Strawn LLP *</i>	Kamyans Sam <i>Kirkland & Ellis LLP *</i>
Band 2	Karp Joseph <i>Sheppard, Mullin, Richter & Hampton LLP</i>
Bice William B <i>Milbank LLP *</i>	Kaufman Paul <i>Sheppard, Mullin, Richter & Hampton LLP</i>
Burton David <i>Norton Rose Fulbright</i>	Klaus Michael <i>Milbank LLP *</i>
Chida Junaid H <i>O'Melveny & Myers LLP</i>	Lorenz Geoffrey <i>Hunton Andrews Kurth LLP *</i>
Eliason John <i>Orrick, Herrington & Sutcliffe LLP</i>	Lowder Darin <i>Foley & Lardner LLP</i>
Gillespie Katherine <i>Sheppard, Mullin, Richter & Hampton</i>	Marriott Chad <i>Stoel Rives LLP *</i>
Glass Todd <i>Wilson Sonsini Goodrich & Rosati</i>	Masri Michael <i>Kirkland & Ellis LLP</i>
Goldberg Robert S <i>Mayer Brown LLP *</i>	Moniri Aryan <i>Skadden, Arps, Slate, Meagher & Flom LLP *</i>
Jones Laura Ellen <i>Hunton Andrews Kurth LLP *</i>	Mostow Peter <i>Wilson Sonsini Goodrich & Rosati</i>
Joyce Michael <i>Vinson & Elkins LLP</i>	Nazif Omar <i>Latham & Watkins LLP *</i>
Koenigsberg Benjamin Y <i>Norton Rose Fulbright</i>	Nesburn Matthew <i>A&O Shearman</i>
Leonti John J <i>Troutman Pepper *</i>	Pearson Kevin <i>Stoel Rives LLP *</i>
Mertens Alexandra <i>Stoel Rives LLP *</i>	Petersen Laurette N. <i>Sheppard, Mullin, Richter</i>
Patel Nikesh R <i>Amis, Patel & Brewer, LLP</i>	Prince Aaron <i>Vinson & Elkins LLP *</i>
Schroeder Jeff <i>Hunton Andrews Kurth LLP *</i>	Rosenberg Amanda <i>Willkie Farr & Gallagher LLP *</i>
Sinaiko Daniel <i>Latham & Watkins LLP *</i>	Scott Henry T <i>Milbank LLP *</i>
Zaelke Edward W <i>McDermott Will & Emery LLP *</i>	Stephens Eric <i>Orrick, Herrington & Sutcliffe LLP</i>
Band 3	Tingle Philip <i>McDermott Will & Emery LLP *</i>
Arora Neeraj <i>Morgan, Lewis & Bockius LLP</i>	Wendling Timothy K. <i>Milbank LLP *</i>
Brewer Rusty <i>Amis, Patel & Brewer, LLP</i>	Zaifman Hagai <i>Sidley Austin LLP *</i>
Callahan Timothy P <i>McGuireWoods LLP *</i>	Zarnowiecki Paul <i>Orrick, Herrington & Sutcliffe LLP</i>
Davis Jeffrey <i>White & Case LLP</i>	Up-and-coming individuals
Emehelu Ikenna <i>Akin (ORL) ◇</i>	Berger James <i>Norton Rose Fulbright</i>
Griskonis Marius <i>Linklaters *</i>	Garcia Earley Alejandra <i>Orrick, Herrington & Sutcliffe</i>
Hoffmann Thomas <i>Foley & Lardner LLP</i>	Griffin Adam <i>Orrick, Herrington & Sutcliffe LLP</i>
Kalra Amit <i>Sheppard, Mullin, Richter & Hampton LLP</i>	Heideman Josh <i>Vinson & Elkins LLP *</i>
Klugman Nadav <i>White & Case LLP</i>	Hillman Richard <i>Milbank LLP *</i>
Kobos Adam C. <i>Troutman Pepper *</i>	Kim April <i>Greenberg Traurig, LLP</i>
Lavallo Jocelyn <i>Foley & Lardner LLP</i>	Leveck Katarzyna <i>Sheppard, Mullin, Richter & Hampton</i>
Lefko Hilary <i>Norton Rose Fulbright</i>	Opadiran Nike <i>Skadden, Arps, Slate, Meagher & Flom *</i>
Nese Brian <i>Stoel Rives LLP *</i>	Sachdev Rohit <i>Orrick, Herrington & Sutcliffe LLP</i>

* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

financing and acquisition of PPP projects in a variety of sectors. **Strengths:** "Toren is very commercial."

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig possesses significant strength handling the acquisition and sale of wind and solar projects. The team is capable of advising on single asset and portfolio transactions. In addition to the firm's renewable energy expertise, it has experience in the conventional power space.

Strengths

"The Greenberg team are very responsive and offer

an excellent client service."

Work highlights Greenberg Traurig represented Ameren in Build Transfer Agreement for Boomtown, a 150 MW solar project located in MISO.

Notable practitioners

Jeffrey Chester has a wealth of experience handling renewable energy transactions, with particular strengths in advising on the purchase and sale of existing and development-stage wind and solar assets. **Strengths:** "Jeffrey is extremely responsive and commercially-minded and focused on the true substantive issues to allow transaction to close expediently." **April Kim** is an up-and-coming attorney recognized for her renewable

projects practice. She is particularly commended for her tax equity expertise. **Strengths:** "April is collaborative, thoughtful and reasonable."

Hogan Lovells

What the team is known for Hogan Lovells is commended for representation of domestic and international export credit agencies and development finance institutions in projects around the globe. Its clients benefit from firmwide capabilities in international trade and government relations.

Strengths

"Hogan Lovells has a great ability to handle complex transactions and has a good bench of specialists that can come into play whenever needed."

Notable practitioners

Thomas Hechl's clients benefit from his considerable experience representing agency lenders on an array of projects across the globe. **Ricardo Martinez** routinely handles the financing of energy projects for agency lenders. He has recent experience assisting on transactions in Asia and South America. **Strengths:** "Ricardo's advice is always solution-oriented and efficient."

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth LLP is highly respected for its work on tax equity matters in the renewables space, where the team frequently represents large financial institutions. It garners praise for its deep understanding of the tax code and knowledge of key federal actors. The firm appears on high-stakes conventional power facility development and financing, on which it acts for sponsor-side and lender-side clients. It offers additional strength representing clients in complex PPP transactions.

Strengths

"Hunton provides excellent service at all levels, from junior staff to partners."

"The team is comprised of inventive and proactive problem solvers."

"The team had excellent industry knowledge."

Work highlights Hunton Andrews Kurth LLP represented the tax equity investor in connection with the project financing of the Edwards Sanborn Solar and Battery Storage Facility in Kern County, California.

Notable practitioners

David Horner (see p.589) has considerable experience advising on the financing and development of PPP infrastructure projects. **Strengths:** "David offers an exceptional skill-set and personalized service." "David is highly responsive, whip-smart and shrewd, with excellent client skills." **Laura Ellen Jones** (see p.598) is an impressive performer in the renewables sector, providing expert advice on a broad array of tax credit matters relating to the development and financing of solar, wind, biomass and other assets. **John O'Neill** (see p.657)

is head of the PPP and infrastructure group at the firm. He counsels clients on the financing and development of projects spanning the social infrastructure and transportation sectors. **Strengths:** "John is hugely experienced in projects and has a fantastic commercial sense." **Jeff Schroeder** (see p.693) is head of the firm's energy and infrastructure practice. He has considerable expertise in project finance and development,

particularly in the renewables sector. **Strengths:** “Jeff is always always thoughtful and solution-oriented.” **Geoffrey Lorenz** (see p.626) handles the financing and acquisition of US solar and wind assets for investor clients. **Jamie Head** (see p.581) is noted for his strength assisting public and private industry participants with infrastructure financings. He has strength in PPP transactions pertaining to transportation and utility assets. **Strengths:** “*Jamie is fantastic. He has a great presentation style and is able to distill very complex topics into easily digestible talking points.*” “*Jamie is the lawyer you want to have representing you on deals. He is highly thoughtful on complex structuring and drafting matters, but also a highly effective negotiator.*” **Andrej Micovic** (see p.642)’s PPP practice sees him advise on a range of transport infrastructure projects including railways, bridges and stations. **Strengths:** “*Andrej is very commercial and a pleasure to work with.*” **Ryan Pedraza** (see p.665) is a development and finance lawyer with a focus on PPP projects in the infrastructure space. He is experienced across a range of transportation projects including railways, roads and bridges. **Strengths:** “*Ryan is diligent, knowledgeable and an excellent communicator.*”

Husch Blackwell LLP

What the team is known for Husch Blackwell LLP regularly represents clients in the tax equity financing of renewable energy assets. It has strength across wind, solar and battery storage assets. It is highly capable representing both developers and financial institutions including those involving utility-scale projects.

Strengths

“*The firm’s legal advice is not only technically sound but also pragmatically tailored to align with our business objectives and the realities of the market.*” “*Husch Blackwell has a sophisticated and knowledgeable team who can support complex matters.*”

Work highlights Husch Blackwell LLP advised a renewable energy fund led by Churchill Stateside Group in the closing of a tax equity investment for two standalone utility-scale battery storage projects.

Notable practitioners

Chicago-based Jai Khanna is a key contact

Jones Day

What the team is known for Jones Day offers notable capabilities across a range of PPP projects, with particular experience working with well-known clients in the higher education sector. The team has particular expertise in university utility systems.

Strengths

“*Jones Day provides exceptional work product and services on a consistent basis. I know any time we make a request, they always deliver.*”

Work highlights Jones Day advised Vanderbilt University on the possible engagement of a private concessionaire to operate and improve its utility assets through a PPP structure over a long term.

Notable practitioners

Brian Sedlak is particularly noted for his handling of PPP structuring for campus-based energy solutions. **Strengths:** “*Brian is a very thoughtful*

lawyer who understands the precedent and the market.”

Kaplan Kirsch LLP

What the team is known for Kaplan Kirsch demonstrates strength representing both local government and private developers in PPP projects across the transportation and higher education sectors. It is active on projects across the US with particularly notable experience in the Colorado market.

Strengths

“*Kaplan Kirsch’s understanding of the potential future issues and ability to prevent them from happening stands out to me.*”

Work highlights Kaplan Kirsch advised the Chicago Transit Authority on the Red Line Extension project, which will add a 5.6 mile, four station extension to Chicago’s existing transit system.

Notable practitioners

Adam Giuliano frequently represents public sector clients in the financing and development of PPP infrastructure projects, including highways and transit lines.

King & Spalding LLP

What the team is known for King & Spalding LLP is esteemed for working on high profile international LNG project development, financing and contracting work. The firm often takes leading positions on emerging market propositions in the Middle East, Africa and South America for sponsor clients. It frequently advises producers and pipeline companies on cross-border and domestic pipeline projects. The firm have additional capabilities handling the financing of renewable energy projects, as well as transactions in the space.

Strengths

“*King & Spalding has the technical acumen to handle the most complex of transactions, with the commercial sense to advise their client to ensure the deal gets done.*”

“*I have yet to find a topic where they do not have a firm expert – no matter how esoteric.*”

Work highlights King & Spalding LLP advised Rio Grande LNG, a subsidiary of NextDecade, on its \$18.4 billion Rio Grande Project, including on the EPC contracts and natural gas transportation arrangements.

Notable practitioners

Scott Greer (see p.3228) represents a strong choice for owners and developers of LNG infrastructure, with impressive project development expertise in both the domestic and international markets. **Strengths:** “*Scott is the EPC guru of LNG deals.*” **David Lang** (see p.616)’s project finance practice is primarily concentrated in the LNG space and sees him assist on projects at home and abroad. **Strengths:** “*David has a deep understanding of how the industry works.*” “*David Lang is experienced, hard-working, timely and intelligent.*” **Jonathan Melmed** (see p.640) handles an array of transactions including those involving renewable and traditional power assets. **Strengths:** “*Jonathan is commercial and savvy on the legal side.*”

Ingrid Myers (see p.650) handles EPC contracts associated with new LNG projects as well as the expansion of existing contracts. She primarily rep-

resents developer clients. **Brandon Dalling** (see p.536)’s practice covers the finance and acquisition of projects in the oil and gas and renewable energy industries. **Strengths:** “*Brandon is an excellent attorney, zealously represents his clients and is incredibly responsive.*” **Tristan Pelham Webb** (see p.665) has a wide-ranging practice covering the acquisition and financings of projects including wind and solar assets.

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis has a robust oil and gas practice focusing on lender-side representations across the upstream and mid-stream sectors. It possesses expertise spanning a broad array of structured finance solutions to meet clients’ development and acquisition goals. The firm offers further strength in the financing of traditional power assets. It has a strong group of attorneys handling complex financing in the renewable energy space, including solar, battery storage and on and offshore wind assets. The firm has additional capabilities in the LNG space.

Strengths

“*The firm has a deep bench with extensive knowledge of the industry.*”

“*Kirkland’s ability to staff up a team to handle complex matters is impressive.*”

“*The team at Kirkland are highly commercially-oriented and are able to understand business goals.*”

Work highlights Kirkland & Ellis Kirkland advised Vineyard Wind in the \$1.2 billion tax equity financing for the Vineyard Wind 1 project.

Notable practitioners

Rohit Chaudhry has an impressive track record representing lenders in sophisticated financing arrangements for projects in the oil and gas and renewables sectors. He provides adroit counsel on both smaller distributed asset developments and large utility-scale projects. **Strengths:** “*Rohit is absolutely outstanding, one of best in the business. He is excellent all-round, but biggest strength is his market knowledge.*” **Robert Eberhardt** (see p.546) has a strong track record of handling financing and hedging agreements involving solar, wind and other energy projects. **Strengths:** “*Robert provides outstanding guidance.*” **Tatiana Monastyrskaya** (see p.645) has notable expertise in energy project finance and development, with a particular focus on oil pipelines. **Strengths:** “*Tatiana is extremely knowledgeable, has commercial solutions, outstanding judgment and is highly responsive.*” **Kelann Stirling** (see p.712)’s project financing experience covers an array of assets from the refinancing of gas-fired plants to virtual PPAs for renewable energy offtake to recapitalization of oil and gas assets. **Sam Kamyans** (see p.600) handles tax equity financing of energy infrastructure with a particular focus on renewable energy assets. **Michael Masri** is commended for his expertise in renewable tax credits for large solar and wind projects. **Roald Nashi** has wide-ranging project financing experience and regularly represents clients with interests in LNG, solar, pipeline and traditional power projects. **Kristin Mendoza** (see p.641) focuses her practice handling M&A in the energy space. She is particularly skilled at navigating the acquisition of and investment in companies with a significant renew-

able energy portfolio. **Strengths:** “Kristin is very diligent and market aware.”

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is an internationally renowned projects group, esteemed for its representation of lenders and sponsors. The firm is hugely respected for midstream and downstream work in the oil and gas space. It is a leading practice on the development of renewable energy assets in the USA. The team has an exceptional capability for advising on projects involving gas-fired power plants and transmission lines. In the LNG space, it routinely acts for industry giants.

Strengths

“Latham is well plugged into the market across the board.”

“From partner to associate they are a strong team with the requisite experience, who ask the right questions and produce a high quality of work.”

“The team excel in complex project financings.”

Work highlights Latham & Watkins LLP advised Terra-Gen, a renewable energy developer, in the project financing and tax equity financing for the second phase of the Edwards Sanborn Solar Project in Kern County, California.

Notable practitioners

Jonathan Rod (see p.681) has an impressive track record in oil and gas and LNG project financing. He is equally adept at lender and developer side representation. **Trina Chandler** (see p.523) has impressive expertise in energy sector M&A. She has particular strengths in advising on the acquisition and sale of conventional and renewable power generation assets or stakes in projects under development. **Strengths:** “Trina is a first rate power and renewables lawyer who provides highly relevant and thoughtful advice in a timely manner.” **Jeffrey Greenberg** (see p.573) has an impressive sector-crossing practice, offering expertise in the development, finance, sale and acquisition of single projects and portfolios in the LNG, renewables and conventional power markets. **Strengths:** “Jeffery is responsive and thoughtful and commercial.” **Eli Katz** (see p.602) is a rapidly growing presence in the renewables space with considerable abilities in complex tax equity project financing. He provides expert representation to lenders, underwriters, sponsors and borrowers. **Strengths:** “Eli conveys complex things in easy to understand way.” **Ethan Schultz** (see p.693) has a wealth of experience representing project developers and private equity funds in the acquisition and sale of large scale wind and solar project portfolios. He also advises on traditional generation A&D for projects at various stages of development. **Matthew Henegar** (see p.582) is a highly regarded project finance lawyer with a practice encompassing the financing and development of renewables, oil and gas and LNG projects. **Strengths:** “Matthew Henegar is very intelligent, responsive and in terms of strategy, he’s elite.” **Warren Lilien** (see p.623) has a wealth of experience handling project financing for conventional power projects. **Strengths:** “Warren is super user-friendly, thoughtful, very commercial and hyper-experienced.” **Chirag Dedania** (see p.539) is noted for his work across a wide range

of project financings in the LNG, oil and gas and power sectors. **Strengths:** “We consistently find Chirag to be responsive and thoughtful.” **Christopher Peponis** (see p.666) is noted for his capabilities in the financing of energy projects, with a particular expertise in LNG assets. **Daniel Sinaiko** (see p.703) advises on the financing of solar projects through tax equity and other finance structures. **Strengths:** “Daniel is a high quality lawyer.” **Jason Webber** (see p.732) offers expert representation in project finance and development across the LNG and oil and gas sectors. He acts for both lenders and borrowers. **Strengths:** “Jason has the ability to bring unique solutions to bespoke projects.” **Kelly Cataldo** (see p.522) focuses her practice on the financing of energy projects with experience across battery storage and solar assets. **Christopher Cross** (see p.534) has capabilities spanning domestic and international project finance with noted expertise advising on projects in the oil and gas space. He has particular strength in Latin America and Asia. **Strengths:** “Christopher is very easy to work with, responsive, thinks ten steps ahead of the process and anticipates structural and commercial issues. Has a broad commercial perspective.” “Christopher is very skillful at navigating tricky and challenging situations.” **Paul Hunt** (see p.591) has a robust renewables practice advising on financings for wind and solar projects. He has expertise spanning debt, tax equity and other financing arrangements. **Strengths:** “Paul understands his client base and their niche’s very well. He understands the concerns at hand and he goes the extra mile.” **Omar Nazif** (see p.652) is routinely called upon by developers and financial institutions for his expertise in the project financing of wind, solar and battery storage projects. **Strengths:** “Omar is a terrific lawyer.”

Linklaters

What the team is known for Linklaters is notably active in the renewable energy space. The firm undertakes an array of A&D and project financing work pertaining to wind and solar assets. The team offers expert counsel to both developers and lenders.

Strengths

“Linklaters has exceptional handling of complex matters.”

“The team’s thorough understanding of the intricacies of project finance is instrumental in navigating challenging situations and achieving successful outcomes.”

Work highlights Linklaters represented EnCap Energy Transition Fund I and Broad Reach Power in connection with the sale of its 50% equity interest in Broad Reach Power to Apollo Funds.

Notable practitioners

Marius Griskonis (see p.574) has an impressive breadth of expertise spanning the development, financing, acquisition and sale of renewable energy infrastructure. He advises on complex single project and large portfolio transactions. **Strengths:** “Marius’ dedication, attention to detail and exceptional legal acumen have been nothing short of remarkable.” **Ron Erlichman** (see p.548) has experience representing renewable energy companies and financial institutions in project

financings. **Andrew Compton** (see p.530) of Linklaters regularly handles the development and financing of energy projects and has a particular strength in the renewables space. **Strengths:** “Andrews strengths are his thorough thinking and understanding of the energy industry.”

Mayer Brown LLP

What the team is known for Mayer Brown LLP is best known as one of the leading PPP teams in the country. It offers superb representation to numerous public bodies as well as private sponsors and lenders. The team is highly capable across all major infrastructure areas including roads, ports, airports and general transit, as well as social infrastructure projects. The firm also provides clients with strong knowledge of the renewables and tax equity space, with particular strength in Latin America.

Strengths

“Mayer Brown is adept at understanding complex and sophisticated matters and developing bespoke and innovative solutions to help facilitate projects.”

Work highlights Mayer Brown LLP represented Accelerate Maryland Partners, a consortium of Macquarie Capital & Transurban, on the execution of the Phase P3 pre-development agreement for the Maryland Department of Transportation’s I-495/270 P3 project.

Notable practitioners

Joseph Seliga (see p.696) is an impressive attorney sought after for his advice on the development and financing of transportation infrastructure. His PPP expertise is frequently looked to by both public sector clients and private investors. **Strengths:** “Joseph is a very strong lawyer who cares for his clients’ interests.” **Robert Goldberg** (see p.568) has considerable expertise in the financing and development of wind energy projects as part of a broad renewables sector practice. **Strengths:** “Robert has been doing this for a long time and understands every aspect of a deal. He sees issues before they become issues.” **David Narefsky** (see p.651) has depth and breadth of experience in the transportation sector, where he handles PPP matters for a strong roster of clients on both the developer and investor side. **Stephanie Wagner** (see p.728) is an impressive attorney who handles the financing and development of PPP projects, with a particular focus on transportation infrastructure. **Paul Astolfi** (see p.494)’s practice sees him represent clients in a range of project financings in the renewable energy sector. He has experience across wind and solar assets. **Strengths:** “Paul has a high level of commitment to client service, coupled with great responsiveness and business acumen.” **Mitchell Holzrichter** (see p.587) centers his practice on the financing of PPP projects including toll roads, highways and airports. **Strengths:** “Michael is practical, can quickly synthesise risks and present solutions to them. He is also pleasant to work with, efficient and very bright.”

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP offers adroit handling of project financings in the renewable sector, notably including new offshore wind developments in the

US. The firm demonstrates an impressive client roster across developers, utilities and financing parties including banks and private equity funds. It offers additional strength in the A&D of renewable energy assets.

Strengths

"The McDermott team is very knowledgeable, helpful and insightful."

"The team's responsiveness and thoughtfulness stands out."

"McDermott has industry veterans that understand the commercial side."

Work highlights McDermott Will & Emery LLP represented American Electric Power Company in the negotiation of a build-transfer purchase agreement for the Mayapple Solar Project, a 224 MW solar project being developed by an affiliate of LightSource in Pulaski County, Indiana.

Notable practitioners

Edward Zaelke (see p.740) is a highly experienced attorney who regularly handles sophisticated financings for large scale wind and solar projects. He is equally skilled at the sale and acquisition of projects. **Strengths:** *"Edward is very commercial in approach, patient in explaining concepts and creative in coming up with solutions."* **Carl Fleming** (see p.556) is experienced in the A&D of a range of the renewable energy asset including wind, solar and battery storage. **Strengths:** *"Carl is exceptionally attentive and proactive with clients."* **Christopher Gladbach** (see p.567) advises power sector clients on A&D involving completed and development-stage projects and portfolios, including gas-fired, wind and solar assets. **Strengths:** *"Christopher has a great grasp of the law and commercial issues."* **Philip Tingle** (see p.719) has considerable experience managing the tax aspects of complex renewable energy projects. **Strengths:** *"Philip is a very creative thinker in the space and gives us clear and succinct guidance."*

McGuireWoods LLP

What the team is known for McGuireWoods LLP has significant expertise across the renewable energy sector. The team regularly represents electric utilities and energy companies in the acquisition and sale of assets. The firm demonstrates additional capabilities in the financing and development of wind, solar and battery storage projects.

Work highlights McGuireWoods LLP represented Alleans Renewables in both the acquisition of 70% ownership rights and sale of a 280 and a 285 MW development-stage solar project in Mohave County, Arizona.

Notable practitioners

Timothy Callahan (see p.518) has an impressive project finance practice focusing on lender and sponsor-side representation, with expertise in the financing, development and acquisition of wind, solar, gas-fired and battery storage infrastructure. **Michael Woodard** (see p.3356) expertly handles the A&D of energy assets. He primarily works with clients in the renewable sector. **Strengths:** *"Michael consistently delivers quality service and understands the larger commercial vision."*

Milbank LLP

What the team is known for Milbank LLP is one of the strongest and most focused projects firms operating in the USA today, frequently advising on some of the most complex and innovative project financings. The firm possesses strength across the full range of project financing and development, with particular skill representing big-name lenders. It has strength in Latin America, the USA and further afield. The team frequently provides advice to debt and equity investors, private sponsors and government lenders on sophisticated cross-border matters. The firm leverages its international expertise in mining and other sectors to represent development finance institutions, export credit agencies and multilateral development banks.

Strengths

"Milbank LLP has a highly technical and knowledgeable team."

"All of the partners are truly responsive and take a very commercial approach."

Work highlights Milbank LLP represented the tax equity investor in the financing the Daggett 2 project, a 182 MW solar facility combined with a 130 MW storage facility in San Bernardino, California.

Notable practitioners

Daniel Bartfeld (see p.498) has a wealth of domestic and international experience in the financing and acquisition of projects across the oil and gas and power sectors. He is the global practice leader for energy, projects and infrastructures and frequently acts for lenders, borrowers and multilateral agencies. **Strengths:** *"Daniel is highly smart, efficient, knowledgeable and a great leader."* **William Bice** (see p.505) is an attorney of exceptional capability well known for his project financing work in the power space. He also advises on development and restructuring matters. **Strengths:** *"If you want something done, Bill will get it done regardless of complexity."* **Michael Duff** (see p.544) is recognized for his projects work in the renewable energy sector. He is praised for his expert handling of tax equity matters. **Strengths:** *"Michael has good technical experience, he knows the industry and is well-regarded."* **Daniel Michalchuk** (see p.642) is a well-known project finance attorney, who has expertise across oil and gas and electric power projects. He advises on domestic US and international developments. **Alexander Borisoff** (see p.510) leverages his expertise in the mining and energy sectors to assist agency lenders on international project finance, with a particular focus on Latin America. **Strengths:** *"Alexander Borisoff has very deep sector knowledge and a high commercial awareness and he immediately, adequately and efficiently addresses client requests."* *"Alexander has excellent knowledge and level of service."* *"He is exceptionally sharp, dedicated and helpful."* **Allan Marks** (see p.632) is highly regarded for his work assisting sponsors and lenders on a broad array of project financings. He is particularly expert in PPP structures. **Strengths:** *"Allan is an excellent lawyer."* **Roland Estevez** (see p.549) lends his expertise to complex project financing arrangements in Latin America. He works across both traditional and renewable asset classes. **Strengths:** *"Roland is very well versed on the market and is a*

lawyer who will boil things down to what is important." **Michael Klaus** (see p.609) primarily represents financial institutions in the acquisition and financing of projects in the renewables space.

Strengths: *"Michael is a fantastic project finance attorney. His expertise, professionalism and collaborative approach allows him to close deals effectively and efficiently. It is no wonder that clients and opposing counsel alike enjoy working with him."* **Jaime Ramirez** (see p.675) is commended for his work in significant project financings as well as acquisition and divestiture transactions. He has considerable expertise in Latin American jurisdictions. **Henry Scott** (see p.695) regularly represents his lender clients in the financing of projects in the renewable energy sector. He has experience across solar, wind and battery storage assets. **Carolina Walther-Meade** (see p.729) is well known for her representation of lenders and sponsors in domestic and international project financing in the energy, mining and transportation sectors. She is particularly knowledgeable of Latin America markets. **Strengths:** *"Carolina has a client-centric approach and due to her long-standing experience has a high commercial awareness and level of sophistication."* *"Carolina is super smart and very knowledgeable."* **Timothy Wendling** (see p.733)'s practice covers the financing of renewable projects including wind and solar assets. **Richard Hillman** (see p.584) routinely acts for lenders and sponsors in financings in the renewable energy space, notably those involving solar assets. **Jeffrey Leider** (see p.619) handles a diverse range of energy transactions. He represents lenders and sponsors in the financing and acquisition of oil and gas and renewable energy projects. **Strengths:** *"He'll put something on his back and run through a wall to get it done. It's not just the effort, but his technical savvy, strategy, smarts and sheer will power are awesome."* **Sean O'Neill** (see p.657)'s practice covers project financings of a variety of assets including those in the renewable energy, oil and gas and LNG spaces. **Strengths:** *"Sean is an incredibly strong lawyer with a mind towards practicality and consensus building."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is well thought of for the depth of its bench and level of understanding concerning renewables projects. The firm is well versed in warehouse and tax equity structuring. It is active on solar and wind financings throughout the USA. It has additional strength in the conventional power space, assisting significant clients with the development, financing, acquisition and disposition of power projects throughout the USA. The firm is able to draw on expertise of practitioners stationed across a nationwide and international network of offices.

Strengths

"Morgan Lewis has a very commercial and practical approach to transactions."

Work highlights Morgan, Lewis & Bockius LLP represented Invenery and a subsidiary in the \$100 million back-leverage financing for an approximately 104 MW wind-powered electric energy generation project.

Notable practitioners

James Tynion expertly represents renewable power sector clients across the financing, development, sale and acquisition of projects. He capably handles both tax equity and debt financing structures. **Elizabeth Hanigan** is an impressive lawyer in renewable energy infrastructure M&A with expertise handling the acquisition and sale of development-stage wind and solar assets, completed projects and portfolios. She frequently acts for developers, private equity funds and institutional investors in these transactions and has further capabilities negotiating build-transfer and power purchase agreements. **Michael Müller** handles the financing of projects in the traditional power space and is regularly sought out by clients for his substantial expertise. **Neeraj Arora** is a strong performer in the renewables sector who frequently represents developers, lenders and investors in connection with the development and financing of solar, offshore wind and battery storage infrastructure. **Strengths:** “*Neeraj has a wide range of knowledge, is extremely responsive, personable and has business savvy.*” **Richard Filosa** has considerable expertise in the conventional power sector, where he ably represents clients in financing, structuring and the negotiation of commercial agreements. **Amy Maloney’s** expertise covers the financing, sale and acquisition of assets in the power and renewables space.

Morrison Foerster

What the team is known for Morrison Foerster is well placed to advise agency clients of every stripe on sophisticated cross-border transactions covering Latin America, Asia, Africa and the Middle East.

Notable practitioners

Ann Lilienthal (see p.623) is commended for her work supporting the financing and development of projects located around the world such as fiber-optic cables, public transport and those concerning renewable and conventional power. **Gregory Smith** (see p.705) is frequently sought after by development finance institutions, export credit agencies and multilateral agencies to handle complex and high value projects. He has particular expertise in Africa and the Middle East. **Strengths:** “*Gregory is fast and impressive in the quality of his work, and he makes himself available when we need him.*”

Nixon Peabody LLP

What the team is known for Nixon Peabody LLP undertakes an array of project financing work in the renewable energy space with experience across a range of assets. The firm has additional capabilities in PPP transactions and has a particular strength handling infrastructure projects in the transportation sector.

Notable practitioners

Roderick Devlin (see p.541) represents clients in the development and financing of PPP infrastructure, with particular focus on highway and aviation projects.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright is a powerhouse in the project financing and

development space with an impressive offering across a range of asset classes. Its attorneys are active in conventional oil and gas projects, plus big ticket LNG financing and developments, both domestically and abroad. The firm is well regarded for work in the PPP arena and is active on several transportation-focused projects for both bidders and investors. It can call on a global network of offices to assist on multijurisdictional deals. The team continues to assist clients on high profile wind and solar project financings. The firm offers further strengths advising on the sale and acquisition of project companies, single projects and portfolios in the conventional and renewable power sectors.

Strengths

“*The Norton Rose team has a very strong depth and breadth of talent.*”

“*The firm is exceptionally suited to tackle any problem associated with infrastructure development.*”

“*Norton Rose has a very deep bench in the energy industry.*”

Work highlights Norton Rose Fulbright represented IRG Acquisition Holdings in the purchase of a 1,365 MW renewables portfolio from American Electric Power for \$1.5 billion.

Notable practitioners

Todd Alexander is highly regarded for his work on the financing, development, acquisition and sale of single projects and portfolios across the conventional and renewable power sectors.

Strengths: “*Todd is very thoughtful and commercial – he is what you want in a transactional lawyer.*”

“*Todd is a market leading lawyer.*” **Noam Ayali** is widely regarded as a leader in the development and financing of major LNG projects. He has further capabilities assisting with renewable and conventional power matters. **Strengths:** “*Noam has deep knowledge of the market and industry specific knowledge.*” An esteemed projects lawyer, **Patrick Harder** consistently plays a central role in the development and financing of complex, high value PPP projects in the social infrastructure and transportation sectors. He acts for an impressive roster of public sector clients. **Keith Martin** is esteemed for his market-leading expertise in tax equity financing. He primarily focuses on representing clients in the renewables space.

Strengths: “*If you want to know the way that things are going to play out in renewable energy and project financing before they come to pass, Keith Martin has the best crystal ball of anyone I know.*”

“*Keith is an outstanding lawyer.*” “*Keith is extremely in tune with tax and project finance issues related to the Inflation Reduction Act.*” **Douglas Buchanan**

KC is equally capable of advising on domestic and international infrastructure PPP projects. **David Burton** assists a variety of clients with tax equity finance, particularly involving solar projects. He has further strengths in advising on renewable energy fund formation. **Strengths:** “*David is incredibly responsive, really knowledgeable, very pragmatic and commercial – he is also a great problem solver.*” **Becky Diffen** is an expert attorney with considerable expertise in the purchase and sale of renewable generation assets and portfolios. She is particularly notable for her knowledge of the wind sector. **Strengths:** “*Becky is respon-*

sive and a good communicator, but, more importantly, she is also very knowledgeable about both legal and commercial matters, then how to deal with them effectively.” **Hilary Lefko** assists clients with tax matters in connection with renewable energy project financing. **Strengths:** “*Hilary is a very capable tax attorney and recognized industry expert.*” **Marissa Alcalá’s** practice sees her represent sponsors and developers in a range of financings in the renewable energy space. **Jacob Falk** is a highly capable attorney who advises on projects involving transportation, higher education and social infrastructure. **Douglas Fried** is commended for handling complex and high value financing and development work in the PPP space. He has considerable expertise in acting for lenders. He is head of the infrastructure, mining and commodities practice and cohead of North American infrastructure. **Kenneth Hansen** assists clients with the financing of energy and other infrastructure projects. He has particular expertise in the Department of Energy’s Loan Guarantee Program. **Benjamin Koenigsberg** has an impressive track record of advising lenders, sponsors and private equity funds on project financing in the renewables space. He is further noted for his expertise in the LNG sector. **Strengths:** “*Benjamin is knowledgeable, responsive and great to work with.*” **James Berger** focuses his practice in the renewable energy space representing his sponsor clients on project financings.

Nossaman LLP

What the team is known for Nossaman LLP is one of the go-to firms for representation of public sector clients including state authorities, government departments and universities in the PPP space. The firm offers comprehensive assistance across the life span of a project, including initial advice on legislation and obtaining environmental approvals, as well as representation at the construction, financing and operation stages. It possesses expertise in the establishment of PPP programs for public bodies. The firm has a well-known ability in road and rail PPP structures is augmented by additional skill in social infrastructure projects.

Strengths

“*The Nossaman team has always performed at the highest level and are fully committed to their clients. They seem to take the success of the projects very personally which reflects their commitment.*”

“*Nossaman is very responsive and provides high quality service.*”

“*The firm’s connection to industry trends and sentiment is a strength.*”

Work highlights Nossaman LLP advised the City of Inglewood on a \$1.1 billion elevated fixed guideway rail project to connect LA Metro’s Crenshaw Light Rail Line with the Market Street area, the Kia Forum, the Intuit Dome and Sofi Stadium at Hollywood Park.

Notable practitioners

Geoffrey Yarema continues to play a central role in advising clients on PPP projects and broader strategy in the transportation sector. **Yukiko Kojima** is a strong performer in the PPP space frequently sought after to assist with the financing and development of airport terminals and conven-

tion centers among other infrastructure projects.

Barney Allison is a key player in the PPP space who frequently acts for public agency clients on the development and financing of a wide range of infrastructure projects. He has a particular strength in the transport sector. **Andrée Blais** has a strong infrastructure project financing practice with a particularly focus representing public sector clients on PPP transactions. **Strengths:** “Andree provides stellar legal counsel and guidance.” **Corey Boock** is equally experienced in public and private sector representation, with considerable expertise in the financing and development of transportation and wastewater infrastructure projects. **Strengths:** “Corey provides clients with top level service. He is keenly aware of the market and seeks to find commercially viable solutions to problems as they are encountered.” “Corey is an outstanding lawyer. He is responsive and has broad experience.” **Brent Butzin** (see p.517) is noted for his strong representation of public sector clients in the financing of PPP projects including rail, road and social infrastructure. **Elizabeth Cousins** has a strong practice advising public authorities on PPP and other project contracts. She has particular expertise in water infrastructure.

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP offers clients a strong bench of capable project finance and development attorneys with a wide range of skills. The firm wins praise for its work as bidders' counsel on big ticket PPP offerings, particularly in the airport and infrastructure space. It is further able to provide comprehensive support to equity investors, financiers, sponsors and hedge providers in the projects space.

Strengths

“The team are always up to the minute on news in the industry.”

Work highlights O'Melveny & Myers LLP advised the Puerto Rico Public-Private Partnership Authority, in collaboration with the Puerto Rico Highways and Transportation Authority on a long-term concession agreement for financing, operation, maintenance and improvement of four toll roads.

Notable practitioners

Junaid Chida has a wealth of experience acting for developers, financial institutions and tax equity investors on project financings in the renewables sector. **Eric Richards** maintains his position as a go-to PPP lawyer for the redevelopment, improvement and expansion of airport terminals. **Monica Hwang** has expertise in LNG project structuring as well as offtake, upstream feed procurement and other commercial agreements. **Strengths:** “Monica is an extremely knowledgeable and experienced attorney, and an expert in LNG matters.” “Monica is an excellent lawyer with great awareness of the industry.” **Denise Raytis** is a growing presence in transportation PPP projects with experience representing both developers and lenders. **Strengths:** “Denise is one the smartest, most technically capable and responsive lawyers to work with.” **Elizabeth Dubeck** has experience assisting with the financing and development of a broad array of PPP projects, with a particular

focus on the transportation sector.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP offers clients a broad projects practice with particular strengths in PPP and renewable power developments. It takes a leading role representing sponsors and developers on complex PPP negotiations. The team is recognized for notable capability in transit and aviation PPPs. The firm is well versed in issues surrounding tax equity planning in the renewables space. It has possesses considerable prowess handling acquisitions and sales of single projects and portfolios. The firm is also active on conventional power development.

Strengths

“Orrick is a client-focused firm that has full service capabilities and top-tier talent.”

“The team's depth of knowledge is incredible.”

“Orrick understands commercial objectives of a transaction and is adept at solving problems.”

Work highlights Orrick, Herrington & Sutcliffe LLP advised Equinor on its acquisition of a 100% stake in battery storage developer East Point Energy.

Notable practitioners

Daniel Mathews has an impressive track record of representing lenders, sponsors and investors on a broad array of PPP projects, particularly in the transportation and energy sectors. **Leslie Sherman** has notable expertise spanning solar and wind generation projects as well as battery storage development. He is commended for his work advising clients on the structuring and negotiation of PPAs. **Strengths:** “Les is a brilliant mind and very practical.” **Mark Weitzel** has substantial experience working advising prominent clients on the financing and development of power generation projects spanning both the conventional and renewables sectors. **Bradford Gathright** represents a strong choice for investors and developers in conventional and renewable energy infrastructure M&A. He has expertise across project and portfolio transactions. **Strengths:** “Bradford is detail-oriented, practical, knows industry well and well organised.” **Thomas Glascock** has considerable experience advising clients engaged in renewable energy projects. He is at home working on both solar and wind financings. **Strengths:** “Thomas is a highly experienced and top notch professional.” **Young Lee** has a stellar reputation for her handling of transportation sector PPP. She provides expert representation in the development and financing of high value and sophisticated infrastructure projects. **Strengths:** “Young is a spectacular lawyer. She is smart, creative and commercial – a stand out person to work with.” **Christopher Moore** provides clients with top tier tax equity and other project financing counsel. **John Eliason** manages a broad array of tax-based financing arrangements, with a particular focus on solar generation and energy storage infrastructure projects. **Strengths:** “John is very knowledgeable and practical.” **Kristin Seeger** has expertise in handling sales and acquisitions of renewable energy projects and platforms, with particular strengths in assisting with utility-scale solar transactions. **Strengths:** “Kristin's customer

problems become her own and she is there for you no matter what.” **Dahl Thompson** has notable expertise in the sale and acquisition of conventional and renewable power assets and portfolios at all stages of development. **Strengths:** “Dahl has excellent industry knowledge.” **Blake Winburne** is highly regarded for his work on the acquisition and sale of gas-fired, wind and solar assets at various stages of development. He also advises on complex financing and development matters.

Strengths: “Blake has strong commercial acumen, executive presence and excellent, long standing stature.” **Matt Archer's** broad practice encompasses both the development and A&D of assets in the renewable space. **Strengths:** “Matt has really excellent industry knowledge and is a really skilled negotiator.” **Matthew Neuringer** regularly assists private developer and public sponsor clients with the project financing of PPP projects in the transport and education sector. **Eric Stephens** has particular strengths in the financing and development of distributed solar projects as well as energy storage solutions, both standalone and paired with generation assets. He has further expertise in advising on the structuring and negotiation of PPAs and EPC agreements. **Strengths:** “Eric is an expert in his field.” **Paul Zarnowiecki** is recognized for his work supporting sector clients on renewable and battery storage projects.

Victoria Boyne is noted for her strength in the PPP space. She is experienced across a range of matters concerning social and transport infrastructure. **Alejandra Garcia Earley** has wide-ranging experience in project financings which she brings to bear when expertly representing clients on matters, including those involving renewable energy assets. **Louise Gibbons** has experience across the full range of assets in the renewable energy space with noted strength with those concerning solar projects. **Strengths:** “Louise is excellent; very thorough, detailed and so pragmatic.” **Adam Griffin's** projects practice covers debt and tax equity financings of renewable energy assets including battery storage and solar. **Strengths:** “Adam Griffin is exceptional; a top tier resource, knowledgeable, resourceful, organized and responsive.” **Rohit Sachdev** represents project developers and owners on complex financings. His expertise includes wind, solar and battery projects. **Strengths:** “Rohit is excellent, knowledgeable and timely in his work. In addition, he is very commercially-oriented and has a great demeanor.”

Paul Hastings LLP

What the team is known for Paul Hastings LLP is a strong choice for lenders active in the traditional power space. The team are experienced in the project financing and refinancing of gas-fired power plants.

Strengths

“Paul Hastings has a highly technical and knowledgeable team.”

Work highlights Paul Hastings LLP advised Spearmint Renewable Development Company in the acquisition of a 150 MW battery energy storage project from Con Edison Development.

Notable practitioners

Robert Freedman (see p.558) has an impressive

track record of advising private equity funds, institutional investors and commercial banks on complex and high value financings for conventional and renewable power projects. **Gregory Tan** (see p.715) has an impressive lender-side practice, managing project finance and development work across the entire energy sector as well as in PPP infrastructure. **Strengths:** “Gregory has a very commercial approach, is highly practical and deal-orientated.”

Sheppard, Mullin, Richter & Hampton LLP

What the team is known for Sheppard, Mullin, Richter & Hampton LLP is a rapidly expanding practice with notable capabilities to advise on sophisticated project development and financing matters, including tax equity structuring, in the renewables space. The firm is equally capable of acting for investors, developers and owners on both utility-scale and distributed solar and wind projects.

Strengths

“We are very impressed with the depth and breadth of knowledge on the team.”

“The Sheppard team is extremely client-focused and always available.”

Work highlights Sheppard, Mullin, Richter & Hampton LLP represented Hecate Energy in the build transfer of a 300 MW solar project to a US utility.

Notable practitioners

Katherine Gillespie has substantial experience in the development and financing of single projects and portfolios. She has a particular focus on wind-powered generation facilities. **Elliot Hinds** (see p.584) represents clients active in the renewable energy space in the sale and acquisition of a range of projects. **Amit Kalra** is recognized for his expertise in tax-based financing structures for renewable energy projects. **Andrew Ratts** draws on deep tax equity expertise to expertly assist clients in the financing of renewable energy projects. **Joseph Karp** regularly handles complex PPAs for his renewable energy sector clients with experience covering solar, wind and battery storage assets. **Strengths:** “Joseph’s prompt, thorough and expert service is invaluable.” **Paul Kaufman** represents clients participating in the development of solar, wind and battery storage projects. **Strengths:** “Paul is an excellent lawyer with very strong and practical business acumen.”

Laurette Petersen works with project sponsors on a range of issues in the development and financing of renewable energy assets. **Katarzyna Leveck** focuses her practice advising clients on project financings in the renewable energy space.

Sidley Austin LLP

What the team is known for Sidley Austin LLP has a growing presence in the development, financing, acquisition and sale of energy infrastructure, both domestically and internationally. It represents sponsors and lenders across the LNG value chain in the development of a wide range of facilities. The firm has a growing presence in the renewables space particularly concerning the A&D of solar and wind single assets and portfolios.

Strengths

“Sidley has lawyers who know their markets well and are very technically capable.”

Work highlights Sidley Austin LLP represented GE Vernova in connection with its acquisition of equity interest in, and tax equity financing of, a 98 MW repowered wind project located in West Virginia, US.

Notable practitioners

Tara Higgins (see p.584) has an impressive breadth of expertise across the renewables sector, where she offers expert representation in the development and financing of single projects and portfolios. She also advises on the acquisition and sale of both assets and project companies. **Strengths:** “Tara is extremely intelligent and big picture focused.” “Tara is a fantastic lawyer.” **Irving Rotter** (see p.684) has expertise spanning conventional and renewable energy A&D. He frequently assists both buyers and sellers with transactions ranging from stakes in single projects to whole portfolio investments. **Strengths:** “Irving is incredibly knowledgeable.” **Brian Bradshaw** (see p.511) is recognized for advising clients on project finance and development across the conventional power, renewables and LNG sectors. **Strengths:** “Brian is very knowledgeable.” **Andrea Wang Lucan** (see p.626) is noted for her work in the acquisition and sale of project companies and renewable generation assets. **Jessica Adkins** (see p.489) clients benefit from her expert handling of both traditional power and renewable project financings. **Strengths:** “Jessica continually impresses me with her creativity, intelligence and grit. She leads her teams with a client-focused mentality.” **Noreen Phelan** (see p.668) represents a strong choice for private equity and other investors engaged in single project, portfolio or project company A&D. **Strengths:** “Noreen is incredible when it comes to deal execution. She’s good at unlocking solutions to complicated structuring challenges and she has an incredible memory.” **Robert Stephens** (see p.711) has particular expertise in tailored project financing structures in the conventional and renewable power sectors, including secured wind hedges and revenue put hedges. **Hagai Zaifman** (see p.741) has experience across a wide variety of renewable energy financings, including solar and wind assets. **Strengths:** “Hagai is very knowledgeable and practical.”

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates has a highly regarded projects group offering clients a broad projects practice that has equal experience representing lenders and developers. The team is active on conventional power, midstream and downstream oil and gas, and renewables project development. It is also noted for expertise in the development of electric transmission line projects. The firm provides clients with key financing and M&A advice and support from an international network of offices. It is frequently involved in projects across the USA, Europe and Africa. The firm has additional strength in the LNG sector.

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates represented Duke Energy

in the \$2.8 billion sale of its unregulated utility scale commercial business to Brookfield Renewable, including 3.4 GW of wind, solar and battery storage assets.

Notable practitioners

David Armstrong (see p.493) has considerable expertise advising lenders on a range of structured finance solutions to support large scale LNG projects. **Lance Brasher** (see p.512) is a highly regarded attorney able to advise on sophisticated project financings across the energy industry. He also counsels on PPP structures for infrastructure projects. **Strengths:** “Lance is very measured, insightful and extraordinarily experienced in his field.” **Julia Czarniak** (see p.535) is a strong performer in domestic and international project finance across the LNG and broader oil and gas sectors. **Strengths:** “Julia represents clients’ interests in a pragmatic and commercial way. She has great responsiveness, good at managing a team and produces high quality work.” **Sean Shimamoto** (see p.700)’s tax expertise is frequently sought out in the development and financing of renewable energy projects as well as in the context of the acquisition and sale of interests in single projects and portfolios. **Strengths:** “Sean is an excellent advisor. He has provided superior client service in very clear and concise manner.” **Paul Kraske** (see p.613) focuses his practice on the development, financing, acquisition and sale of transmission infrastructure, with further experience advising on wind and solar projects. **Strengths:** “Paul is an excellent lawyer who has a strong sense of client service and is a pleasure to deal with.” **Aryan Moniri** (see p.646) focuses his practice on the financing of wind, solar and battery storage projects. **Strengths:** “Aryan is an excellent attorney.” **Nike Opadiran** (see p.658) focuses her practice in the renewable energy space, offering experience in the tax equity financing of a range of wind and solar assets.

Stoel Rives LLP

What the team is known for Stoel Rives LLP has a talented sponsor-side practice that focuses on renewable project development with expertise in solar and wind developments. It offers further knowledge of alternative energy projects including algae, geothermal and biomass facilities. The team is active on power purchase agreements, financings, turbine supply agreements and construction matters. The firm possesses a good understanding of the tax structures surrounding renewable projects. It offers cross-border capabilities, representing clients on project development and financing matters in Europe, South America and Africa.

Work highlights Stoel Rives LLP represented Allianz Capital Partners of America in the debt and tax equity financing of a 147 MW photovoltaic solar facility located in Concho County, Texas.

Notable practitioners

Alexandra Mertens (see p.641) has notable expertise in the development and financing of renewable energy projects and portfolios. She handles tax equity, debt and other structured finance arrangements. **Strengths:** “Alexandra is practical, responsive and is always able to find a commercial resolution to any issues that come up.”

Brian Nese (see p.652) has deep experience in the renewable energy market with a particular focus on solar projects. He advises developers, owners and operators on project development, financing and M&A. **Strengths:** “*Brian is extremely practical and very pragmatic.*” **Chad Marriott** (see p.632) is noted for his work on wind and solar project financings. **Kevin Pearson** (see p.665) is a tax specialist commended for his work handling tax equity financing arrangements for renewable energy projects. **Strengths:** “*Kevin is very commercial and timely.*”

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP is a respected New York-based firm with a strong understanding of project sponsor work. The team is very well regarded for work on conventional oil and gas matters as well as on complex LNG projects at home and abroad. It also possesses notable capabilities in regard to liquefaction projects. The firm is also highly active on international mining project financings, with a particular strength in South America.

Strengths

“*The Sullivan & Cromwell team has strong analytical skills and is able to view issues holistically to provide sound advice and options for paths forward to resolve issues.*”

Notable practitioners

Sergio Galvis (see p.562) has considerable prowess in domestic and international energy infrastructure investments, with particular strength in the mining sector. He is highly knowledgeable of Latin American markets. **Strengths:** “*Sergio goes above and beyond in delivering exceptional client service. His attention to detail, responsiveness, meticulous research and strategic thinking contributes to the successful resolution of complex legal issues.*” **Christopher Mann** (see p.630) has a strong track record for handling project finance and development across an impressive breadth of sectors, including mining, LNG and PPP infrastructure. **Inosi Nyatta** (see p.655) is an esteemed project finance attorney who is particularly active in the LNG space, both domestically and internationally. **Strengths:** “*Inosi is phenomenal. She is very responsive, incredibly bright and commercial and she’s a pleasure to work with.*” “*Inosi is a very strong attorney, especially on very complex transactions – she really knows project finance.*” **Werner Federico Ahlers** (see p.489) is commended for his experience managing complex matters for clients engaged in large projects in Latin America. **John Estes** (see p.548) represents his clients in complex project financings. He has expertise in the LNG and mining industries. **Strengths:** “*John is very sharp, commercial and really good at explaining the issues and getting you what you need.*” “*John is extremely knowledgeable.*”

Troutman Pepper

What the team is known for Troutman Pepper has a strong team highlighted for its capabilities to advise on development and financing matters for solar, wind and other renewable and alternative energy projects. The firm is noted competence in tax equity financing structures as well as those involving financial derivatives. The team

advises borrowers, lenders, developers and lessees among other project participants.

Work highlights Troutman Pepper represented Competitive Power Ventures in the closing of debt financing for a portfolio of three solar projects totaling 398 MW in Maryland, Georgia and Pennsylvania.

Notable practitioners

John Leonti (see p.620) is commended for his handling of tax equity financing for renewable energy projects and portfolios. He is also highlighted for his expertise in solar hedges. **Adam Kobos** (see p.610) has expertise in tax equity financing for renewable energy projects. He has further capabilities in assisting with tax matters in connection with project development and M&A. **Strengths:** “*Adam knows the energy industry inside and out on tax related matters.*”

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP is a Texas-based powerhouse highly regarded for its focus on the energy industry. The team is well known for its superb representation of the most significant oil and gas multinationals and energy-focused private equity funds. It has talented project counsel that understand the market, regulatory landscape and industry inside out. The team acts on behalf of developers, governments, lenders, borrowers and suppliers. Its strengths include the development of downstream oil and gas processing plants, LNG facilities and hydroelectric facilities. The firm also has market-leading capabilities in the acquisition and sale of single projects and portfolios in the conventional and renewable power sectors. It is further recognized for considerable strength in renewable energy projects across all asset classes.

Strengths

“*The V&E team are very responsive and knowledgeable.*”

“*V&E is very commercial and understand the economic drivers of a transaction.*”

Work highlights Vinson & Elkins LLP advised Brookfield Renewable Power in the acquisition of Scout Clean Energy from Quinbrook Infrastructure Partners for approximately \$1 billion.

Notable practitioners

Sean Moran has substantial expertise in the renewables sector when it comes to tax equity and other forms of project finance. He has a strong track record assisting with wind infrastructure development. **Strengths:** “*Sean is the kind of person you call when you have an unusual or difficult tax issue.*” “*While his subject matter expertise is within tax matters, Sean has a very acute commercial awareness and is adept at managing complex renewable energy finance transactions.*” “*Sean is a highly experienced renewable energy lawyer who has great expertise in the field.*” **Kaam Sahely** has a strong track record of representing private equity and other investment funds in the acquisition and sale of wind, solar and conventional power portfolios, project companies and single assets. **Mark Brasher** is recognized for his strength handling project financing work in the LNG space. **Michael Joyce** has significant experience across the renewables sector handling tax equity and other forms of financing for wind and

solar projects and portfolios. **Strengths:** “*Michael takes a practical approach to solving problems.*” “*Michael Joyce is extremely commercial and can cut through the noise to get to what matters.*” **Peter Marshall** has strength in renewable energy sector transactions and is capable of assisting with the acquisition and sale of wind and solar projects, portfolios and project companies. **Strengths:** “*Peter pulls rabbits out of hats; he solves every problem.*” “*Peter is highly responsive, very sharp on structure side and super commercial.*” “*He is one of the most creative problem solvers and does an excellent job focusing on the issues that are most important to his clients.*” **Danielle Patterson** frequently advises her clients on investments in the renewable energy sector including through joint ventures and acquisitions. **Strengths:** “*Danielle is an excellent lawyer with an ability to summarize complex issues and recommend solutions.*” **Alan Alexander** (see p.3195) regularly handles project financings with a primary focus on the oil and gas sector. His experience ranges from traditional asset development through to low carbon alternatives such as RNS and ammonia. **Strengths:** “*Alan has strong sector knowledge.*” **Lauren Collins** focuses her practice in the renewable energy sector, regularly handling the tax equity aspects of project financings. **Strengths:** “*Lauren is great at explaining complex legal topics and recommending options.*” **Eamon Nolan**’s practice encompasses the disposition and acquisition of renewable assets including solar, wind and hydroelectric projects. He has additional strength in project financing. **Strengths:** “*Eamon is very commercial and extremely responsive.*” **Aaron Prince** (see p.672) focuses his practice in the renewable energy space, handling the tax equity financing of solar and wind projects. **Strengths:** “*Aaron is excellent, insightful and great to work with.*” **Josh Heideman** (see p.582)’s practice primarily sees him handling the tax equity financing of renewable energy assets such as wind, battery storage and solar farms. **Strengths:** “*Josh is diligent and thorough and does a great job for his client, but is also looking to be constructive and get everyone’s objective to get the deal done – he is really good at that. He knows the industry very well and is extremely smart and responsive.*”

White & Case LLP

What the team is known for White & Case LLP is routinely retained by lenders and sponsors on a wide variety of project financing and development. The team is particularly adept at managing large and diverse sets of interests in LNG, conventional oil and gas and power work. It is very well thought of on downstream oil and gas. The firm is active on international work, particularly in Latin American markets. It has additional capabilities in the acquisition and sale of wind and solar project assets and portfolios at varying stages of development. The firm possesses further strength in PPP work and world class agency finance expertise. The firm provides expert representation to top development banks and export credit agencies in project financings across the globe. It adeptly handles PPP financing of transport and social infrastructure.

Strengths

"The team has excellent communication skills and go above and beyond."

"White & Case have a deep bench of experts across key disciplines."

"The firm has commercially driven partners who understand client needs and technically savvy associates."

"The team are very knowledgeable and able to structure transactions in a simplifying and effective way."

Work highlights White & Case LLP represented EnCap and Broad Reach Power on the \$1 billion agreement to sell the battery storage business of EnCap's portfolio company Broad Reach Power to ENGIE.

Notable practitioners

Martin Menski is regularly sought out for his expert representation of agency lenders in project financings across the energy and infrastructure sectors. He has particular strength in African and Latin American markets. **Dolly Mirchandani** has considerable prowess assisting clients with their PPP project development and financing goals across the transportation and social infrastructure sectors. **Strengths:** *"Dolly is incredibly detail-oriented, very knowledgeable pragmatic and strategic. Doesn't miss a beat."* **Suzanne Perry** (see p.667)'s project financing practice has an international focus. She regularly represents development banks and export credit agencies.

Strengths: *"Suzanne is a fighter and strong leader who works super hard for her clients."* **Raymond Azar**'s practice primarily focuses on transactions in the renewable and conventional power space. He has experience in the acquisition and sale of assets such as gas-fired plants as well as solar projects. **Strengths:** *"Ray is dedicated, hard-working and has a natural commercial sense to get deals done. He has the ability to lead and mediate complicated situations to create a clear path and structure for execution."* *"One great quality of Ray is that he is very business-oriented. He has this ability to think and act beyond what one could expect from a legal counsel."* **Jeffrey Davis** has a robust renewables sector practice, where he frequently represents sponsors in tax equity and other forms of structured finance. **Nadav Klugman** advises clients in the renewables space on project development and portfolio investments, particularly involving solar generation assets. **Elena Miller** is a go-to lawyer in the energy infrastructure space, with particular strengths advising clients on structured finance transactions. **Strengths:** *"Elena is fantastic. She is very detailed and commercial. She sees both sides of it which helps to give her a good grasp of how to go through nuanced or difficult points."* **David Strickland** (see p.712) regularly handles EPC agreements relating to LNG plants as part of his wider project development practice. **Strengths:** *"David is knowledgeable on the industry and market conditions. He is a very strategic thinker, and so when there are differences of understanding between the parties, he can distil and express clearly the concerns of each party and come up with a resolution that addresses both sides."* **Evelyn Balassiano** has a wide-ranging PPP practice which sees her routinely assist with an array of transport projects as well as those in the utilities sector. **Strengths:** *"Evelyn is a rising star."*

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP undertakes a range of work in the renewable energy space. The team is experienced across a range of assets including solar, wind and other alternative energy sources. The firm regularly handles transactions and financings in the space for a range of industry clients.

Strengths

"Willkie have a thoughtful, detailed and commercial team."

Work highlights Willkie Farr & Gallagher LLP represented Arevia Power, a renewable energy developer, in its \$150 million senior secured loan facility from Global Atlantic.

Notable practitioners

Eric Pogue (see p.670) expertly represents renewables sector clients on the development, financing, acquisition and sale of single projects or portfolios. **Strengths:** *"Eric is a fantastic renewables lawyer."* **Jorge Kamine** (see p.600) handles complex project financings for clients covering the power, LNG, and oil and gas sectors. **Strengths:** *"Jorge is very thoughtful and personable in his approach to challenging and complex issues. He is thorough in his understanding of the key issues, and is very responsive and strategic."* **Amanda Rosenberg** (see p.683) focuses her practice in the renewables space and frequently assists with the tax equity financing of solar and wind projects.

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati has a respected lender-side renewable project development and financing offering, bolstered by existing relationships with venture capital and investment entities. It is widely commended for sponsor-side work and is active on wind, biomass and utility and residential solar matters. The team are experienced with power purchase agreements and tax equity planning. The firm is further able to offer assistance to clients in structuring financial deals related to energy storage, energy efficiency and PACE programs.

Strengths

"The team exhibited a deep market understanding." *"Wilson Sonsini provided incredible client service."*

Work highlights Wilson Sonsini Goodrich & Rosati represented ClearEarth in the negotiation and execution of a PPA with PacifiCorp in connection with the 280 MW Two Rivers Wind Project in Carbon County and Albany County, Wyoming.

Notable practitioners

Todd Glass represents a strong choice for renewables sector clients. He advises on tax equity and other project financing structures as well as related commercial agreements. **Strengths:** *"Todd has a fantastic breadth of experience and ability to navigate complex situations."* *"Todd is an excellent resource for understanding the broader industry and possesses great commercial judgment."* **Peter Mostow** offers particular strengths in the structuring and negotiation of key commercial and financing agreements including PPAs and virtual PPAs.

Winston & Strawn LLP

What the team is known for Winston & Strawn LLP is well regarded for its renewables project development, financing and transactional work. The team are equally strong on wind and solar generation matters. The firm actively represents lenders, investors and developers in the USA with a full service approach catering to the growing corporate and industrial presence in the sector. The firm has further capabilities handling PPP-backed infrastructure projects, particularly in the transportation sector.

Strengths

"The team are very technical and capable of working through complex transactions."

Work highlights Winston & Strawn LLP represented Kiewit Development Company in connection with a proposed project to design, build, finance, operate and maintain the proposed new central utility plant for Henry Ford Health System as part of its new approximately \$3 billion Detroit South Campus.

Notable practitioners

Richard Shutran (see p.701) has substantial experience acting for public and private companies and investors across a range of finance and transactional matters, with particular strengths in the sale and acquisition of renewables projects. **Laurae Rossi** (see p.684) is widely renowned for representing lenders in the debt financing of renewable energy infrastructure. **Strengths:** *"Laurae toes the line very well with being commercial to get a deal done as well as protecting her client."* *"Laurae is an exceptional lawyer."* **Jonathan Birenbaum** (see p.506) has experience handling a range of energy sector transactions, including the acquisition and sale of existing and development-stage conventional and renewable energy assets. **Strengths:** *"Jonathan is so client-focused and is great at anticipating business issues."* **Michael Pikiel** (see p.669) is experienced in representing both developers and investors on large scale infrastructure projects, including those in the transportation sector. **Strengths:** *"Michael is very commercial and technical."* **Daniel Shapiro** (see p.699) is recognized for his expertise and skill in PPP infrastructure projects.

Other Ranked Lawyers

Justin Boose of Holland & Knight LLP is cohead of the firm's renewables practice group. He is well known for his work in solar, wind and battery storage projects. **Strengths:** *"Justin understands all of the technicalities."* *"He's a very good lawyer."*

Ikenna Emehelu of Akin represents both borrowers and lenders in the project financing of renewable generation assets. **Strengths:** *"Simply put, Ike is a great lawyer. He is deeply knowledgeable about project financings and a problem solver."* **David Lieberman** (see p.623) of Simpson Thacher & Bartlett LLP has notable experience in the conventional power and renewable project financing and development. He is particularly knowledgeable of refinancing structures.

David Penna (see p.666) of Davis Polk & Wardwell LLP handles a range of projects matters across the energy sector. His practice encompasses the

development and financing of wind, solar and biomass projects as well as advising lenders and developers on natural gas projects.

Melissa Raciti-Knapp (see p.673) of Freshfields Bruckhaus Deringer has a wealth of experience assisting commercial banks and multilateral agencies with international project finance matters, particularly in the Latin American market.

Strengths: *"Melissa is a very effective team leader, an extremely competent attorney and a very savvy negotiator."*

Hugh Tucker of Haynes and Boone is noted for his robust oil and gas sector practice advising clients on development, finance, M&A and joint venture matters. **Strengths:** *"Hugh is an excellent lawyer, who understands the need of the client and is very efficient in the way he provides his service."*

Public Finance Nationwide

Public Finance
Leading Firms
Band 1
Ballard Spahr LLP
Chapman and Cutler LLP
Hawkins Delafield & Wood LLP
McGuireWoods LLP
Nixon Peabody LLP
Norton Rose Fulbright
Orrick, Herrington & Sutcliffe LLP
Band 2
Bracewell LLP
Butler Snow LLP
Foley & Lardner LLP
Greenberg Traurig, LLP
Hunton Andrews Kurth LLP
Katten
Kutak Rock LLP
Locke Lord LLP
Squire Patton Boggs
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Ballard Spahr LLP

What the team is known for Ballard Spahr LLP boasts a well-regarded public finance practice advising on deals in a wide range of capacities, including frequently acting as bond counsel. The firm has a deep bench of practitioners with expertise in an impressive array of sectors, with strength working on education facilities, student housing and utilities projects. Its nationwide offering includes offices in DC, Pennsylvania and Maryland.

Work highlights Ballard Spahr served as bond counsel to the Maryland Economic Development Corporation in connection with a new student housing facility for Morgan State University.

Notable practitioners

Philadelphia-based Valarie Allen, who co-leads the firm's public finance practice, is a key contact.

Chapman and Cutler LLP

What the team is known for Chapman and Cutler LLP has an impressive public finance group bolstered by the firm's wider capabilities in financial matters. It often serves as bond or underwriter's counsel and has noted capabilities in the health-care sector. The firm has a strong base in Illinois with additional public finance partners located in other key states.

Notable practitioners

Chicago-based Nancy Burke is a co-leader of Chapman and Cutler's national public finance department.

Hawkins Delafield & Wood LLP

What the team is known for Hawkins Delafield & Wood LLP has established a nationwide presence in the municipal finance space with offices in states along the East and West Coasts. It offers excellent services in a range of financial and infrastructure matters in industries such as energy, utilities, education and healthcare. It has a broad offering serving as bond counsel, borrower's counsel, disclosure counsel and underwriter's counsel.

Notable practitioners

New York-based Howard Zucker and Raleigh-based Jeffrey Poley are key contacts.

McGuireWoods LLP

What the team is known for McGuireWoods LLP possesses great strength in public finance and is sought out for its strong capabilities acting as issuer's, underwriter's or borrower's counsel. It undertakes an array of work in the transportation sector including on rail lines and airports. It is also regularly engaged by state and local municipalities, offering a strength across a range of housing and community developments.

Strengths

"The team has significant institutional knowledge."

Work highlights McGuireWoods LLP represented J.P. Morgan Securities as lead underwriter in the

issuance of \$643.4 million Maryland Economic Development Corporation Private Activity Revenue Bonds for the Purple Line Light Rail.

Notable practitioners

Chicago-based Kay McNab chairs the McGuireWoods public finance department.

Nixon Peabody LLP

What the team is known for Nixon Peabody LLP has a distinguished public finance practice with experience advising clients as bond counsel and underwriter's counsel. It has impressive capabilities in industries including transportation, housing and utilities. The firm has strengths in key states including offices in California, DC and New York.

Strengths

"Nixon Peabody has top-rate lawyers."

"Nixon Peabody have a strong team, good attention to detail, are knowledgeable and hard-working."

Work highlights Nixon Peabody LLP served as bond counsel to the Puerto Rico Aqueduct and Sewer Authority in connection with \$565,180,000 Revenue Refunding Bonds, 2022 Series A.

Notable practitioners

New York-based Virginia Wong is Nixon Peabody's project finance and public finance group leader.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright boasts a comprehensive public finance offering, acting for issuers, borrowers and underwriters. The firm is experienced in advising on a broad range of projects including healthcare, transportation and affordable housing. It has public finance partners spread across its offices, including in Texas, California and New York.

Work highlights Norton Rose Fulbright acted as co-bond counsel to The City of New York on the issuance of approximately \$1.35 billion of its General Obligation Bonds.

Notable practitioners

Dallas-based Paul Braden is head of Norton Rose Fulbright's US public finance practice.

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick, Herrington & Sutcliffe LLP has an established practice in the public finance space, providing expert counsel to a range of market participants. It undertakes an array of work in the healthcare, affordable housing, education and utility sectors as well as advising on bonds for social infrastructure. The firm offers a nationwide practice with partners based in California, DC and New York.

Work highlights Orrick, Herrington & Sutcliffe advised the underwriters in connection with the issuance of \$3,521,750,000 Customer Rate Relief Bonds by the Texas Natural Gas Securitization Finance Corporation.

Notable practitioners

San-Francisco-based Justin Cooper and Sacramento-based Jenna Magan co-lead Orrick, Herrington & Sutcliffe's public finance department.

Band 2

Bracewell LLP

What the team is known for Bracewell LLP provides excellent representation in public finance transactions with expertise across a number of key sectors. It has a strong presence in the Texas market advising market participants on a range of financing structures. The firm has experience representing hospitals, educational institutions, airports and many local municipalities.

Work highlights Bracewell LLP represented the City of Houston, Texas Airport System (Houston Airport System) as bond counsel and special tax counsel in its \$760 million Subordinate Lien Revenue Refunding Bonds.

Notable practitioners

Austin-based Glenn Opel chairs the firm's public finance department.

Butler Snow LLP

What the team is known for Butler Snow LLP expertly handles an array of work in the public finance space. The team is highly capable across projects including roads, affordable housing and schools as well as mixed-use buildings. The firm has additional strength in the healthcare sector, regularly acting as bond counsel on transactions.

Work highlights Butler Snow LLP served as bond counsel to Perry County, Alabama in connection with the permanent financing of construction on roads and bridges through the issuance of a State Gasoline Tax Anticipation Warrant, Series 2023.

Notable practitioners

Ridgeland-based Thad Varner is the public finance practice group leader.

Foley & Lardner LLP

What the team is known for Foley & Lardner LLP has a highly regarded public finance practice with broad capabilities across a range of projects

including housing and healthcare. It provides expert counsel to state and local governmental bodies with particular strength in Florida and Illinois. In addition to its strength representing public entities, the firm ably assists banks and other private clients.

Work highlights Foley & Lardner LLP represented O'Connor Woods, a California-based retirement and assisted living facility as underwriter on a tax-exempt forward-delivery advance refunding bond issue.

Notable practitioners

Chicago-based Laura Bilas is chair of Foley & Lardner's public finance practice.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig has expertise acting in a range of capacities in municipal financings including as issuer's, underwriter's and borrower's counsel. The team regularly undertakes work in the education, transport and housing sectors. Its offices are spread across the US, with notable public finance teams in Massachusetts, Florida and Texas.

Notable practitioners

Orlando-based Warren Bloom and Houston-based Franklin Jones cochair the firm's national public finance practice.

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth LLP is regularly engaged by public authorities and municipalities in connection with the financing of a range of infrastructure including airports, roads, wastewater and mixed-use developments. It offers additional capabilities in the education sector. The team provides expert representation as bond and disclosure counsel.

Strengths

"The team are very knowledgeable."

Work highlights Hunton Andrews Kurth represented the City of Richmond on its Diamond District Redevelopment Project, an approximately \$2.4 billion mixed-use redevelopment of a 40-year old stadium.

Notable practitioners

Houston-based Thomas Sage and Atlanta-based Douglass Selby co-lead Hunton Andrews Kurth's public finance practice group.

Katten

What the team is known for Katten demonstrates strength acting as bond counsel in public finance transactions. The firm is well versed in transportation projects offering experience with passenger rail, highways and airports. It represents both developers and government authorities and had additional capabilities acting as underwriter's counsel.

Notable practitioners

New York-based Craig Scully is chair of the firm's public finance practice.

Kutak Rock LLP

What the team is known for Kutak Rock LLP has a broad practice offering advice across the spectrum of public financing. It is noted for its strong representation as bond counsel. Alongside the housing, education and transport sectors, the firm is also able to advise tribes and tribal entities.

Strengths

"The team's knowledge and experience in this space is very strong."

Work highlights Kutak Rock acted as bond counsel to DeKalb County, Georgia in connection with the issuance of its Water and Sewerage Revenue Bonds in the aggregate principal amount of \$531,770,000.

Notable practitioners

Denver-based Anne Gish and Omaha-based John Wagner are cochairs of Kutak Rock's national public finance group.

Locke Lord LLP

What the team is known for Locke Lord LLP is regularly called upon to act as bond counsel on a range of municipal bond financings. The team have experience across a variety of projects in the transport, utilities, education and healthcare sectors. In addition to its borrower-side representation, the firm is equally strong acting as issuer's counsel to government entities as well as underwriter's counsel to financial institutions.

Work highlights Locke Lord LLP served as bond counsel to Northeastern University in connection with the issuance of \$375.5 million Massachusetts Development Finance Agency Revenue Bonds, Northeastern University Issue, Series 2022.

Notable practitioners

Boston-based Stephanie Massey and Dallas-based Kevin Twinning are cochairs of the public finance practice group.

Squire Patton Boggs

What the team is known for Squire Patton Boggs handles a range of municipal bond financings and refinancings. The firm is notably active in the transport sector, frequently acting as bond counsel on projects including toll roads and airports. It has strength acting for government entities as well as developers active in a variety of sectors.

Work highlights Squire Patton Boggs served as bond counsel for Transurban in connection with the issuance of the \$840,690,000 Virginia Small Business Financing Authority Subordinate Lien Revenue Refunding Notes (I-495 HOT Lanes Project), Series 2022.

Notable practitioners

Cleveland-based Catherine Romanchek is a key contact.

Real Estate Nationwide

Real Estate
Leading Firms
Band 1
Fried, Frank, Harris, Shriver & Jacobson LLP
Gibson, Dunn & Crutcher LLP
Greenberg Traurig, LLP
Kirkland & Ellis
Simpson Thacher & Bartlett LLP
Band 2
Dechert LLP
DLA Piper LLP (US)
Goodwin
Paul Hastings LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
Band 3
Cadwalader, Wickersham & Taft LLP
Cleary Gottlieb Steen & Hamilton LLP
Latham & Watkins LLP
Band 4
Ballard Spahr LLP
Holland & Knight LLP
Jones Day
Katten
King & Spalding LLP
Mayer Brown LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Proskauer Rose LLP
Sidley Austin LLP
Willkie Farr & Gallagher LLP
Band 5
Alston & Bird LLP
Bryan Cave Leighton Paisner LLP
Debevoise & Plimpton LLP
Eversheds Sutherland (US) LLP
Goulston & Storrs
Hunton Andrews Kurth LLP
Polsinelli PC
Ropes & Gray LLP
Seyfarth Shaw LLP
Weil, Gotshal & Manges LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1**Fried, Frank, Harris, Shriver & Jacobson LLP**

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP has a strong track record of handling significant real estate transactions. Its wide-ranging expertise includes regular work on property acquisitions and dispositions, developments and leases. The firm is also recognized for its expertise in financings and capital markets issuances, and complex restructurings and recapitalizations. The team offers additional capacity advising real estate clients on tax and restructuring matters.

Strengths

"Fried Frank are at the top of their game. The team provides pure competence and professionalism."

"Fried Frank are the best in class for service."

"Fried Frank are top of the line in their ability to handle complex and difficult matters."

Work highlights Fried, Frank, Harris, Shriver & Jacobson acted as counsel to Citadel in connection

with a ten-year master lease of 585,000 sq ft of office space.

Notable practitioners

Jonathan Mechanic is a key contact. He is chair of the firm's real estate department.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher houses significant capabilities across all aspects of real estate, with regular work on the acquisition, disposition and development of very large and noteworthy real estate assets and portfolios. The firm acts for an enviable client base which includes high-end lenders and investment firms. It commands an impressive array of international resources located across the breadth of the USA, Europe and Asia.

Strengths

"The Gibson Dunn team has the most sophisticated team members on board to handle the most complicated transactions."

"The depth of the team is a highlight and their commercial acumen is top tier."

"They are both lawyers and deal makers, working on the most sophisticated and biggest deals in New York, the USA and internationally."

Work highlights Gibson Dunn & Crutcher LLP advised real estate investment firm Kennedy-Wilson Holdings and other purchasers on the acquisition of a \$5.4 billion real estate construction loan portfolio from Pacific Western Bank.

Notable practitioners

Jesse Sharf in Los Angeles is a key contact.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig, LLP is a real estate powerhouse with enviable nationwide coverage. It advises across the full spectrum of real estate, including acquisitions and dispositions as well as development-related matters. It is accomplished at advising on related restructuring matters and workouts, land use issues and cross-border transactions. The firm is experienced at handling a comprehensive array of asset classes, including commercial, retail and residential property projects.

Strengths

"Greenberg Traurig is capable of handling a wide range of complex and sophisticated transactions."

"Greenberg Traurig has capable attorneys at all levels who never miss a deadline."

"Greenberg Traurig is a go-to firm for builders and developers. The team is very experienced and well regarded."

Work highlights Greenberg Traurig, LLP advised SL Green Realty on the sale of a 49.9% interest in a Class A office tower near Grand Central Terminal.

Notable practitioners

Robert Ivanhoe in New York is a key contact.

Kirkland & Ellis

What the team is known for Kirkland & Ellis is notable for its real estate-related work for private equity groups. It demonstrates substantial strengths in joint venture formation and

single-asset and portfolio acquisitions and dispositions. The firm is also noted for its expertise in complex debt restructurings and workouts. It regularly handles complex transactions on behalf of REITs.

Strengths

"I turn to Kirkland whenever I have my most complicated matters and they always have the experts on hand to efficiently and effectively handle the issue."

"Kirkland & Ellis handles complex and sophisticated matters with expertise and ease."

"Kirkland has a fantastic real estate funds practice."

Work highlights Kirkland & Ellis advised GLP Capital Partners in the fundraising and deployment of its first US self-storage investment fund.

Notable practitioners

Jonathan Schechter in New York is a key contact.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is renowned for its representation of premier real estate funds in the acquisition and disposition of real estate portfolios and trophy assets in New York and across the USA. Its notable strengths include structuring complex equity investments, as well as M&A within the real estate industry. It also demonstrates considerable experience advising on portfolio and asset refinancing matters.

Strengths

"Simpson Thacher are very good at handling complexity and getting to essence of issue efficiently."

"The team is sophisticated."

"The Simpson Thacher team has complete grasp of the market."

Notable practitioners

Sasan Mehrara is key contact.

Band 2**Dechert LLP**

What the team is known for Dechert is renowned for its full range of financing work, including prowess in relation to loan origination, securitization and servicing. It is regularly sought out for work relating to significant real estate assets and loan portfolios, and offers particularly experienced counsel on syndicated transactions. The team frequently acts on behalf of a range of market-leading institutional lenders and investment companies.

Strengths

"The team has significant relevant experience for complex real estate transactions."

"Dechert provides exceptional counsel on complex and sophisticated matters."

"The team handles complicated matters in the real estate space."

Work highlights Dechert LLP represented Freddie Mac as mortgage loan seller in connection with the securitization of \$1.16 billion in mortgage loans secured by multifamily properties.

Notable practitioners

Laura Ciabarra is a key contact. She is based in New York.

DLA Piper LLP (US)

What the team is known for DLA Piper has expansive geographic coverage coupled with the ability to advise on a full range of matters, from permitting and development on large, complex projects to high-value capital markets and joint venture transactions. It advises national and international real estate investors, owners and developers on a wide array of deals throughout the USA. The firm also displays strength in handling sports sector project work.

Strengths

"DLA has a comprehensive team structure that can provide transaction-specific resources, which has been beneficial."

"The DLA team has tremendous depth of knowledge, and they are creative problem solvers in nuanced situations."

"The lawyers at DLA Piper have exhibited great depth of knowledge combined with extensive experience that they are able to deploy in strategic discussions."

Work highlights DLA Piper LLP represented Harrison Street in connection with an acquisition/joint venture with American Campus Communities of a portfolio of public-private partnership student housing facilities.

Notable practitioners

John Sullivan is chair of the firm's US real estate group and is a key contact.

Goodwin

What the team is known for Goodwin focuses on work for institutional investors, REITs and private equity funds. It is often called upon to handle complex financings and joint venture formation as well as property acquisition, disposition and development. It represents a good choice of counsel for transactions in the hospitality and leisure market. It offers additional experience handling complex transactions in both public and private real estate markets.

Strengths

"Goodwin has a very organized and sophisticated team with a variety of practice experts."

"Goodwin is a trusted partner. The team can dive deep into the details while also being commercial."

Work highlights Goodwin advised Gaming & Leisure Properties on its tripartite agreement with the Oakland Athletics and Bally's Corporation for the construction of the A's new baseball stadium on land owned by Gaming & Leisure Properties.

Notable practitioners

Dean Pappas, chair of Goodwin's Los Angeles office, is a key contact.

Paul Hastings LLP

What the team is known for Paul Hastings LLP operates across the full spectrum of real estate work, including property development, acquisitions, disposals, leaseings, financings and joint venture formation. It works for a number of preeminent clients in the sector, including major financial organizations and international developers. The firm also comes recommended for providing real estate counsel to leading technology companies. It offers additional expertise in advising on environmental aspects of real estate transactions.

Strengths

"Paul Hastings are well connected in the market and are always able to provide strong market guidance."

"The team depth at Paul Hastings is strong, and while the partner advice is exceptional, we value all levels of the team."

"Paul Hastings has an extremely deep bench comprised of brilliant lawyers across all disciplines."

Work highlights Paul Hastings LLP represented Morgan Stanley, JPMorgan and Bank of America in the \$1 billion refinancing of Westfield Century City, which is owned by a subsidiary of Uni-bail-Rodamco-Westfield Group.

Notable practitioners

Eric Landau is chair of the firm's real estate department and a key contact.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP is an international powerhouse with substantial prowess in the full spectrum of real estate matters. It offers noted expertise in debt and equity financing, and is particularly accomplished at advising on cross-border investments. The team boasts further capabilities handling complex real estate development matters.

Strengths

"Skadden's team gives extremely nuanced and tailored advice that takes into account the complexities of a given transaction."

"Skadden is able to meet extremely challenging deadlines on complex issues and always has someone we can speak to on very short notice."

Work highlights Skadden advised the Port Authority of New York and New Jersey on CMA CGM's acquisition of Global Container Terminals' interests in the Port Jersey-Port Authority Marine Terminal and Howland Hook Marine Terminal.

Notable practitioners

Neil Rock is global real estate group chair and a key contact.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP provides its broad, international client base with high-level advice. It has significant expertise in all areas of real estate, including high-value joint ventures, acquisitions, sales and developments. The team is particularly noted for its strengths in debt and equity financing. It exhibits further capacity for handling complex real estate restructuring matters.

Strengths

"Sullivan & Cromwell has an outstanding team of legal experts in every field."

"The firm is extremely responsive and consistently hits requested deadlines."

"Sullivan & Cromwell's practitioners are high caliber and get deals done."

Notable practitioners

Robert Schlein is a key contact.

Band 3

Cadwalader, Wickersham & Taft LLP

What the team is known for Cadwalader, Wickersham & Taft LLP services premier lenders in real estate-related loan origination and securitization. It regularly structures financing across a range of asset classes, with particular experience in relation to hotels and properties used for the purpose of hospitality and leisure. The team is also well versed in acquisitions, joint ventures, sales and exchanges, development and construction. It exhibits expertise in syndicated lending practices, alongside its market-leading CMBS work.

Strengths

"Cadwalader has expertise in all finance-related matters and is capable of handling the most complex financing transactions."

"Cadwalader are the best in the business. Their expertise is unparalleled and they have a deep bench of incredible people."

Work highlights Cadwalader Wickersham & Taft represented the real estate investment arm of Kayne Anderson Capital Advisors in the acquisition of a \$1.3 billion medical office loan portfolio from regional bank Synovus Bank.

Notable practitioners

Bonnie Neuman is a key contact.

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP is respected for advising on real estate financing, with notable work on loan origination. It also counsels real estate investors and owners on joint venture formation as well as on property acquisition and disposition. The team enjoys a fine reputation for its work in the health-care and multifamily sectors. It also regularly represents clients in complex real estate development matters.

Strengths

"Cleary has strong team of knowledgeable attorneys and focuses on important issues. We go to Cleary for our most complex matters."

"The firm is highly responsive and extremely focused on making sure that the clients feel that they are working in complete lockstep to close a transaction."

"Cleary has a really strong real estate group."

Work highlights Cleary Gottlieb Steen & Hamilton advised Goldman Sachs and others, as lenders, on the origination of a floating-rate mortgage loan to affiliates of Washington Prime Group secured by 38 open-air mall properties.

Notable practitioners

Steven Wilner based in New York is a key contact.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP handles both single property and large portfolio financings, acquisitions and dispositions. Its clients include multinational banking groups and asset managers. The team is noted for its counsel on hospitality and gaming developments, as well as healthcare and life sciences facilities.

Strengths

"Latham & Watkins has a deep bench of attorneys with broad expertise."

"Latham & Watkins is fantastic. The team is very

knowledgeable and thinks way ahead in negotiations."

Work highlights Latham & Watkins advised Healthpeak Properties in connection with its agreement with Physicians Realty Trust to combine in a stock-for-stock merger.

Notable practitioners

Michelle Kelban in New York is a key contact.

Band 4

Ballard Spahr LLP

What the team is known for Ballard Spahr LLP is well versed in providing counsel on development, construction and leasing, as well as a wide array of loan transactions and distressed real estate deals. The team is also regularly engaged for its expertise in land use and condemnation matters. It enjoys a fine track record for its work on resort hotel developments and affordable housing transactions. It is additionally experienced in advising clients on community enrichment projects and developments.

Strengths

"Ballard Spahr is a strong, diversified firm with many tools."

"They are excellent. I find them to be competent, skilled, responsive and friendly."

Work highlights Ballard Spahr LLP represented Temple University in obtaining the legislative and administrative approvals for a new home for the College of Public Health, a 300,000 sq ft facility which will utilize portions of the former Paley Library.

Notable practitioners

Amy McClain is a key contact. She is based in Baltimore.

Holland & Knight LLP

What the team is known for Holland & Knight LLP represents clients in a range of real estate services, including sophisticated financing and leasing matters. It possesses noteworthy strength in representing clients on complex mixed-use developments and hospitality. The team is also recognized for its land use and zoning expertise.

Strengths

"The team's knowledge and awareness of commercial real estate and the issues is excellent."

"Holland & Knight always finds a way to solve complex issues."

"The team at Holland & Knight has the highest level of expertise in many lines of business."

Work highlights Holland & Knight LLP advised the Tennessee Titans on a new \$2.2 billion stadium replacement.

Notable practitioners

Vivian de las Cuevas-Diaz is a key contact at the firm.

Jones Day

What the team is known for Jones Day advises clients such as investment groups and large corporates on a full range of real estate-related matters, including high-value acquisitions and dispositions, and all manner of complex financing transactions. It is notable for its ability to provide strong real estate teams throughout the USA. The

team is able to draw on wider corporate expertise to provide real estate clients with a full range of services.

Strengths

"Jones Day has a wide-ranging bench from seasoned partners to associates."

"The team's level of expertise is second to none. They have an uncanny ability to work with other groups and on very complex projects."

Work highlights Jones Day represented Hard Rock International on the acquisition of The Mirage Las Vegas Hotel and Casino in Las Vegas from MGM Resorts International.

Notable practitioners

Robert Lee co-heads Jones Day's worldwide real estate practice and is a key contact.

Katten

What the team is known for Katten regularly advises on development issues as well as on the purchase and sale of a variety of asset classes, including office, hospitality and mixed-use projects. It is known for its work on a range of financing transactions, where it represents both borrowers and lenders. The team is also highlighted for its expertise in affordable housing finance transactions. It offers additional experience handling cross-border transactional and investment matters.

Strengths

"One of the firm's key strengths is its ability to handle any type of real estate transaction, regardless of size or complexity."

"Katten is a fine firm with a great breadth of experience."

Work highlights Katten represented The Pacific Companies and Affirmed Housing Group in multiple affordable housing development transactions throughout California using the low-income housing tax credits.

Notable practitioners

Key contact Timothy Little is the chair of Katten's real estate department.

King & Spalding LLP

What the team is known for King & Spalding LLP has a well-integrated team with expertise across a range of real estate transactions, including M&A, financings and restructurings. It is experienced in representing domestic and international investors in the acquisition and disposition of high-profile assets.

Strengths

"King & Spalding are adept at boiling down complex concepts and making them easy to understand and navigate."

"King & Spalding are very strong in understanding the end goal and working to help achieve it."

Notable practitioners

Mark Thigpen leads the firm's global real estate practice and is a key contact.

Mayer Brown LLP

What the team is known for Mayer Brown LLP advises a wide array of clients, including developers and investors, on a broad range of transactions across the country. It regularly undertakes property acquisitions, dispositions and developments, as well as a wide variety of complex

financing transactions. The team is also experienced in handling complex restructurings and workouts.

Strengths

"Mayer Brown's team are extremely responsive and knowledgeable."

"The team exhibits in-depth knowledge of the subject matter."

Work highlights Mayer Brown LLP represented American Equity Investment Life Insurance, as lender, in the acquisition of a \$40 million senior construction loan secured by an industrial property.

Notable practitioners

Neil Wasserstrom is a key contact. He is the managing partner of the Houston office.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP undertakes a broad range of acquisitions, leaseings and financings for its public and private sector clients. It regularly handles hospitality, healthcare and multifamily projects, among other commercial developments. The team demonstrates strength in handling matters for significant transport sector clients, developers and investment funds, among others.

Strengths

"We turn to Paul, Weiss for all our most sophisticated and complex work."

"Paul, Weiss has terrific lawyers, great clients and an enormous corporate practice."

Work highlights Paul, Weiss represented the Metropolitan Travel Authority in reaching a ground lease and development agreement with Boston Properties for development of its former headquarters into a new office building.

Notable practitioners

Harris Freidus in New York is a key contact.

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP handles the purchase, sale and development of marquee real estate assets and portfolios. It is also adept at real estate finance, joint ventures and leaseings. The team has noted prowess in the healthcare and hotel sectors. Additionally, it is esteemed for its work in the REIT space. It advises a diverse array of clients, including corporate owners, developers and investment groups.

Strengths

"The Proskauer team is complexity simplified. They are not afraid to do the heavy lifting so that we can make informed business decisions that are implemented with care."

"The responsiveness is out of this world. Proskauer never leave us in the dark about status of projects."

"We go to Proskauer Rose for complex real estate development deals because of their expertise, attention to detail and timeliness."

Work highlights Proskauer Rose represented Alexandria Real Estate Equities in the formation of a joint venture with a foreign investor to fund construction costs of an office/lab project.

Notable practitioners

Ronald Sernau is a key contact. He is based in New York.

Sidley Austin LLP

What the team is known for Sidley Austin LLP earns praise for its expertise in real estate lending finance, including originating and documenting mortgage, mezzanine and construction loans. It is also adept at advising on M&A activity involving real estate groups. The team acts for a distinguished roster of clients, including leading financial institutions and private equity firms. Additionally, its lawyers are knowledgeable across cross-border and international real estate transactions.

Strengths

"Sidley has excellent depth of knowledge and their responses are thoughtful, thorough and strategic."

"Sidley has an extremely deep bench."

"They are very in tune with our positions and are strategic in their negotiations."

Work highlights Sidley Austin advised Goldman Sachs on its joint venture with the Michaels Organization and their acquisition of more than 10,000 multifamily units from Harmony Housing.

Notable practitioners

Beatriz Azcuy, the head of the real estate group in Miami, is a key contact.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP provides high-quality representation in the full spectrum of corporate real estate matters. It is able to act for major REITs, developers, lenders and asset managers. The team is adept at handling major financings on both the borrower and sponsor sides.

Strengths

"Willkie has the experience and willingness to go the extra mile to represent us in transactions with our best interests in mind."

"Their work is extremely detail-oriented and meticulous. They understand the business side of real estate very well."

"Willkie has an amazing group of people and does high-profile deals."

Work highlights Willkie Farr & Gallagher advised Paramount Group and its affiliates on a \$200 million mezzanine loan investment in 1285 Avenue of the Americas.

Notable practitioners

Krystyna Blakeslee is a key contact. She is based in New York.

Band 5

Alston & Bird LLP

What the team is known for Alston & Bird LLP has an extremely well-rounded real estate practice with notable strength across a broad range of activities including acquisitions, joint ventures, leasing and financing. The team boasts an impressive list of clients from developers to lender and investors entities. It also offers highly noted skills in the capital markets space.

Strengths

"The firm never leaves you waiting for support. Once you are a client, you are always a priority."

"Alston & Bird understand the market and the issues that impact our business."

"They have done excellent work on some compli-

cated transactions."

Work highlights Alston & Bird represented Ready Capital Corporation in its \$787 million acquisition of Broadmark Realty Capital.

Notable practitioners

Practice co-leader Jason Howard is a key contact.

Bryan Cave Leighton Paisner LLP

What the team is known for BCLP represents clients in matters relating to multiple asset classes, including including office, multifamily, hospitality, retail, industrial and mixed-use properties. It draws upon a sizable nationwide footprint to advise across mandate types including acquisition, leasing, construction and development.

Strengths

"The group can definitely handle complex matters."

"The team members are extremely responsive."

"They have demonstrated time and again their expertise and ability to address ever-changing regulations and are very good at identifying pathways to success."

Work highlights BCLP represented Ares Management as a preferred equity investor in connection with a \$320 million transaction for a ground-up development on Atlantic Avenue in Brooklyn.

Notable practitioners

New York-based Andrew Auerbach is a key contact at the firm.

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP is experienced in advising on real estate transactions across the USA. Its wide-ranging expertise includes property acquisition, disposition, financing, joint ventures and leasing. Its advisers are experts on shopping center and office property developments, as well as high-profile mixed-use projects. It offers additional capacity to advise clients on real estate-related tax matters.

Strengths

"Debevoise's team are always very practical in their advice."

"The firm's attorneys are practical, business-savvy and creative in their approach to legal solutions."

"I always find the Debevoise team to be highly organized and well resourced, and I am continually impressed by their ability to handle complex issues."

Work highlights Debevoise & Plimpton represented Unibail-Rodamco-Westfield in connection with the financing of Westfield Century City, a two-level, 1.3 million sq ft outdoor shopping mall.

Notable practitioners

Peter Irwin is the chair of the firm's real estate group and a key contact.

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland has a well-respected group with expertise across a variety of real estate transactions including acquisitions, financings and dispositions. The firm has experience representing clients across a variety of industries, including the hospitality and technology sectors.

Strengths

"What makes Eversheds different is that they pair sophisticated legal analysis with a practical and

commercial approach."

"Eversheds has a very talented team capable of handling complex and sophisticated matters."

"Eversheds' extensive experience base is applied in a pragmatic and insightful manner."

Work highlights Eversheds Sutherland advised Blue Source Sustainable Forests Company on the acquisition of entities managed by The Forestland Group, among other issues.

Notable practitioners

Victor Haley, practice group leader, is a key contact.

Goulston & Storrs

What the team is known for Goulston & Storrs is regularly sought out for its expertise in complex real estate deals. It is able to advise on the full spectrum of matters including acquisitions, developments and financings. The team has strong supplementary knowledge of land use and zoning. Clients span the market and include REITs, investors, developers and lenders. It has particular expertise in retail projects.

Strengths

"Everything just runs perfectly. I wish there were more firms and people out there like Goulston. They go the extra mile; it's just how they are."

"The team is very sophisticated and able to handle large matters."

Notable practitioners

Jean Bowe is a key contact. She practices from the firm's Boston office.

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth LLP has an impressive nationwide real estate practice that has highly experienced practitioners in dealing with a wide range of matters including acquisitions and dispositions, financing and leasing. The team is able to bring forth a strong set of skills in dealing with a broad array of assets such as industrial, office, residential and hospitality.

Strengths

"The real estate team is extraordinarily strong and offers a wide range of experts across many disciplines. I have been impressed by their ability to negotiate and close transactions under extremely tight deadlines."

"The team at Hunton Andrews Kurth are thoughtful and give great attention to every word."

"The team is ultra responsive and always up for any challenge."

Work highlights Hunton Andrews Kurth assisted Beal Bank with its \$110 million acquisition loan to Capital Commercial Investors in connection with CCI's purchase of the Exxon Mobil Campus in Las Colinas.

Notable practitioners

Howard Schreiber is a key contact in Texas.

Polsinelli PC

What the team is known for Polsinelli PC has a broad real estate practice with considerable strength in handling acquisitions and leasing issues. The team is notably adept at handling issues on behalf of clients in the retail and energy sectors. The practitioners have further experience providing counsel on issues concerning multi-

family and condominium developments. Its group is highlighted for its additional strength in handling complex, high-profile acquisitions.

Strengths

"Polsinelli's real estate team are as savvy as any. They can tackle complicated matters but also do so with a problem-solving mindset that gets deals done."

"Polsinelli's lawyers have a wide range of experience and knowledge."

Work highlights Polsinelli PC assisted Flint Development with the sale of Caroline Commerce Center to Trader Joe's.

Notable practitioners

Amy Hansen, real estate chair, is a key contact.

Ropes & Gray LLP

What the team is known for Ropes & Gray is sought after for its expertise in advising on large-scale real estate projects. It has a strong history of representing private equity clients as well as REITs. Its knowledge spans acquisitions, developments and refinancings. It has a strong global network to complement national capabilities.

Strengths

"Ropes & Gray's team has tremendous expertise in real estate and provides counsel on matters with high levels of complexity."

"Ropes & Gray has significant team depth, a broad skill base and a commercial approach to solving complex problems."

"I always know that Ropes will respond to me in a timely manner. They are thorough but also business-oriented."

Work highlights Ropes & Gray represented Partners Group on more than ten joint ventures valued at approximately \$3 billion in aggregate.

Notable practitioners

Jack Creedon is a key contact.

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw LLP is able to advise investment banks, pension funds and life insurance companies, and real estate owners and developers, on commercial real estate matters. It has notable strength handling projects in the healthcare and retail sectors. The firm has nationwide strength with offices in Illinois, New York and California, to name just a few.

Strengths

"Seyfarth has a deep bench of highly skilled lawyers who handle very complex transactions."

"The team at Seyfarth Shaw have a proven depth of knowledge, breadth of experience and unwavering commitment to their clients."

"They have a strong commitment to client service and are highly knowledgeable about complex transactions and their financial impact."

Work highlights Seyfarth Shaw advised LBA Realty on a \$245 million acquisition of portfolio of 17 properties totalling 2.4 million sq ft in Richmond and Sandston.

Notable practitioners

Atlanta-based Paul Mattingly is a key contact.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP represents real estate companies, REITs and institutional and private investors, among other clients, in a broad range of mandates. It offers particular expertise in investments, acquisitions and divestments, development and financings. Its lawyers have further experience acting for clients dealing in distressed properties and loan workouts.

Strengths

"Weil is our most relied-upon firm for complex matters."

"Weil typically handle our most complex transaction matters and have shown a consistent ability to reach an optimal outcome on even the most challenging matters."

"The team at Weil is proactive and has excellent market intelligence which has helped us make better commercial decisions."

Work highlights Weil advised Aman Group on the negotiation and documentation of senior secured term facilities to fund Aman and Janu branded resort developments.

Notable practitioners

Evan Levy, co-head of Weil's real estate practice, is a key contact and is based in New York.

Registered Funds Nationwide

Band 1

Dechert LLP

What the team is known for Dechert is one of the market leaders for registered fund expertise, aiding the most high-profile asset managers and expansive fund complexes, alongside small to mid-sized entities, in fund formation, transactions, regulatory compliance and litigation. Demonstrates familiarity with a diverse array of fund structures. Noted for its considerable strength in all matters relating to exchange-traded funds.

Strengths

"Dechert has an excellent depth of talent."

"The firm has a strong team that is very responsive."

"Dechert has a number of experienced partners in the investment management space who are very strong."

Work highlights Dechert provided counsel to MainStay Funds on launching new funds and reorganizing existing funds.

Notable practitioners

Allison Fumai's clients include significant financial institutions, which she routinely advises on operational issues and regulatory compliance.

Strengths: *"Allison is very commercial and proac-*

tive." **"She is a super strong attorney."** **Christopher Harvey** has a wide-ranging knowledge of vehicles such as ETFs and manager-of-managers funds.

Strengths: *"His opinions are well respected and he brings a level of depth to conversations and issues."* **Stephen Bier** advises clients on a host of matters affecting mutual funds and ETFs. He is routinely called upon to advise clients on regulatory and compliance matters, as well as transactional issues.

Christopher Christian is best known for his international funds work, working with foreign-domiciled funds and UCITS. **Strengths:** *"He's extremely solution-oriented."* **Douglas Dick's** strong practice encompasses advising open-end funds and ETFs on transactional and associated regulatory issues.

Strengths: *"He provides outstanding client service."* **John O'Hanlon** regularly acts on the launch and operation of mutual funds and ETFs. He draws on his experience within the SEC to advise on regulatory and compliance issues.

Strengths: *"John has decades of experience and guidance."* *"He's a valued partner, particularly on complex issues."* **Mark Perlow** is known for his astute advice concerning open-end and closed-end funds.

Strengths: *"Mark has a broad knowledge of the space. He's really incredible."* *"He*

is very strong, so thoughtful and deep in his analysis - he's a tremendous lawyer." **Cynthia Beyea** is gaining recognition for her broad-based practice centered on registered funds. **Strengths:** *"She is very experienced and very knowledgeable."* *"Cynthia is extremely responsive and an excellent lawyer in all respects."* **Thomas Bogle** advises clients on a broad range of issues including launching new funds, regulatory filings with the SEC and negotiating new contracts. **Adam Teufel** is called upon by investment companies to provide counsel on both corporate and regulatory issues surrounding ETFs and mutual funds. **Strengths:** *"Adam is tremendous. He is thoughtful and provides excellent service."* *"He has very strong experience."*

Ropes & Gray LLP

What the team is known for Ropes & Gray boasts a hugely respected '40 Act practice, fluent in all types of registered fund from ETFs to proprietary and master-feeder funds. Handles the full range of matters, including fund formation and operation, regulatory compliance and tax matters, and is additionally uniquely placed to advise on hedge funds and private equity funds.

Strengths

Registered Funds
Leading Firms
Band 1
Dechert LLP
Ropes & Gray LLP
Stradley Ronon Stevens & Young LLP
Band 2
K&L Gates
Morgan, Lewis & Bockius LLP
Vedder Price PC
Willkie Farr & Gallagher LLP
Band 3
Eversheds Sutherland (US) LLP
Faegre Drinker
Goodwin
Kirkland & Ellis LLP
Paul Hastings LLP
Sidley Austin LLP
Simpson Thacher & Bartlett LLP
Band 4
Clifford Chance US LLP
Davis Polk & Wardwell LLP
Godfrey & Kahn, SC
Perkins Coie LLP
Proskauer Rose LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Worcester
Sullivan & Cromwell LLP
Thompson Hine LLP
* <i>Indicates individual with profile.</i>
◊ (ORL) = <i>Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

"Ropes & Gray has a deep and experienced bench."
 "The team contains many partners with deep experience. The group provides excellent service and responsiveness."

"The group has great depth of experience and a thoughtful and practical approach."

Work highlights Ropes & Gray assisted Blackstone Alternative Asset Management with the organization and ongoing operation of a publicly-offered registered open-end fund, Blackstone Alternative Multi-Strategy Fund.

Notable practitioners

Bryan Chegwidan (see p.524)'s practice largely revolves around ETFs and sees him serving as fund and independent trustee counsel. **Strengths:** "He is an outstanding attorney. He is deeply knowledgeable and thoughtful." **Bryan is a smart and experienced lawyer.** **Michael Doherty** (see p.543) is sought after for his deep understanding of fund formation and related regulatory and compliance matters. **Strengths:** "He has a depth of experience and is thorough and smart." **Paulita Pike** (see p.669) is esteemed for her work representing funds and their independent trustees and directors. **Strengths:** "She's very well known in the industry." **Elizabeth Reza** (see p.2036) has strong regulatory and operational capabilities relating to registered funds. She has experience advising on mutual funds as well as open and closed-end funds. **Strengths:** "Elizabeth is great. She's really business-minded." **Brian McCabe** (see p.2028) is skilled at handling matters involving mutual funds and ETFs and is noted for his independent trustee representation. **Strengths:** "Brian is a very strong and responsive lawyer." "He is service-oriented and knowledgeable." **Timothy Diggins** is commended

Registered Funds	Senior Statespeople	Leading Individuals
	Senior Statespeople: distinguished older partners	
	Baumgardner John E. Sullivan & Cromwell LLP *	Frischling Carl Perkins Coie LLP *
	Leading Individuals	
Star individuals		Diggins Timothy W. Ropes & Gray LLP
Neale Margery Willkie Farr & Gallagher LLP *		Farrar William Sullivan & Cromwell LLP *
Band 1		Gluck Elliot Willkie Farr & Gallagher LLP *
Boehm Steven B. Eversheds Sutherland (US) LLP *		Goshko Mark K&L Gates *
Chanda Rajib Simpson Thacher & Bartlett LLP *		Graber Sean Morgan, Lewis & Bockius LLP
Chegwidden Bryan Ropes & Gray LLP *		Hardt Renee Vedder Price PC *
Coleman Stuart H. Proskauer Rose LLP *		Hardy Kevin Skadden, Arps, Slate, Meagher & Flom *
Fuller Alison Stradley Ronon Stevens & Young LLP		Harman Thomas S. Morgan, Lewis & Bockius LLP
Gonzales O'Kelly Cathy Vedder Price PC *		Kean Jesse Sidley Austin LLP *
Leto Bruce G. Stradley Ronon Stevens & Young LLP		Leahy David M. Sullivan & Worcester
McGuire W. John Morgan, Lewis & Bockius LLP		Pugliese Domenick Sullivan & Worcester
Palmer Christopher Kirkland & Ellis LLP *		Spinola Jay Willkie Farr & Gallagher LLP *
Band 2		Stephens David Proskauer Rose LLP *
Baris Jay G. Sidley Austin LLP *		Band 5
Bateman Marguerite Vedder Price *		Avdeychik Vadim Clifford Chance US LLP
Blass David W. Simpson Thacher & Bartlett LLP *		Baum David Alston & Bird LLP (ORL) ◊ *
Copenhaver Lea Anne Morgan, Lewis & Bockius LLP		Beyea Cynthia Dechert LLP
Crawshaw Donald Sullivan & Cromwell LLP *		Bogle Thomas Dechert LLP
Deringer Joshua Faegre Drinker		Bregasi Ndenisarya K&L Gates *
DiClemente Matthew R. Stradley Ronon Stevens		Burdon Kenneth E. Simpson Thacher & Bartlett LLP *
Doherty Michael Ropes & Gray LLP *		Caccese Michael S. K&L Gates *
Fumai Allison Dechert LLP		Chen Pamela Kirkland & Ellis LLP *
Greene Nathan J. Sidley Austin LLP *		Davis Gregory Ropes & Gray LLP *
Harvey Christopher P. Dechert LLP		Eades Deborah Vedder Price PC *
Hoffman Michael K. Skadden, Arps, Slate, Meagher *		Flores Laura E. Morgan, Lewis & Bockius LLP
Joseph Roger P. Morgan, Lewis & Bockius LLP		Goldberg Alan Stradley Ronon Stevens & Young LLP
Pike Paulita Ropes & Gray LLP *		Green Bradford A. Kirkland & Ellis LLP *
Reza Elizabeth J. Ropes & Gray LLP *		Hiller Thomas R. Ropes & Gray LLP *
Rosella Michael R. Paul Hastings LLP		Howes Kelley Morrison Foerster (ORL) ◊ *
Roth Stephen E. Eversheds Sutherland (US) LLP *		Krus Cynthia M. Eversheds Sutherland (US) LLP *
Runyan Nicole Kirkland & Ellis LLP *		Louizos Stacy H. Blank Rome LLP (ORL) ◊
Zutz Robert K&L Gates *		Mahon John Proskauer Rose LLP *
Band 3		Majewski Thomas M. A&O Shearman (ORL) ◊
Bier Stephen Dechert LLP		Marten John S. Vedder Price PC *
Christian Christopher Dechert LLP		McCurry Kate Kilpatrick Townsend (ORL) ◊
Dick Douglas P. Dechert LLP		Menconi Chris Morgan, Lewis & Bockius LLP
Haskin Benjamin Willkie Farr & Gallagher LLP *		Miller Paul Seward & Kissel LLP (ORL) ◊ *
Hearth David Paul Hastings LLP		Pershokow Amy Ward Vedder Price PC *
Levin Timothy W. Morgan, Lewis & Bockius LLP		Senderowicz Jeremy I. Vedder Price *
Mahaffey David C. Sullivan & Worcester		Smith Jeremy Ropes & Gray LLP *
Malloy Michael Faegre Drinker		Steingarten Derek Morrison Foerster (ORL) ◊ *
McCabe Brian D. Ropes & Gray LLP *		Sullivan David C. Ropes & Gray LLP *
Mundt Michael Stradley Ronon Stevens & Young LLP		Teufel Adam Dechert LLP
O'Hanlon John V. Dechert LLP		Westle Thomas Blank Rome LLP (ORL) ◊
Perlow Mark Dechert LLP		Zornada George K&L Gates *
Purple Eric Stradley Ronon Stevens & Young LLP		Up-and-coming individuals
Rowland Gregory Davis Polk & Wardwell LLP *		Brizek Ryan Simpson Thacher & Bartlett LLP *
Strasser JoAnn Thompson Hine LLP		LeMaster Jeff Clifford Chance LLP
Band 4		Monfort Jason Kirkland & Ellis LLP *
Amorosi Mark K&L Gates *		Nosal Lisa Kirkland & Ellis LLP *
Cone Clifford Clifford Chance US LLP		Sood Neesa Willkie Farr & Gallagher LLP *
Delligatti Paul Kirkland & Ellis LLP *		Williams David Faegre Drinker *

for his experienced counsel to mutual funds and independent trustees. **Gregory Davis** (see p.538) displays a strong practice in fund formation and fund structuring, advising on regulatory and compliance matters. **Thomas Hiller** (see p.2020) is particularly adept at advising asset managers on issues relating to closed-end funds. **Jeremy Smith** (see p.705) has considerable experience advising investment managers and funds on matters concerning ETF and close-end funds. **Strengths:**

"Jeremy is an excellent lawyer." **David Sullivan** (see p.2040) is relied upon by fund managers to provide guidance on a broad range of issues such as fund formation, financing and regulatory compliance. **Strengths:** "He's a great lawyer." "David is very intellectual and provides practical advice."

Stradley Ronon Stevens & Young LLP

What the team is known for Stradley Ronon maintains an impressive client list of fund complexes,

fund managers and independent trustees, who benefit from the firm's skill, industry integration and nationwide presence when developing new products or approaching other registered fund concerns. Handles a wide range of open and closed-end funds and is particularly noted for its strength in the ETF space.

Strengths

"Stradley Ronon's team handles complicated and sophisticated work."

"The team always provides thoughtful and nuanced advice."

"The group is very responsive and has a breadth of expertise."

Work highlights Stradley Ronon advised Dimensional Funds on the launch of a new ETF share class for its US mutual funds.

Notable practitioners

Alison Fuller is highly commended for her representation of mutual funds and their independent directors. **Strengths:** *"She's a great lawyer."* **Bruce Leto's** distinguished practice involves advising significant investment managers on M&A, launches and regulatory issues. **Strengths:** *"Bruce is a very experienced lawyer."*

Matthew DiClemente is experienced across the registered fund sector, including ETFs and mutual funds. **Strengths:** *"Matthew provides tremendous support for clients. He is thoughtful, responsive and a pleasure to work with."* **Michael Mundt** utilizes his SEC experience to assist clients with innovative solutions to complex issues relating to ETFs. **Strengths:** *"Michael is an excellent lawyer."*

Eric Purple's well-regarded registered fund practice includes advising independent directors and investment managers on fund formation and regulatory matters. **Strengths:** *"Eric is a wonderful lawyer; he is super responsive and intelligent. He also offers great client service."* **Alan Goldberg** has a noted practice which involves advising significant investment companies and independent board members. **Strengths:** *"Alan brings his personal expertise to help us achieve our tasks."*

Band 2

K&L Gates

What the team is known for The K&L Gates team is highly accomplished in the domain of ETFs and adept in its appraisal of complex regulatory and compliance matters, due to the contingent of SEC alumni in the ranks of its investment management team. Acknowledged for its deep-seated expertise in open and closed-end fund matters. Capable of deploying well-integrated global support, and providing funds with a wealth of ancillary materials and training programs.

Strengths

"K&L Gates is a great firm."

"The team is fantastic – the practitioners have detailed subject matter expertise and experience."

"K&L Gates has a deep bench of expertise and the team is very responsive."

Work highlights K&L Gates provided counsel to NexPoint Advisors and NexPoint Funds on proxies for the conversion of a closed-end fund into an operating company and another for conversion of a closed-end fund into a REIT.

Notable practitioners

Robert Zutz (see p.742) has a significant practice advising independent trustees and investment managers on funds including ETFs. **Strengths:** *"Robert is a terrific lawyer and he is knowledgeable."* **Mark Amorosi** (see p.491) is renowned for his depth of knowledge in mutual fund operation and launches. **Strengths:** *"Mark is very knowledgeable and a solid lawyer."* *"He is a fantastic attorney."*

Mark Goshko (see p.2018) is recommended for his representation of mutual funds and ETFs. He has notable experience gained from advising on both regulatory and operational issues, including reorganizations. The Washington-based **Ndenisarya Bregasi** (see p.512) assists independent trustees on governance and regulatory mandates. She has further experience providing counsel on complex transactions. **Strengths:** *"Ndenisarya is an outstanding lawyer."*

Michael Caccese (see p.2010) is regularly called upon by investment managers to provide counsel on mutual and closed-end funds. He is adept at advising on transactional matters as well as regulatory filings. **George Zornada** (see p.2044)'s practice covers a wide array of issues, including advising on regulatory and transactional matters. He has notable experience advising clients on deals concerning ETFs, BDCs and closed-end funds. **Strengths:** *"George is professional, on top of the details and a pleasure to work with."* *"He is very commercial and incredibly resourceful."*

Morgan, Lewis & Bockius LLP
What the team is known for Morgan, Lewis & Bockius offers expertise across all aspects of the registered fund space, including ETFs, money market vehicles and mutual fund complexes. Advises in connection with '40 Act matters and the full range of state and federal regulatory matters. Noted for its ability to handle the international aspects of investments, working with experts in the firm's offices globally.

Strengths

"Morgan Lewis is a go-to firm for complex and sophisticated matters."
"The lawyers at Morgan Lewis are very professional, knowledgeable and effective. The firm has a deep pool of talented individuals."
"Morgan Lewis has an extremely deep and expert team."

Work highlights Morgan, Lewis & Bockius advised SEI Investments Company on launching its first interval fund.

Notable practitioners

John McGuire has cultivated a market-leading reputation in the ETF marketplace. **Strengths:** *"He is an ETF expert."* **Lea Anne Copenhefer** is equally capable acting for major investment advisers and the independent directors of registered funds. Her work includes the formation of both public and non-traded funds. **Strengths:** *"Her business-friendly approach combined with subject matter expertise and judgment sets her apart."*

Roger Joseph's international registered funds work includes a number of major fund launches. **Strengths:** *"He is a very good lawyer."* **Timothy Levin** has in-depth knowledge of mutual funds and regularly handles fund formation. **Strengths:** *"He is fantastic. He has a practical*

approach to matters." *"Timothy is very smart and a really good attorney."* **Sean Graber's** broad caseload ranges from establishing funds to M&A and operational matters. He has additional experience advising on novel issues such as auction funds. **Strengths:** *"He has extensive knowledge and produces an excellent work product."* *"Sean is an amazing lawyer."* **Thomas Harman's** wide practice encompasses complex UCITS and closed-end fund issues. **Strengths:** *"Thomas is a great attorney, always responsive and an excellent sounding board."* *"He provides sound judgment."* **Laura Flores** is adept at advising ETFs and their managers on launches and registration with the SEC. **Chris Menconi** is especially well reputed for his understanding of publicly traded funds.

Vedder Price PC

What the team is known for Vedder Price represents open and closed-end funds across an array of regulatory, transactional and compliance issues. Typically advises on matters relating to derivatives and structured products, CFTC procedures, and tax and ERISA affairs. Notable for its strength in the area of mutual funds and ETFs.

Strengths

"Vedder Price's practitioners are very knowledgeable."

"The team is proactive, thorough and a pleasure to work with."

Work highlights Vedder Price represented the Independent Trustees of Invesco ETFs in connection with two acquisitions of external suites of funds.

Notable practitioners

Cathy Gonzales O'Kelly (see p.569)'s formation and operation expertise covers mutual and closed-end funds and ETFs. **Strengths:** *"She is a top-notch lawyer."* *"Cathy provides excellent service and has good business judgment."* **Marguerite Bateman** (see p.499) is acknowledged for her exemplary representation of independent trustees of registered funds and ETFs. **Strengths:** *"Marguerite is an excellent lawyer."*

Renee Hardt (see p.578) is esteemed for her registered fund expertise, including independent trustee representation. **Strengths:** *"She is an excellent adviser and has a lot to add in terms of her experience and judgment."* *"Renee is very knowledgeable."*

Deborah Bielick Eades (see p.546) routinely offers advice and guidance to clients relating to open and closed-end funds. **John Marten** (see p.632) is well versed in advising independent trustees on all matters relating to the operation of funds. **Strengths:** *"He is very knowledgeable and easy to work with."*

Amy Ward Pershkov (see p.667)'s practice involves advising independent boards of trustees and investment companies on '40 Act compliance. **Jeremy Senderowicz** (see p.697) focuses his practice on providing counsel to significant ETF fund complexes.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher counsels leading registered funds, as well as their advisers and independent directors, in connection with the full range of '40 Act matters. Covers the whole spectrum from organization and registration to offerings. Particular strength

in connection with alternative investments, closed-end funds, ETFs and BDCs.

Strengths

"Willkie has a deep and experienced team."

"The team is very strong. They are very responsive and detail-oriented."

"The practitioners are extremely responsive and have strong commercial awareness."

Work highlights Willkie Farr & Gallagher assisted an investment adviser with respect to the launch of a suite of 24 "buffered" ETFs.

Notable practitioners

Margery Neale (see p.652) is recognized for her high-level practice encompassing ETFs and other registered funds. **Strengths:** *"Margery is one of the most knowledgeable '40 Act practitioners in the market." "She is smart, thoughtful and detail-oriented." "Margery is a legend in the field. She is able to get at the heart of the matter due to her sharp instincts and her vast experience."*

Benjamin Haskin (see p.579) is particularly recognized for his expertise in significant ETF matters. **Strengths:** *"Benjamin is a very substantive and thoughtful attorney." "He is a superb attorney who has a business-friendly approach combined with subject matter expertise. He is also always client-focused and practical."* **Elliot Gluck** (see p.567) is well versed in the formation and operation of registered funds, including ETFs and closed-end funds. **Strengths:** *"He is great to work with, responsive and experienced." "Elliot is extremely skilled and has strong industry knowledge."*

Jay Spinola (see p.709) has a broad registered funds practice which covers the establishment of ETFs, as well as regulatory and operational issues for open-end and closed-end funds. **Strengths:** *"Jay is very diligent, dedicated and responsive." "Jay has expansive knowledge of the registered fund space."*

Neesa Sood (see p.707) frequently advises asset managers and independent boards on closed-end and mutual fund matters.

products. **Strengths:** *"Stephen is thorough and proactive." "He is very smart and an excellent attorney."* **Cynthia Krus** (see p.614) is renowned for her strength in the BDC space. She has experience advising clients on a range of issues including offerings, transactions and compliance issues. **Strengths:** *"I rely on her knowledge and experience with regards to BDC matters." "She provides excellent client service on complex matters and demonstrates her deep knowledge of the industry."*

Faegre Drinker

What the team is known for Faegre Drinker offers solid registered funds support to clients. Boasts strength in handling issues relating to mutual funds and ETFs. Areas of expertise include fund formation, restructuring and regulatory compliance and enforcement. Additional noted strength in the alternative investment space, including investments in alternative instruments by closed-end funds. Acknowledged for its experience dealing with the SEC in obtaining exemptive and no-action relief.

Strengths

"The team is very responsive."

"Faegre Drinker's practitioners are experts in the field."

Work highlights Faegre Drinker advised Hamilton Lane Private Assets Fund on its registration of digital share classes.

Notable practitioners

Joshua Deringer's practice encompasses both mutual funds and closed-end funds, including interval funds. **Michael Malloy** is skilled in advising funds and their independent directors on a broad range of registered fund issues. **David Williams** (see p.734) is highlighted for his ability to advise clients on mergers, formations and offerings. He has experience providing counsel on issues relating to closed-end funds and mutual funds. **Strengths:** *"David is a smart lawyer."*

Goodwin

What the team is known for Goodwin represents a respectable roster of traditional mutual funds, sub-advised entities and funding vehicles for insurance products, with an invaluable proficiency in tackling the securities and regulatory issues facing bank-sponsored mutual fund complexes. Handles long-term governance matters in addition to large-scale restructuring. Distinguished in its ability to handle industry-specific litigation, enforcement and investigations.

Strengths

"Goodwin's team are extremely proactive and communicative."

"The group is outstanding. The lawyers are smart and easy to work with."

"Goodwin has a strong interconnected practice and the practitioners are very knowledgeable."

Work highlights Goodwin assisted the Independent Directors of the Hartford Funds with the launch of a closed-end tender offer fund, among other issues.

Notable practitioners

Paul Delligatti is a key contact.

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis has a strong bench of distinguished practitioners. The team has an enviable client list that is composed of renowned asset managers and investment companies. Its practitioners are called upon to advise clients on an array of issues including structuring, launching and forming funds. The group has further experience assisting clients on matters concerning BDCs.

Strengths

"Kirkland & Ellis have expansive capabilities across multiple specialty areas, enabling them to handle complex matters."

"The team is very responsive and knowledgeable."

"It's a highly skilled and talented team that operates with impressive efficiency."

Work highlights Kirkland & Ellis advised 26North Partners LP on the structuring and launch of 26North BDC, Inc., among other issues.

Notable practitioners

Christopher Palmer (see p.660) is known for his work in the insurance fund space and his independent director representation. **Strengths:** *"He is excellent – he has deep knowledge and is efficient." "Chris is very responsive and constantly demonstrates an unwavering commitment to client service."* **Nicole Runyan** (see p.686)'s registered funds practice is notable for its breadth, with recent work encompassing BDCs and ETFs.

Strengths: *"Nicole is simply outstanding. She is a strong lawyer and my go-to for commercial and practical advice."* *"She is very knowledgeable in the space and diligent."* **Paul Delligatti** (see p.540) provides extensive strategic guidance to clients on ETFs, ESG funds and regulatory compliance issues. **Strengths:** *"Paul is an outstanding lawyer with excellent client service skills." "He has a deep knowledge of what's happening in the industry."*

Pamela Chen (see p.524)'s practice involves representing a wide spectrum of funds, including BDCs, closed-end and open-end funds. She has notable experience providing counsel on fund formation and structurings, among other issues.

Strengths: *"Pamela is highly detail-oriented, responsive and knowledgeable." "My experience of work with her has been outstanding. She is incredibly responsive and attentive."* **Bradford Green** (see p.572) is held in high regard for his ability to provide counsel on the structuring, launch and operation of funds. **Strengths:** *"He is a strong industry expert." "Bradford is knowledgeable and responsive."* **Jason Monfort** (see p.646) regularly advises banks and insurance companies on a range of governance and regulatory matters for their funds. **Lisa Nosal** (see p.655) is held in high regard for her ability to assist clients with the launch and formation of a range of funds and BDCs. **Strengths:** *"She is incredibly responsive and very efficient." "Lisa is very knowledgeable and diligent."*

Paul Hastings LLP

What the team is known for Paul Hastings is notable for its registered funds prowess, especially within the niche area of unit investment trusts. Draws upon corporate and capital markets resources relevant to fund transactions such as M&A and spinouts. Serves an impressive stable of

Band 3

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland's registered funds practice is noted for its capabilities in the registered insurance product and BDC spaces, along with key aptitudes in structuring and maintaining ETFs, closed-end vehicles and mutual funds, both in the USA and internationally. Regularly advises on the structuring and management of investment products in the retail, high net worth and retirement markets.

Strengths

"The team is excellent in the BDC space."

"Eversheds Sutherland maintains a high level of responsiveness and provides excellent service."

Work highlights Eversheds Sutherland provided counsel to Resolution Life's board of directors on entering into a strategic partnership with Blackstone.

Notable practitioners

Steven Boehm (see p.508) is renowned in the market for his distinguished practice in the BDC space. **Strengths:** *"Steve is a top practitioner in the BDC space."* **Stephen Roth** (see p.684) is lauded for his expertise in mutual funds and insurance

clients ranging from investment advisers to fund administrators. Strengths include mutual funds, closed-end funds and ETFs.

Strengths

"Paul Hastings has a very deep and excellent team."

"The team's practitioners are exceptionally experienced and offer proactive advice based on a wealth of industry experience."

"The team is always very responsive."

Work highlights Paul Hastings assisted Brookfield Asset Management on the launch of a registered closed-end tender offer fund, Brookfield Infrastructure Income Fund.

Notable practitioners

Michael Rosella's practice is highlighted for his capabilities regarding UCITS and his deep knowledge of the SEC. **Strengths:** *"Mike provides excellent service and knowledge." "He's a pleasure to work with."* **David Hearsh** frequently advises mutual and closed-end funds as well as their independent trustees.

Sidley Austin LLP

What the team is known for Sidley Austin continues to play an important role in the market, offering expertise in connection with the development and governance of a broad range of fund structures including fixed income funds, alternative investment funds and money market funds. Often acts as underwriters' counsel, drawing on the firm's recognized strength in the capital markets space. Particular strength in matters related to closed-end funds and ETFs.

Strengths

"Sidley's attorneys are incredibly responsive and guide us through complicated matters."

"The team are well resourced and always have depth to lean on. The group is also very proactive."

"The group is thoughtful and thorough."

Work highlights Sidley Austin advised BlackRock on registering five new open-end funds.

Notable practitioners

Jay Baris (see p.497) is highly skilled in advising registered funds, including ETFs and their independent trustees. **Strengths:** *"Jay is a knowledgeable lawyer." "He is a great attorney."* **Nathan Greene** (see p.573) is highly regarded for his understanding of the regulatory framework surrounding registered funds. **Strengths:** *"Nathan is an invaluable resource for clients." "He thinks broadly and deeply about issues."* **Jesse Kean** (see p.603) is valued for his knowledge of mutual funds and ETFs. He is experienced in fund establishment and transactions carried out by fund complexes. **Strengths:** *"Jesse is an excellent lawyer."*

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher is a well-known investment funds law firm that assists clients with significant ETF, BDC, and open and closed-end fund matters. Valued for its knowledge of M&A matters involving registered funds.

Strengths

"The team is very responsive."

"Simpson Thacher has a very strong practice."

Notable practitioners

A key component of **Rajib Chanda** (see p.522)'s practice is advising alternative investment

advisers on the launch and operation of registered funds. **Strengths:** *"Rajib is a very intelligent and sophisticated lawyer with excellent experience."*

"He is an expert in the industry. His knowledge base is exceptional."

David Blass (see p.507) is particularly adept at representing clients in major fund M&A and significant offerings. **Strengths:**

"David represents a wide range of clients and has a broad sense of the market."

Kenneth Burdon (see p.516) has extensive experience in the market and is routinely called upon to advise funds and investment managers on launches, offerings and regulatory issues. **Strengths:** *"Ken is very client service oriented." "He offers practical advice and is very easy to work with."*

Ryan Brizek (see p.513) is highly regarded for his strength in providing counsel on the operation and formation of BDCs and closed-end funds. **Strengths:** *"Ryan is a really good lawyer." "He is a super responsive attorney."*

Band 4

Clifford Chance US LLP

What the team is known for Clifford Chance has a deep bench of talented practitioners. The team is noted for its ability to handle a range of issues in the space, including the operation, formation and launches of BDCs and ETFs. Its practitioners have further experience providing counsel on matters relating to registered closed-end funds. The group also has experience assisting clients with complex regulatory issues.

Strengths

"Clifford Chance's team are the confluence of excellent and experience."

Work highlights Clifford Chance advised Aetos on the formation and ongoing representation of its \$1.5 billion registered fund of funds complex.

Notable practitioners

Clifford Cone has significant experience advising banks and asset managers on the formation of ETFs and other registered funds. He also has considerable experience providing counsel on '40 Act issues. **Strengths:** *"He is an excellent attorney."*

"Clifford is an outstanding lawyer who is outstanding technically, extremely professional and a zealous advocate for his clients."

Vadim Avdeychik has a well-regarded transactional registered funds practice, backed up by substantial experience in dealing with the '40 Act. **Strengths:** *"He is a great lawyer."* **Jeff LeMaster** focuses his practice on assisting clients with matters related to the '40 Act. He also has experience advising clients on the Volcker Rule and FINRA issues. **Strengths:** *"Jeff is an excellent partner."*

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell has a respected team which assists clients across the registered funds space, including handling regulatory concerns. Noted for its particular strength in ETFs and mutual funds. Boasts substantial experience handling significant transactions, such as structuring transactions.

Strengths

"The Davis Polk team is extremely diligent and responsive in thinking through novel issues."

"Davis Polk are terrific at getting to the heart of

a question or scenario and giving clear decisive advice and guidance."

"The team is able to tap into deep and significant experience."

Work highlights Davis Polk & Wardwell advised 26North in connection with obtaining an SEC exemptive for its Business Development Company business.

Notable practitioners

Gregory Rowland (see p.685) is notable for his knowledge of the crossover between registered funds and digital currency. **Strengths:** *"Greg is responsive and client-focused." "He is knowledgeable, responsive and service-oriented."*

Godfrey & Kahn, SC

What the team is known for Godfrey & Kahn's team has considerable experience handling issues relating to open-end mutual funds, ETFs and closed-end interval funds. The practitioners are adept at providing counsel on registration and organization of funds, as well as regulatory issues. The group has notable experience advising clients on responsibilities under the '40 Act.

Notable practitioners

Nicholas Wahl is a key contact.

Perkins Coie LLP

What the team is known for Perkins Coie is able to advise clients on the full range of registered fund issues. The team is respected in the market for its ability to provide counsel on a range of matters relating to open-end and closed-end funds. The group is called upon to offer guidance on both regulatory and transactional issues.

Strengths

"Perkins Coie's team provides excellent advice."

Notable practitioners

Carl Frischling (see p.560) is highly regarded for his advice to independent trustees of registered funds. He assists clients with the formation and structuring of funds, among other matters. **Strengths:** *"Carl is a true giant in the industry."*

Proskauer Rose LLP

What the team is known for Proskauer Rose is noted for its representation of registered funds and their independent board members in connection with a range of regulatory matters, including investigations and enforcement actions. Recognized strength in the BDC space. Commended for its expert knowledge of open and closed-end funds.

Strengths

"Proskauer Rose has a great team of professionals on novel and complex matters."

"The team members display a great deal of knowledge on a variety of matters."

Work highlights Proskauer Rose advised Central Park Group on the structuring, launch and management currently of a family of '40 Act registered alternative closed-end funds.

Notable practitioners

Stuart Coleman (see p.530) is particularly highly regarded for his ability to assist independent trustees of registered funds with navigating federal regulations. **Strengths:** *"Stuart is a titan of the industry."* **David Stephens** (see p.711) is recommended for his experience gained from

working with the managers and board members of major fund complexes. **John Mahon** (see p.629) is equally adept in advising registered fund complexes on major transactions and ongoing regulatory matters.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden acts for a broad cross-section of parties in the registered fund arena in relation to product structuring. Provides crucial regulatory guidance concerning international stock markets and authorities. Particular strength in the BDC and closed-end fund spaces. Assists with a range of governance and transactional matters.

Strengths

"Skadden's team are consistently able to solve complex matters."

"The team demonstrate a solid understanding of the '40 Act and are very responsive."

Work highlights Skadden advised Silver Point Capital on the conversion of Silver Point Specialty Credit Fund, L.P. into a business development company.

Notable practitioners

Michael Hoffman (see p.586) is esteemed for his strength in closed-end funds, BDCs and fund M&A. **Strengths:** *"He's strategic and commercial in his approach."* **Kevin Hardy** (see p.578) is accomplished in registered fund matters including closed-end funds. **Strengths:** *"Kevin provides clients with excellent counsel and guidance while also understanding commercial concerns."* *"He has a strong awareness of the marketplace."*

Sullivan & Worcester

What the team is known for Sullivan & Worcester boasts a distinguished registered funds group that handles mutual funds, closed-end funds and ETFs. Particularly well regarded for its strength in independent trustee representation.

Strengths

"Sullivan & Worcester's practitioners are knowledgeable and provide thoughtful advice in an efficient manner."

"The team is extremely thorough and responsive." *"It's a great firm."*

Work highlights Sullivan & Worcester advised the Independent Trustees of the Pacific Select Fund and Pacific Funds Series Trust on board governance and responsibilities under the federal securities law and state law.

Notable practitioners

David Mahaffey is best known for his high-level representation of independent trustees for ETFs and open and closed-end funds. **David Leahy** is valued for his astute advice to independent trustees and directors of mutual funds, closed-end funds and ETFs. **Strengths:** *"David is a knowledgeable lawyer."* **Domenick Pugliese's** broad capabilities enable him to handle ETFs and mutual funds matters, with particular expertise in advising independent trustees. **Strengths:** *"He is well connected, thoughtful and responsive."* *"Domenick is responsive and knowledgeable."*

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell counsels registered funds, advisers and independent directors on a wide range of concerns. Draws upon familiarity with the financial services sector to provide invaluable guidance on regulatory enforcement and compliance. Advises clients in the open and closed-end fund space, including BDCs.

Strengths

"Sullivan & Cromwell has a deep bench of talent."

"The work provided by the firm is consistently thoughtful and the attorneys are extremely knowledgeable."

"The level of expertise and resources the firm can bring to any issue is excellent."

Notable practitioners

John Baumgardner (see p.499) is acclaimed for his deep knowledge of '40 Act issues as they pertain to his clientele of independent trustees.

Strengths: *"He is really smart and brings a tremendous perspective to the issues he works on. He is also highly collaborative."* **Donald Crawshaw** (see p.533) is particularly recognized for his strength in mutual and closed-end funds. **Strengths:** *"Donald is an invaluable source of industry knowledge and experience."* *"He is well known in the industry, collaborative and has great technical expertise."* **William Farrar** (see p.551) is particularly rated for his profound understanding of the BDC space. He draws on his experience to offer informed advice on fund formation, fundraising and M&A.

Thompson Hine LLP

What the team is known for Thompson Hine is noted for its significant registered funds practice. The team is well known for its handling of matters relating to actively managed ETFs, corporate and board governance, mutual funds and '40 Act compliance. The group regularly represents fund and asset managers as well as retirement plans.

Strengths

"The team has a high level of technical knowledge of the '40 Act."

"The group is very professional and knowledgeable."

"Thompson Hine are very responsive and proactive."

Work highlights Thompson Hine assisted LIST Income Opportunities Fund with registering five interval funds, one of which is the List Income Opportunities Fund.

Notable practitioners

JoAnn Strasser has wide expertise in registered funds, including ETF and mutual fund matters. **Strengths:** *"JoAnn combines great technical expertise with consummate business skills."* *"She is a very knowledgeable lawyer."*

Other Ranked Lawyers

David Baum (see p.499) of Alston & Bird LLP has a distinguished practice in the space. His practice covers a wide array of issues, including advising on fund formation and matters relating to the '40 Act. **Strengths:** *"I am very confident in David's knowledge and expertise."* *"David is very responsive and knowledgeable in his field."*

Denver-based counsel **Kelley Howes** (see p.590) is the cochair of Morrison Foerster's investment management group. She is well known for her experience advising funds on regulatory compliance. **Strengths:** *"Kelley is very well versed in the SEC regulatory environment and '40 Act matters."*

Stacy Louizos of Blank Rome LLP is cochair of the investment management group. She is highlighted for her ability to advise investment companies, investment advisers and independent directors on a wide range of issues, including regulatory compliance and fund formation. **Strengths:** *"Her knowledge and experience is excellent."* *"Stacy is remarkable in her ability to help the board navigate very complicated issues."*

Thomas Majewski of A&O Shearman is adept at advising funds and investment advisers on a range of matters including transactions, structuring and formation. He routinely provides counsel on closed-end funds and debt funds.

Kate McCurry of Kilpatrick Townsend & Stockton has considerable experience advising clients on the launch and reorganization of funds. She is adept at handling issues relating to ETFs and open-end funds. **Strengths:** *"Kate is proficient, intelligent and provides excellent customer service."* *"She is a very knowledgeable attorney who is very attentive and responsive."*

Paul Miller (see p.643) of Seward & Kissel LLP has notable experience advising on issues relating to ETFs, including fund formation and registration. **Strengths:** *"Paul provides exceptional service."* *"He is a fantastic attorney who is responsive and thorough."*

Cochair of Morrison Foerster's investment management practice, **Derek Steingarten** (see p.710) is recognized for his ability to advise clients on complex transactional issues, as well as fund formation and registration. **Strengths:** *"Derek offers quality business-oriented counsel and unfailing responsiveness."* *"He is thoughtful and clear in his advice."*

Cochair of Blank Rome's investment management group **Thomas Westle** is noted for his ability to provide counsel on the registration and reorganizations of BDCs and closed-end funds. **Strengths:** *"He is a very experienced attorney."* *"Thomas is a super knowledgeable attorney who is also extremely responsive."*

REITs Nationwide

REITs	REITs	REITs
Leading Firms	Senior Statespeople	
Band 1	Senior Statespeople: distinguished older partners	Menna Gilbert G Goodwin *
Goodwin	Bernstein Jay L Clifford Chance US LLP	
Hogan Lovells US LLP	Leading Individuals	
Latham & Watkins LLP	Star individuals	Green Christopher C Vinson & Elkins LLP
Skadden, Arps, Slate, Meagher & Flom LLP	Kleindorfer Julian T H Latham & Watkins LLP *	Linsky Heath D Troutman Pepper (ORL) ◇ *
Band 2	Band 1	Myers Jason Clifford Chance US LLP
Alston & Bird LLP	Bergdolt Robert H DLA Piper LLP (US) *	Salon Justin Morrison Foerster *
Clifford Chance US LLP	Bonser David W Hogan Lovells US LLP	Smith Robert K. Hunton Andrews Kurth LLP *
Morrison Foerster	Goldschmidt David J Skadden, Arps, Slate, Meagher *	Weinstein Toni Dentons (ORL) ◇
Sidley Austin LLP	LeBey Daniel M Vinson & Elkins LLP	Band 5
Wachtell, Lipton, Rosen & Katz	Sheehan Bartholomew Sidley Austin LLP *	Cope S Gregory Vinson & Elkins LLP
Band 3	Slotkin David P Morrison Foerster *	Davidson James V. Hunton Andrews Kurth LLP *
DLA Piper LLP (US)	Werner Kathleen L Clifford Chance US LLP	Friedhoff Jason A. Sidley Austin LLP *
Hunton Andrews Kurth LLP	Band 2	Furman Kathryn M. King & Spalding LLP *
Simpson Thacher & Bartlett LLP	Barr Stuart A Fried, Frank, Harris, Shriver & Jacobson LLP	Gilchrist Bruce Hogan Lovells US LLP
Vinson & Elkins LLP	Cummins J Gerard Sidley Austin LLP *	Herz Joe Greenberg Traurig, LLP
Band 4	Emmerich Adam O Wachtell, Lipton, Rosen & Katz *	Johnson III C Spencer King & Spalding LLP *
Fried, Frank, Harris, Shriver & Jacobson LLP	Epstein Andrew Clifford Chance US LLP	Kessler Michael Alston & Bird LLP *
King & Spalding LLP	Kneib Lewis Latham & Watkins LLP *	McEvoy Stacey Hogan Lovells
Morris, Manning & Martin, LLP	McTiernan Michael Hogan Lovells US LLP	Pinedo Anna Mayer Brown LLP *
Proskauer Rose LLP	Medvinsky Larry P Morrison Foerster *	Rothermel Anthony W King & Spalding LLP *
Sullivan & Cromwell LLP	Panovka Robin Wachtell, Lipton, Rosen & Katz *	Roupas Christina T. Cooley LLP (ORL) ◇
Band 5	Petrosky Edward F Sidley Austin LLP *	Shoesmith Godric C Greenberg Traurig, LLP
Baker McKenzie	Prevost Lauren Morris, Manning & Martin, LLP	Smith Abigail Latham & Watkins LLP *
Greenberg Traurig, LLP	Santucci Ettore A Goodwin *	Stadler Brian M Simpson Thacher & Bartlett LLP *
Kirkland & Ellis	Thurston Rosemarie A Alston & Bird LLP *	Stambaugh Christopher DLA Piper LLP (US) *
Mayer Brown LLP	Band 3	Steinhaus Darryl DLA Piper LLP (US) *
Paul Hastings LLP	Adams Daniel P Goodwin *	Swartz Zach Vinson & Elkins LLP
Sullivan & Worcester	Cernius William J Latham & Watkins LLP *	Townsend Keith M King & Spalding LLP *
Weil, Gotshal & Manges LLP	Coco Joseph A Skadden, Arps, Slate, Meagher *	Weber Benjamin Sullivan & Cromwell LLP *
* Indicates individual with profile.	Connaughton Alice Morrison Foerster *	Weiner Seth Morris, Manning & Martin, LLP
◇ (ORL) = Other Ranked Lawyer.	Johnson Kerry DLA Piper LLP (US)	Wells Benjamin Simpson Thacher & Bartlett LLP *
Alphabetical order within each band. Band 1 is highest.	Kranz Yoel Goodwin *	Up-and-coming individuals
	Band 4	Beers Emily Morrison Foerster *
	Choate Michael J. Proskauer Rose LLP *	Campbell Andrew Morrison Foerster *
	Freed David Mayer Brown LLP *	Chase Scott C Goodwin *
	Goode Jason Alston & Bird LLP *	Saltz Kate Hunton Andrews Kurth LLP *
	Goolsby Bryan L Winston & Strawn LLP (ORL) ◇	

Band 1 REITs

Goodwin

What the team is known for Goodwin is a dominant force in the REITs industry, representing some of the most active participants in sophisticated securities and corporate transactions, with a stellar track record in IPOs and M&A deals. Provides further capabilities on REIT-related executive compensation, often helping to structure incentive schemes. Draws from a broad client base of public and private REITs, real estate investment bankers, entrepreneurs and other high-profile businesses operating in the real estate sector.

Strengths

"Goodwin's team are responsive and professional."

"It's a great team to work with. They provide expert coverage for any issues that comes up."

"It's practitioners are all talented and committed to client service."

Work highlights Goodwin advised Donahue Schriber Realty Group on its sale to First Washington Realty in an all-cash transaction for an aggregate purchase price of \$3.015 billion.

Notable practitioners

Edward Glazer (see p.567) is known as a preeminent figure in the REIT tax space. He is renowned for his experience of handling tax issues arising from M&A and other commercial transactions. **Gilbert Menna** (see p.2030) is recognized for

his comprehensive knowledge of the operation of REITs, notably publicly traded REITs.

Strengths: "Gilbert is a sophisticated and commercial attorney." **Neal Sandford** (see p.2038) is well versed in structuring a full range of REIT transactions on behalf of publicly traded REITs and investors. **Ettore Santucci** (see p.690) is admired for his skill in major REIT securities offerings and M&A, as well as executive compensation matters. **Strengths:** "Ettore is a great lawyer." **Daniel Adams** (see p.489) is noted for his experience in handling a variety of significant REIT transactions.

Strengths: "Daniel is a really good lawyer." "He is a smart and commercial lawyer." **Yoel Kranz** (see p.613) is proficient in handling notable IPOs and M&A. He has substantial experience of acting on behalf of both public and private REITs. **Strengths:** "Yoel is a very good and hard-working lawyer." "He is a smart lawyer with a strong reputation."

Scott Chase (see p.523) is an up-and-coming lawyer who regularly advises on a range of REIT transactions, including public offerings and M&A. **Strengths:** "Scott is an excellent attorney."

Hogan Lovells US LLP

What the team is known for Hogan Lovells is distinguished by its deep bench of professionals specializing in all REIT-related corporate, tax, regulatory and securities issues. Its client base consists of both public companies and underwriters. Takes a leading role in REIT corporate transactions and IPOs, as well as serving its REIT clients in related areas such as employee benefits and real estate. Cultivates a major international REITs practice, working in conjunction with the firm's global network of offices.

Strengths

"Hogan Lovells has a sophisticated practice and a great team. The group is client-focused, results-driven and offers practical advice."

"The team has broad depth and experience and great insight into the REIT industry."

"Its partners and associates are highly experienced and very knowledgeable."

Work highlights Hogan Lovells advised Duke Realty Corporation on its \$23 billion combination with Prologis.

Notable practitioners

REITs: Tax
Senior Statespeople & Eminent Practitioners
Senior Statespeople: distinguished older partners
Crocker Jr James E <i>Alston & Bird LLP</i> *
Feagles Prentiss <i>Hogan Lovells US LLP</i>
Glazer Edward <i>Goodwin</i> *
Eminent Practitioners
Howell III George C <i>Hunton Andrews Kurth LLP</i> *
Leading Individuals
Band 1
Arumi Cristina <i>Hogan Lovells US LLP</i>
Brause Christian <i>Sidley Austin LLP</i> *
Cosby Cameron <i>Fried, Frank, Harris, Shriver & Jacobson</i>
Mangin Jr Christopher <i>Vinson & Elkins LLP</i>
O'Brien Ana G <i>Latham & Watkins LLP</i> *
Polster David <i>Skadden, Arps, Slate, Meagher & Flom</i> *
Ponda Ameek Ashok <i>Sullivan & Worcester</i> *
Sibley Kendal <i>Hunton Andrews Kurth LLP</i> *
Band 2
Anderson Paige <i>Vinson & Elkins LLP</i>
Gianou Nickolas <i>Skadden, Arps, Slate, Meagher & Flom</i> *
Hammett Donald <i>Alston & Bird LLP</i> *
Howe Joseph <i>Arnold & Porter (ORL)</i> ◇
Rizzo Sarah Beth <i>Skadden, Arps, Slate, Meagher</i> *
Sandford H Neal <i>Goodwin</i> *
Seaton Michael <i>Clifford Chance US LLP</i>
Shelley Shane <i>Morrison Foerster</i> *
Band 3
Beinus Michael <i>Kirkland & Ellis LLP</i> *
Cullen Daniel <i>Baker McKenzie</i>
Donovan Timothy <i>Greenberg Traurig, LLP</i>
Hung Shiukay <i>DLA Piper LLP (US)</i> *
Jones Ivy <i>Sidley Austin LLP</i> *
Levy David <i>Weil, Gotshal & Manges LLP</i>
Matejcek Peter <i>Baker McKenzie</i>
Riley Carl <i>Greenberg Traurig, LLP</i>
Zomorodi Pardiis <i>Latham & Watkins LLP</i> *
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Prentiss Feagles is exceptionally well regarded for navigating tax regulations in the context of major REIT transactions. **Cristina Arumi** is prized for her impressive command of the full spread of tax issues faced by REITs. **Strengths:** "Cristina is extremely responsive and deeply knowledgeable." "She is terrific, she's incredibly bright and hard-working." **David Bonser** is lauded for his expertise spanning REIT IPOs and other capital markets transactions. **Strengths:** "David is practical and professional." "He is an outstanding lawyer; he is smart, business-focused and overall very impressive." **Michael McTiernan** is renowned in the market for his previous experience as the lead of the SEC's REIT group. He is adept at assisting clients on sophisticated corporate and securities transactions. **Strengths:** "Michael is a great attorney to work with." **Bruce Gilchrist** is experienced in handling complex capital markets transactions and M&A. **Strengths:** "Bruce is a really good lawyer." **Stacey McEvoy** is sought out by clients for her ability to advise on complex REIT transactions.

Latham & Watkins LLP

What the team is known for Latham & Watkins boasts impressive strength on both transactional

REITs: Maryland Counsel
Leading Firms
Band 1
Venable LLP
Band 2
Ballard Spahr LLP
Miles & Stockbridge PC
Senior Statespeople
Senior Statespeople: distinguished older partners
Hanks Jr James J <i>Venable LLP</i> *
Leading Individuals
Band 1
McGowan Patricia <i>Venable LLP</i> *
Moran Charles R <i>Ballard Spahr LLP</i>
Pate Christopher W <i>Venable LLP</i> *
Webb J.W. Thompson "Topper" <i>Miles & Stockbridge</i> *
Band 2
Carlson William <i>Shapiro Sher Guinot & Sandler (ORL)</i> ◇ *
Fox Douglas M <i>Ballard Spahr LLP</i>
Schiffer Michael D <i>Venable LLP</i> *
Wilson Scott <i>Miles & Stockbridge PC</i> *
Band 3
Bashore II J. Thomas <i>Ballard Spahr LLP</i>
Field Brian <i>Venable LLP</i>
Fonda Carmen <i>Venable LLP</i> *
Up-and-coming individuals
Ament Hirsh M <i>Venable LLP</i>

and securities matters in relation to REITs, alongside sophisticated spin-out, compliance and REIT conversion practices. Demonstrates experience in relation to roll-up IPOs. Brings to bear its complementary capabilities in real estate, tax and corporate law to provide comprehensive counsel on matters ranging from the structuring and formation of REITs to public offerings and private placements of debt and equity.

Strengths

"Latham & Watkins is a terrific firm."

"The team contains outstanding thinkers and solution seekers."

"Latham & Watkins' team is comprised of experts and is very responsive."

Work highlights Latham & Watkins represented Extra Space Storage in the acquisition of Storage Express, an operator of 107 remote storage properties across Indiana, Ohio, Illinois and Kentucky.

Notable practitioners

Julian Kleindorfer (see p.609) is acclaimed for his in-depth knowledge of leading M&A and securities offerings. **Strengths:** "Julian is one of the best in the business." "He is always responsive and is a REITs expert." **Ana O'Brien** (see p.656) is esteemed for her deep understanding of the taxation matters arising from transactions in the REITs space. **Strengths:** "She is very client-friendly and strong with her technical positions and advice." "She is fantastic, she's responsive, knowledgeable and has tons of experience." **Lewis Kneib** (see p.610) is particularly well regarded for his expertise in capital markets transactions including high-value debt and equity offerings. **Strengths:** "Lewis's depth and breadth of knowledge is extraordinary." "He's a great thinker and commercially thoughtful." **William Cernius** (see p.522) is recognized for his longstanding experience in debt and equity offerings. **Strengths:** "He is a great lawyer." **Pardiis Zomorodi** (see p.1088) attracts recognition

for her ability to advise on the tax aspects of REIT transactions. **Abigail Smith** (see p.704) is routinely called upon to provide counsel on high-profile offerings. Her clients include prominent banks and as well as significant REITs.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden has an eminent REITs group with wide-ranging experience of forming uniquely structured companies as well as enormous capital raisings and M&A. One of the chief names in tax-free spin-out REIT conversions. Advises REITs of every kind, including special purpose, hybrid and mortgage REITs. Commands a strong international corporate real estate practice.

Strengths

"Skadden's team handles very complex issues and is extremely proactive."

"The group provides fantastic service."

"Skadden has a deep bench with significant expertise across subject matters."

Work highlights Skadden provided counsel to Empire State Realty Trust on REIT tax and corporate securities in connection with various acquisitions and dispositions, including like kind exchanges.

Notable practitioners

David Goldschmidt (see p.569) is a national leader in the mortgage REITs space, counting high-profile issuers and underwriters among his clientele. **Strengths:** "David is commercially minded, thoughtful and responsive." "He is excellent. He is a pioneer in the space." **David Polster** (see p.1750) utilizes his wide knowledge of corporate tax to assist clients in standout REIT transactions. **Strengths:** "David is great at providing best in class tax advice." "He is extremely smart and technically skilled." **Nickolas Gianou** (see p.565)'s tax practice encompasses a broad range of issues including M&A, capital raises and debt offerings. **Strengths:** "Nick is an excellent lawyer." "He is an extremely strong attorney." **Sarah Beth Rizzo** (see p.681) is well placed to advise on tax matters related to REIT transactions. **Strengths:** "Sarah is a very thorough lawyer." "She's an excellent REITs tax attorney." **Joseph Coco** (see p.528) handles equity offerings in REITs as well as joint ventures and other structural matters. **Strengths:** "He is a quick and efficient lawyer."

Band 2 REITs

Alston & Bird LLP

What the team is known for Alston & Bird demonstrates a strong affinity for a broad array of REIT-related work, including capital raises, M&A and regulatory matters. Solid credentials representing REITs that deal with all manner of assets, from retail to office, hospitality and mortgage, particularly in the public, non-listed REITs space. Boasts national scope and cross-disciplinary resources in areas such as tax, financial services and construction. Team members hold high-profile positions within the REIT community and regularly write and speak at events on the topic of REITs.

Strengths

"Alston & Bird's team has high levels of expertise and the ability to handle complicated issues."

"The team are very strong; they are easy to work with and are tapped into this niche industry."

"The bench is strong and the practitioners are highly responsive."

Work highlights Alston & Bird assisted the Special Committee of the Board of Directors of NorthStar Healthcare Income with the company's internalization of its external adviser, management and operating functions.

Notable practitioners

James Croker (see p.534) is experienced in counseling clients on the tax aspects of a wide array of REIT matters including debt offerings, M&A deals and IPOs. **Strengths:** "Jim is a really excellent lawyer." **Donald Hammett** (see p.577) has a tax-centric REIT expertise that encompasses securities, M&A and joint venture formations.

Strengths: "Donald is extremely knowledgeable and a fantastic attorney." "He is a strong lawyer."

Rosemarie Thurston (see p.718) is experienced in securities offerings and in structuring REITs, notably with public non-traded REITs. **Strengths:** "She provides high-level professionalism and is a subject matter expert." "Rosemarie is exceptionally knowledgeable and very efficient in her advice."

Jason Goode (see p.570) is particularly highly regarded for working with non-traded REITs on transactional and regulatory securities matters.

Strengths: "Jason is an excellent lawyer." **Michael Kessler** (see p.606) advises in connection with complex REIT transactions. **Strengths:** "Michael is highly responsive and proactive."

Clifford Chance US LLP

What the team is known for Clifford Chance is a strong capital markets platform which caters to leading REIT clients and prominent underwriters, with a particular affinity for mortgage REITs and REITs with European assets. Able to offer clients a full suite of advice because of its strength in areas such as M&A, financing, and debt and equity offerings, as well as tax concerns. Exhibits particular knowledge of entity formation, such as transactions to create REIT joint ventures.

Strengths

"The team's level of service is always outstanding."

"Clifford Chance's group understands and provides guidance on sophisticated matters."

"It has a strong presence in the market and is on top of all of the trends."

Work highlights Clifford Chance advised Goldman, BMO, JP Morgan as underwriters to Broadstone Net Lease on the \$275 million common stock offering of Broadstone Net Lease.

Notable practitioners

Jay Bernstein is revered for his wide skill across complex capital markets transactions, IPOs and M&A. **Strengths:** "He's experienced and knowledgeable." "Jay continues to be one of the top REIT lawyers in the industry." **Kathleen Werner** is commended for her work on capital markets and M&A matters encompassing publicly traded and public non-listed REITs. **Strengths:** "Kathleen is an excellent lawyer." **Andrew Epstein** is highly rated for his wide knowledge of equity and mortgage REITs, including IPOs and M&A. **Strengths:** "He is

a solid lawyer." "Andrew is an excellent and practical lawyer." **Michael Seaton** is a seasoned tax attorney, with considerable expertise advising on REIT transactions. **Strengths:** "He provides excellent client service and is very adept at handling intricate questions." "Michael is a great lawyer."

Jason Myers' broad practice for underwriters and private REITs involves providing counsel on significant M&A and IPOs. **Strengths:** "Jason is smart, thoughtful and a problem-solver."

Morrison Foerster

What the team is known for Morrison Foerster is a strong REITs practice that regularly handles high-value M&A, joint venture and other transactions covering both publicly traded and public nonlisted REITs. Receives regular capital markets mandates, including debt and equity offerings. The firm is frequently called upon to act for lodging, real estate and gaming businesses in relation to projects such as mortgage REITs. Represents funds trading in a comprehensive array of asset classes, including retail, residential, industrial, student housing, healthcare and agriculture properties.

Strengths

"Morrison Foerster's service is very consistent, reliable and timely."

"The team has a solid breadth of experience in the REIT industry and it is very responsive."

"The firm has a deep bench of talented attorneys."

Notable practitioners

David Slotkin (see p.704) is a REIT specialist who counts capital markets offerings and M&A as key components of his practice. **Strengths:** "David's knowledge of the industry is immense; he has a ton of experience." "He has a depth of experience."

Larry Medvinsky (see p.640) is highly experienced in advising REIT clients on transactions. His capabilities include equity and debt offerings in addition to more structural advice in the context of joint ventures. **Strengths:** "Larry is very responsive, results-driven and practical." "He has in-depth industry knowledge."

Shane Shelley (see p.699)'s tax capabilities see him acting on a wide variety of REIT corporate transactions such as M&A and debt offerings. **Strengths:** "He is terrific, he's responsive and client-focused." "Shane is extremely knowledgeable and very practical." **Alice Connaughton** (see p.531)'s practice revolves around the niche of publicly registered, non-traded REITs. In particular, she is noted for her advice to non-traded REIT complexes on securities offerings.

Strengths: "Alice is a very strong lawyer in the space." "She's a phenomenal attorney; she's smart and practical." **Justin Salon** (see p.689) is noted for his ability to handle complex transactions involving REITs including M&A as well as debt financing. **Strengths:** "He's extremely well versed in the industry." "Justin is an excellent attorney."

Emily Beers (see p.501) has a burgeoning practice in the space. She is adept at providing counsel on securities offerings and M&A deals. **Strengths:** "She delivers high-quality work products on a very timely basis." "Emily is a great lawyer." **Andrew Campbell** (see p.519) chiefly advises private and publicly held REITs on an array of corporate transactions. **Strengths:** "Andrew is outstanding." "He's a very strong lawyer."

Sidley Austin LLP

What the team is known for Sidley Austin is a premier group for counsel on debt and equity securities offerings involving REITs due to its enduring relationships with major underwriters. Also provides counsel in relation to REIT bank financing, boasting experience in representing agents, lead arrangers and borrowers throughout a number of term loans and credit facilities. Also maintains a strong offering in REIT transactions, including mergers, acquisitions, dispositions, joint ventures and strategic alliances.

Strengths

"Sidley Austin has knowledgeable attorneys who are also very responsive."

"The team provides excellent representation on a wide variety of matters. Sidley is able to bring subject matter expertise to all situations."

"Its practitioners have sufficient expertise to handle complex matters."

Work highlights Sidley provided counsel to American Healthcare REIT on its NYSE listing and IPO.

Notable practitioners

Christian Brause (see p.512) is highly experienced in counseling issuers and underwriters on REIT financing. **Strengths:** "Christian is an excellent lawyer who is really collaborative and smart." "He's thoughtful and easy to work with."

Bartholomew Sheehan (see p.699) is best known for his work with financial institutions in REIT debt and equity transactions. **Strengths:** "Bart is great, he's deeply experienced in REIT matters and the overall REIT sector. He has a very strong client service disposition and is exceptionally easy to work with."

"His work is outstanding." **Gerard Cummins** (see p.534) is esteemed for his skill in securities offerings and corporate matters, representing REITs and lending institutions. **Strengths:** "Jerry has industry expertise." "He is a terrific lawyer; he's smart, commercial and easy to work with."

Edward Petrosky (see p.667) is especially well thought of for acting as underwriter's counsel in debt and equity offerings. **Strengths:** "Edward is a great lawyer."

Ivy Jones (see p.1034) is a highly regarded tax practitioner with specialist expertise in capital markets transactions involving REITs. **Strengths:** "Ivy is an extremely talented lawyer." **Jason Friedhoff** (see p.559) is particularly noted for his expertise in securities offerings where REITs are the issuers.

Strengths: "Jason's expertise, communication skills, strategic thinking, attention to detail and client-centric approach make him an outstanding partner to work with." "He's really bright, knowledgeable and efficient."

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell, Lipton, Rosen & Katz is a remarkable M&A powerhouse with deep specialization in strategic corporate transactions involving REITs. Manages joint ventures, restructurings and REIT spinouts within the gaming and hospitality sectors. Draws upon the firm's widespread resources in the tax, antitrust, employee benefits and litigation domains to provide counsel to REIT CEOs and boards.

Strengths

"Wachtell contains extremely smart lawyers who are REITs specialists."

Notable practitioners

Adam Emmerich (see p.2565) specializes in handling major REIT M&A and securities offerings. **Robin Panovka** (see p.2632) is well known for his expertise in bulge-bracket M&A and REIT corporate law.

Band 3 REITs

DLA Piper LLP (US)

What the team is known for DLA Piper serves as formation, securities and tax counsel for numerous prominent players in the field of both non-traded and exchange-listed REITs. Clients benefit from the transactional insight of its renowned national real estate practice. The firm's client base includes institutional investors, operators and owners of real estate, and private equity funds. Exhibits a particularly strong presence in work pertaining to Regulation A and SEC-qualified REIT offerings.

Strengths

"DLA Piper's team are quick and efficient."

"The DLA team is very knowledgeable and experienced. They are able to quickly and thoroughly respond to complex questions."

"The group has strong technical knowledge and relative experience."

Work highlights DLA Piper represented STORE Capital Corporation in its merger with GIC and Oak Street Real Estate Capital.

Notable practitioners

Robert Bergdolt (see p.503) is recognized for his comprehensive expertise in matters involving publicly registered non-Exchange-traded REITs. **Strengths:** *"He's an excellent attorney; he's got years of experience and provides practical advice."*

Shiukay Hung (see p.591) advises on a range of complicated tax aspects regarding REIT transactions and joint venture vehicles. **Strengths:** *"Shiukay provides excellent client service and solid advice." "He is extremely responsive and thinks commercially through complex and sophisticated matters."* **Kerry Johnson** frequently handles M&A and securities offerings involving publicly traded REITs. **Strengths:** *"Kerry is a great lawyer." "Her guidance is terrific."* **Christopher Stambaugh** (see p.709) is notably adept at advising clients on securities offerings. He is highly regarded for his ability to provide counsel on issues concerning NAV REITs. **Strengths:** *"Chris is great to work with; he has a deep level of knowledge and is very responsive." "He is a thoughtful adviser and extremely knowledgeable."* **Darryl Steinhause** (see p.711) is highlighted for his strength in structuring securities offerings, as well as advising on refinancings. **Strengths:** *"He brings an incredible amount of experience."*

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth demonstrates particular strength in the field of securities, tackling IPOs and other debt and equity offerings for underwriters and issuers alike. Highly knowledgeable on the tax issues impacting a variety of public and privately owned entities, from mortgage REITs to hotel vehicles. Demonstrates a particular affinity for REIT formation within the hospitality sector.

Strengths

"Hunton has an excellent REIT practice."

"The team is very responsive and we really enjoy working with them."

"The firm has significant capabilities to get complex matters resolved. The team is exceptional."

Work highlights Hunton Andrews Kurth advised Healthcare Realty Trust on its \$18 billion combination with Healthcare Trust of America.

Notable practitioners

George Howell (see p.590) regularly advises clients on securitization and is known for his expertise in mortgage REITs. **Strengths:** *"He is very knowledgeable and practical in his approach."*

Kendal Sibley (see p.701) is commended for her astute representation of REITs in a range of transactions including equity and debt offerings, as well as M&A. **Strengths:** *"Kendal is fantastic, she is practical, knowledgeable and experienced." "She provides excellent, commercial advice."*

Robert Smith (see p.706) is particularly adept at advising mortgage REITs on capital market transactions. **Strengths:** *"He's very responsive and has great knowledge of the market." "Robert has a strong ability to balance the legal and commercial issues when dealing with complex issues."* **James Davidson** (see p.537) is routinely called on by both underwriters and issuers to advise on significant REIT IPOs. **Strengths:** *"Jim is a super experienced REIT lawyer." "Kate Saltz (see p.689) is held in high regard for her ability to provide counsel on debt offerings and At-the-Market Shelf Offerings. Strengths: "Kate is outstanding; she's highly knowledgeable and a true pleasure to work with." "She's very hard-working and knowledgeable."*

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett is a growing force in the sector covering both publicly traded and public non-listed REITs. Experienced in handling major M&A transactions and IPOs, as well as high-value debt and equity offerings.

Strengths

"Simpson Thacher & Bartlett has a deep bench of experts who are able to advise on complex situations."

"The team are innovative problem-solvers who can handle the most complex and sophisticated matters."

Notable practitioners

Brian Stadler (see p.2665) practice involves advising clients on a broad range of issues in the REITs space, including complex M&A deals, dispositions of organizations and joint ventures. **Strengths:** *"He has such a wealth of experience and depth of knowledge." "Brian is a wonderful lawyer."* **Benjamin Wells** (see p.733) focuses his practice on advising on issues related to registered funds, including closed-end funds and REITs. **Strengths:** *"He is thoughtful and provides practical and insightful advice."*

Vinson & Elkins LLP

What the team is known for Vinson & Elkins provides guidance to a broad client base of sponsors, issuers and underwriters, as well as other critical real estate players, on a comprehensive array of REIT processes, such as formation, transactions,

regulations, tax and other concerns. Demonstrates a particular aptitude for the discipline of REIT capital markets offerings, including both private and public debt and equity offerings, such as Rule 144A offerings, and IPOs, as well as REIT M&A.

Strengths

"Vinson & Elkins has a deep bench of some of the best lawyers around."

"The Vinson team is incredible to work with. They are client-driven problem-solvers who are always focused on delivering results for their clients."

"The team is very prompt and responsive."

Work highlights Vinson & Elkins advised Ellington Financial on its entry into a definitive agreement to acquire Great Ajax for a combination of stock and contingent cash consideration.

Notable practitioners

Daniel LeBey is routinely called upon by both sponsors and REITs for his ability to handle equity and debt offerings, as well as M&A. **Strengths:** *"Daniel is amazing; he is one of the most knowledgeable lawyers I have worked with." "He is an excellent lawyer."* **Christopher Mangin** is experienced in providing counsel to REITs and private equity sponsors on a host of matters, including M&A and capital market offerings. **Strengths:** *"He does an outstanding job in assessing complex matters." "Chris is amazing; he is a strong lawyer and is incredibly thoughtful."* **Paige Anderson** has a strong presence in the tax space and is frequently called upon to handle the structural issues encountered when REITs are engaged in major transactions. **Strengths:** *"Paige leans on her extensive experience and knowledge to find solutions."* **Christopher Green** is particularly adept at handling securities offerings on behalf of underwriters and mortgage REITs. **Strengths:** *"Christopher is very practical, knowledgeable and responsive." "He is a smart and thoughtful lawyer."* **Gregory Cope** acts as counsel to both underwriters and major REITs on M&A and equity offerings. **Zach Swartz** is an up-and-coming attorney, often advising on REIT security offerings and M&A transactions. **Strengths:** *"He is diligent, thoughtful and ahead of the curve."*

Band 4 REITs

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried Frank is a renowned team, handling IPOs and other capital markets transactions on behalf of REITs and underwriters. Frequently sought for its highly focused REIT tax team, with expertise in structuring trusts on a day-to-day basis and in the context of transactions. Regularly encounters M&A, joint ventures and spinouts in this capacity.

Notable practitioners

Cameron Cosby is commended for his strength across the REIT tax space, with notable experience of formations, M&A and debt and equity offerings. **Strengths:** *"Cameron is an extremely strong lawyer."* **Stuart Barr** is highly regarded for his representation of both issuer and underwriter clients in debt and equity offerings in REITs.

King & Spalding LLP

What the team is known for King & Spalding displays skill in advising public and private REITs, US and foreign investors, and fund sponsors on transactions, with a particular affinity for the structuring of open and closed-end funds as private REITs. Benefits from strong ancillary knowledge of tax, restructuring, real estate and private equity. Work typically includes a variety of transactions, from fund formation and public offerings to mergers and acquisitions and the purchase of both individual assets and property portfolios.

Strengths

"King & Spalding's team is extremely bright, efficient, commercial and easy to work with. The bench strength at King & Spalding is solid."

"The firm's practitioners are exceptionally strong."

"The groups members are practical, knowledgeable and very attentive."

Notable practitioners

Kathryn Furman (see p.561) is routinely called upon to advise both public and private REITs on joint ventures, M&A and capital raisings. She is particularly adept at advising on fund formations.

Strengths: *"Kathryn is brilliant, she is professional and an expert in her field."* **Spencer Johnson** (see p.597) is renowned for his ability to handle a wide array transactional matters, including capital raisings and acquisitions. His client base includes highly distinguished REITs. **Strengths:** *"Spencer is incredibly intelligent and experienced."* *"He is client-centric and deeply committed."* **Anthony Rothermel** (see p.684) has notable experience of advising both public and private REITs on big-ticket transactions, including restructurings and M&A. **Keith Townsend** (see p.1585) is notable for his extensive experience of handling M&A as well as formation and equity transactions. He is routinely called upon by publicly traded REITs.

Morris, Manning & Martin, LLP

What the team is known for Morris, Manning & Martin has a strong presence in the REITs industry for M&A and publicly registered offerings. Expertise in non-traded REITs and SEC regulation. Operates across a comprehensive spectrum of real estate classes, ranging from student housing and condominiums to medical and mixed-use projects. Diverse client base includes a wide range of market-leading real estate funds and sponsor entities responsible for multiple REITs.

Strengths

"The team are always quick to respond and do an excellent job."

"Morris, Manning's practitioners are knowledgeable, proactive and very responsive."

"The firm has strong lawyers."

Work highlights Morris, Manning & Martin represented American Healthcare REIT on its offering of common stock on the New York Stock Exchange.

Notable practitioners

Lauren Prevost brings her expertise in capital markets products to her work with non-traded REITs. **Strengths:** *"Lauren is a terrific lawyer."* *"She is highly knowledgeable and very experienced."*

Seth Weiner's expertise in real estate investment vehicles sees him regularly working with REITs and underwriters. **Strengths:** *"Seth is an excellent*

resource." *"He is knowledgeable, extremely responsive, efficient and detail-oriented."*

Proskauer Rose LLP

What the team is known for Proskauer Rose draws upon extensive experience in handling non-traded REITs, to assist investors, underwriters and issuers alike in their high-profile transactions and innovative REIT structures. Clients benefit from the firm's complementary strength in tax, compensation and private equity. Frequently called upon to represent sponsors and their programs, cross-border and domestic investor REITs, issuers, underwriters and financial advisers, across sectors such as health care, data centers and retail.

Strengths

"Proskauer's team has strong depth and breadth and it offers an incredibly high level of service."

"It's an outstanding professional team with extensive background and expertise."

Work highlights Proskauer Rose advised on matters relating to Global Net Lease and The Necessity Retail REIT in their definitive merger agreement, under which GNL will acquire RTL in an all-stock transaction.

Notable practitioners

Michael Choate (see p.525) is recognized for his deep experience in securities and M&A, particularly involving unlisted REITs. **Strengths:** *"Mike is one of the most outstanding attorneys I have had the pleasure to work with."* *"He's incredibly knowledgeable about the REIT space."*

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell houses a team of versatile corporate, real estate and tax professionals attuned to the unique commercial needs of REITs. Represents many other market participants, including real estate operating companies, investors and financial advisers. Brings to bear international resources to advise on fund formation and administration both domestically and around the world. The team's typical work includes REIT formation, structuring and tax, private and public offerings, and multi-jurisdictional transactions.

Strengths

"Sullivan & Cromwell contains smart and talented lawyers."

Work highlights Sullivan represented American Tower Corporation in its sale of an approximately 36% ownership interest in its US data center business to certain affiliated investment vehicles of Stonepeak as part of a new long-term strategic partnership.

Notable practitioners

Benjamin Weber (see p.732) is noted for his experience in REIT corporate matters, including significant M&A.

Band 5 REITs

Baker McKenzie

What the team is known for Baker McKenzie is well versed in advising clients on a plethora of complex REIT matters for both private and public REITs. Routinely called upon to advise on M&A,

joint ventures and other structural matters. Draws strength from its global presence to advise on transactions with cross-border elements. Additional experience of advising boards of directors on offerings of equity and debt securities. Draws from a deep tax team to provide expertise in a range of REIT and partnership structures.

Strengths

"Baker McKenzie's team offer high-level service and do an excellent job."

"The firm's subject matter expertise spans a broad range of industries and disciplines."

"The team is very responsive and timely."

Work highlights Baker McKenzie advised Apollo Global Management on its \$39 million private offering of Delaware statutory trust interests related to retail property located in San Antonio, Texas.

Notable practitioners

Daniel Cullen is routinely called upon to advise both private and publicly traded REITs on complex issues, such as UPREIT structures, DST offerings and internalization. **Strengths:** *"Dan is always responsive and offers multiple solutions to the business issues we face."* *"He's a phenomenal lawyer."* **Peter Matejcek** is well versed in advising on the tax structures of significant REIT transactions, including M&A and public offerings.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig advises clients on the full range of corporate, tax, real estate and securities matters that impact traded and non-traded REITs. Provides incisive guidance on federal and state regulatory issues pertaining to non-traded REITs. Benefits from widespread national and international resources to counsel clients on portfolio acquisitions across numerous jurisdictions. Oversees public and follow-on offerings, exit strategies, M&A, and corporate governance contentions.

Strengths

"Greenberg Traurig is a fantastic firm with a customer service-oriented culture."

"The firm's team members are incredibly prompt and excel in this area."

"It's an extremely strong team from top to bottom. They are extremely adept at handling complex matters."

Notable practitioners

Timothy Donovan is a leading tax attorney for matters relating to REIT transactions. **Carl Riley** has considerable experience of handling complex tax issues arising from formations, transactions and IPOs. **Joe Herz** centers his practice around M&A and capital market transactions in relation to non-traded and public REITs. He is routinely called upon by underwriters and issuers to provide counsel on IPOs and private offerings. **Strengths:** *"He is incredibly knowledgeable, proficient and commercial."* **Godric Shoesmith** has extensive experience of assisting clients with IPOs and private offerings. **Strengths:** *"Godric is an excellent attorney."* *"He's a pleasure to work with."*

Kirkland & Ellis

What the team is known for Kirkland & Ellis leverages global relationships with household-name investment managers to advise on cross-border

REIT matters. Particularly highly regarded for high-value whole or partial sales of REIT complexes. Demonstrates ability to advise boards of directors on corporate governance issues such as shareholder activism defense.

Strengths

"Kirkland has a strong bench and respond very quickly."

"Kirkland has extraordinary talent across the board and deep domain expertise."

Work highlights Kirkland represented CyrusOne in a \$701 million asset-backed securitization of a portfolio of data centers located in Virginia and Texas.

Notable practitioners

Michael Beinus (see p.501) ' practice involves providing counsel on tax issues arising from joint ventures, financing and M&A.

Mayer Brown LLP

What the team is known for Mayer Brown's team continuously demonstrates its ability to handle a broad array of complex issues, including high-profile formations, joint ventures, securities offerings and M&A deals. The groups has further strength in advising clients on regulatory issues in the space. The practitioners are also adept at providing counsel on cross-border issues.

Strengths

"Mayer Brown is an outstanding firm."

"Mayer Brown has a strong and deep bench."

"It's a very seasoned team with deep transaction experience across complex matters. Its practitioners are also highly responsive."

Work highlights Mayer Brown advised Great Ajax in connection with its merger with Ellington Financial.

Notable practitioners

David Freed (see p.558) of Mayer Brown has notable experience of advising both underwriters and REITs. He is routinely called upon to advise clients on IPOs as well as follow-on equity offerings. **Strengths:** *"David is a fine lawyer."* Co-leader of the global capital markets practice **Anna Pinedo** (see p.669) is noted for her ability to provide counsel to distinguished REITs on complex financings and M&A deals.

Paul Hastings LLP

What the team is known for Paul Hastings has a well-regarded REITs team with the capacity to advise a broad client base which includes underwriters and REIT managers. Particularly adept at advising on equity and debt securities offerings, drawing on a deep well of capital markets expertise within the firm. Regularly handles substantial transactions as well as corporate governance issues.

Strengths

"Paul Hastings has strong REIT experience."

Work highlights Paul Hastings advised Watermark Lodging Trust in the sale to private real estate funds managed by Brookfield Asset Management of all outstanding shares of common stock of Watermark in an all-cash transaction.

Notable practitioners

New York-based Frank Lopez is a key contact.

Sullivan & Worcester

What the team is known for Sullivan & Worcester is a Boston-centric team handling a wide spectrum of REIT transactions, including formations, equity and debt offerings and joint ventures. Combines tax structuring expertise with significant experience of advising on complex M&A, often with cross-border elements.

Strengths

"The team provides insights into complex matters in a timely fashion."

"Sullivan & Worcester's team has expertise in this field and they are very efficient."

"The team is extremely responsive."

Work highlights Sullivan & Worcester assisted American Tower Corporation in its sale of an approximately 36% ownership interest in its US data center business to certain affiliated investment vehicles of Stonepeak as part of a new long-term strategic partnership.

Notable practitioners

Ameek Ashok Ponda (see p.2035)'s global transactional REIT practice regularly sees him handling REIT conversions as well as M&A. **Strengths:** *"Ameek is very knowledgeable of subject matters and he articulates advice well."* *"He is wonderful, he is smart, detail-oriented and extremely knowledgeable."*

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges boasts a distinguished practice in the REITs space. The team is routinely called upon by issuers and underwriters to provide counsel on IPOs and secondary offerings. The practitioners demonstrate considerable strength in handling high-profile M&A deals.

Strengths

"It's a great team, they are very smart and have great knowledge."

"The practitioners are very commercial and experienced."

Work highlights Weil is advised The Kroger Company on its merger with Albertsons Companies.

Notable practitioners

David Levy routinely handles tax issues on behalf of REITs related to M&A, structured asset acquisitions and securities offerings. **Strengths:** *"David is very technical and responsive."* *"He is a fantastic lawyer and REIT specialist."*

Band 1 REITs: Maryland Counsel

Venable LLP

What the team is known for Venable is an expert practice on Maryland corporate law matters with the ability to handle substantial IPOs, stock and debt offerings and M&A on behalf of market-leading traded and non-traded REITs and businesses. Often called upon to advise on corporate governance concerns. Regularly provides input on developments and improvements in the State of Maryland's legislature as it pertains to REITs.

Strengths

"Venable is a standout firm on Maryland matters. It's an excellent team."

"The team consistently provides expert advice and

assistance in a responsive manner."

"I rate the group very highly on handling complex matters; it's a strong team."

Work highlights Venable successfully represented Impac Mortgage Holdings in its recapitalization transaction.

Notable practitioners

James Hanks (see p.1925) is experienced across the spectrum of REIT matters, boasting a storied career of independent director representation.

Strengths: *"James is the dean of the Maryland Bar."* *"He is one of the best lawyers in the space."*

Patricia McGowan (see p.638) regularly counsels clients on a variety of Maryland-specific REIT issues, including those arising in M&A and IPOs.

Strengths: *"She is top-notch in terms of legal knowledge and business judgment."* *"Patricia is very responsive and gives good advice."*

Christopher Pate (see p.664) is best known for his work with special committees to REITs. **Strengths:** *"Chris is an experienced and excellent lawyer."* *"He is thoughtful, proactive and responsive."*

Michael Schiffer (see p.692) is esteemed for representing special committees in REIT IPOs and other transactions. **Strengths:** *"Michael is another excellent lawyer and he's very responsive."* *"He's a great lawyer."*

Brian Field is called upon to advise clients on restructurings, acquisitions and mergers. **Strengths:** *"Brian is an excellent lawyer."*

Carmen Fonda (see p.557)'s knowledge of corporate structuring in accordance with Maryland's laws is increasingly sought by REITs nationally.

Strengths: *"Carmen is an excellent attorney."*

Hirsh Ament has a burgeoning practice that involves advising clients on complex acquisitions in the space. **Strengths:** *"Hirsh is excellent and a pleasure to work with."* *"He is a great lawyer; he is thoughtful, commercial and responsive."*

Band 2 REITs: Maryland Counsel

Ballard Spahr LLP

What the team is known for Ballard Spahr is a leading Maryland firm for REITs and their general counsel, handling both corporate and capital markets transactions and challenging management issues for public REITs and private entities alike. The firm is also strong on related areas such as real estate, tax, securities and insolvency. Brings to bear the firm's nationwide resources to counsel REITs with a wide geographical reach.

Strengths

"Ballard Spahr's team is incredibly knowledgeable about Maryland law."

"The firm's practitioners are very much on top of market terms in their expertise areas - especially Maryland law and REITs."

"The team is innovative in how they address thorny issues."

Work highlights Ballard Spahr advised Healthpeak Properties on the upside of Healthpeak's commercial paper program to \$2 billion.

Notable practitioners

Charles Moran receives praise for his extensive knowledge of corporate and securities matters related to REITs. **Strengths:** *"Charles is very efficient and provides great advice."* *"He is knowledgeable about Maryland law."* **Douglas Fox** is adept

at advising clients on a range of REITs matters including formations and securities issues. His practice sees him acting as counsel to both investors and non-traded REITs. **Thomas Bashore** is a go-to Maryland counsel, noted for his ability to handle publicly traded REITs. **Strengths:** "He is great – he's incredibly thoughtful and helpful."

Miles & Stockbridge PC

What the team is known for Miles & Stockbridge is a respected Baltimore-based practice known for assisting REITs in a range of significant corporate transactions. Recognized for its experience in M&A and the representation of special committees.

Work highlights Miles & Stockbridge acted as Maryland counsel to CoreCivic, providing corporate governance and other Maryland law advice.

Notable practitioners

Topper Webb (see p.1931) is highly regarded for his skill advising clients on substantial REIT transactions. **Scott Wilson** (see p.735) has considerable knowledge of Maryland corporate law matters. A substantial part of his practice is assisting both REITs and investors on a range of issues including M&A.

Other Ranked Lawyers

William Carlson (see p.520) of Shapiro Sher Guinot is sought after for his work with REIT boards of directors and special committees.

Bryan Goolsby of Winston & Strawn is particularly adept at handling securities and corporate governance matters.

Joseph Howe of Arnold & Porter regularly handles cross-border matters, including the estab-

lishment of inbound investment structures. **Strengths:** "His level of tax knowledge is amazing." "Joseph is a really excellent lawyer."

Heath Linsky (see p.624) is known for his securities and M&A expertise in relation to public non-listed REITs. **Strengths:** "Heath has great work ethic and is a strategic thinker." "Heath is a really superb lawyer to work with."

Christina Trotta Roupas of Cooley acts on behalf of both underwriters and REITs in corporate and capital market transactions.

Toni Weinstein of Dentons is valued for her understanding of debt and equity offerings and representation of REIT boards. **Strengths:** "Toni does great work."

Retail Nationwide

Retail	Retail: Corporate & Transactional
Leading Firms	Leading Firms
Band 1	Band 1
DLA Piper LLP (US)	Jones Day
Greenberg Traurig, LLP	Latham & Watkins LLP
Morgan, Lewis & Bockius LLP	Band 2
Perkins Coie LLP	Alston & Bird LLP
Seyfarth Shaw LLP	Cravath, Swaine & Moore LLP
Band 2	Gibson, Dunn & Crutcher LLP
Hogan Lovells US LLP	Kirkland & Ellis LLP
Hunton Andrews Kurth LLP	Morgan, Lewis & Bockius LLP
Norton Rose Fulbright	Morrison Foerster
Band 3	Paul, Weiss, Rifkind, Wharton & Garrison LLP
Alston & Bird LLP	
ArentFox Schiff LLP	
Davis+Gilbert LLP	
Gibson, Dunn & Crutcher LLP	
Goulston & Storrs	
Holland & Knight LLP	
Pillsbury	
Sheppard, Mullin, Richter & Hampton LLP	
Vorys, Sater, Seymour and Pease LLP	
Band 4	
Arnold & Porter	
BakerHostetler LLP	
Baker McKenzie	
Ballard Spahr LLP	
Bryan Cave Leighton Paisner LLP	
Cozen O'Connor	
Kilpatrick Townsend & Stockton	
Mintz Levin Cohn Ferris Glovsky and Popeo PC	
Morrison Foerster	

Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Alston & Bird LLP

What the team is known for Alston & Bird is well placed to advise a broad stable of retail sector businesses across the key disciplines of litigation, tax, real estate, intellectual property and financing. Clients include both well-known brick-and-mortar franchises and online retailers. Also works with financial institutions including banks and payment processors.

Strengths

"Alston & Bird's practitioners are highly capable and effective."

Work highlights Alston & Bird defended T-Mobile in a case brought by 25 at-will employees of a former Sprint retailer, Arch Telecom, alleging that T-Mobile improperly closed a number of retailer stores following its historic merger with Sprint.

Notable practitioners

Atlanta-based finance lawyer Jordan Myers is the

founder of the firm's retail industry team.

ArentFox Schiff LLP

What the team is known for ArentFox Schiff possesses noted strength in the representation of globally recognizable fashion brands, as well as consumer products manufacturers. Able to advise on international work, with experience of operational retail matters pertaining to Latin America, Europe and Asia. Broad expertise includes IP issues, e-commerce and real estate matters.

Strengths

"A strong team with vast knowledge in the space." "The group is thorough and professional."

Strengths ArentFox Schiff advised Petco on FDA, advertising, privacy, government relations and strategic IP issues.

Notable practitioners

The firm's chair, Anthony Lupo, is a key contact for retail clients. He is based in Washington, DC.

Arnold & Porter

What the team is known for Arnold & Porter calls upon a deep bench to assist retailers on both regulatory and litigation matters. The firm is adept at handling contentious issues, including false advertising, antitrust and consumer class actions. It guides retailers through complex and significant investigations at both state and federal levels. The group's client-base covers a number of sectors, ranging from food and beverage and real estate to luxury brands and fashion.

Strengths

"Arnold & Porter does a tremendous job of breaking down very complex and sophisticated matters into solutions."

Work highlights Arnold & Porter represented Nature's Bounty and its subsidiary Puritan's Pride in a consumer class action alleging false price advertising.

Notable practitioners

Raqiyah Pippins, cochair of the consumer products practice and cochair of the consumer products and retail industry group, is a key contact.

BakerHostetler LLP

What the team is known for BakerHostetler has a noted retail practice with experience counseling clients on matters including advertising and privacy. Further expertise includes the representation of clients on disputes pertaining to trademark infringement, as well as class actions relating to consumer and employment law. Acts for a broad client base that includes sporting goods retailers, food and beverage groups and e-commerce companies.

Strengths

"The attorneys are extremely responsive and proactive."

Strengths BakerHostetler successfully represented Sherwin-Williams in a series of claims in which an independent contractor floor installation provider alleged independent contractor misclassification and brought PAGA claims.

Notable practitioners

Phillip Eskenazi and Amy Ralph Mudge are key contacts.

Baker McKenzie

What the team is known for Baker McKenzie has considerable experience of handling complex acquisitions and joint ventures. The team also demonstrates its ability to provide counsel on a plethora of employment issues. Its practitioners are also routinely called upon to assist in disputes arising from advertising and labeling claims.

Strengths

"The team has a very prominent international presence."

Work highlights Baker McKenzie secured a victory on behalf of Walmart and Belkin International in a class action alleging that the advertisement and labelling on Wi-Fi routers manufactured by Belkin and sold by Walmart are inaccurate and misleading.

Notable practitioners

Ballard Spahr LLP

What the team is known for Ballard Spahr is a nationwide firm with experience counseling retailers on IP issues, real estate matters and regulatory proceedings. Maintains a varied client base including retailers from the e-commerce, fashion and food and beverage industries.

Work highlights Ballard Spahr advised Sportsman's Warehouse on all aspects of their national broad based real estate portfolio, including acquisitions, dispositions, leasing, maintenance and facilities.

Notable practitioners

Aliza Karetnick is a key contact at the firm. She is based in the firm's Philadelphia office.

Bryan Cave Leighton Paisner LLP

What the team is known for BCLP offers a multidisciplinary team equipped to tackle issues retailers may face. The firm offers particular strength in handling intellectual property, trademark and patent matters. It also leverages transactional expertise and provides counsel on financings and acquisitions. The firm's clients range from fashion and luxury brands to superstores and grocers.

Strengths

"The team is very responsive."

"The group is committed to providing stellar client service."

Work highlights BCLP defended Karsten Manufacturing against an allegation that certain PING® Putters infringe upon certain claims of plaintiff EvnRoll Putters LLC's patent.

Notable practitioners

Carol Osborne, the firm's retail and consumer products sector leader, is a key contact.

Cozen O'Connor

What the team is known for Cozen O'Connor's team advises clients on a wide spectrum of issues in the retail space, including commercial disputes, IP, employment and real estate matters. The practitioners are also held in high regard for their ability to assist clients with regulatory compliance. Its client list is comprised of department stores, restaurants and luxury goods retailers.

Notable practitioners

Cochair of the patent prosecution group, Edward Weisz, is a key contact.

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore's team is held in high regard for its extensive experience in the space. The practitioners are routinely called upon to handling complex M&A deals and restructurings. The groups clients include luxury goods conglomerates and department store chains.

Strengths

"The quality of the team's work is exceptional."

Notable practitioners

Philip Boeckman is a key contact.

Davis+Gilbert LLP

What the team is known for Davis+Gilbert is known for advising on leasing and employment law matters for retail sector clients. Sought out by household names, including international fashion retailers, for its expertise in advertising and IP. Additional experience in connection with the online retail space.

Strengths

"The firm contains very smart and practical attorneys."

Notable practitioners

Partner Robert Karin is based in New York and is a key contact for Davis+Gilbert's retail sector work.

DLA Piper LLP (US)

What the team is known for DLA Piper is a commercial giant which offers full-service capability in the US retail space. Areas of strength include corporate transactional work, real estate, employment matters and consumer class action defense,

as well as anticounterfeiting, cybersecurity and data protection. Act for clients on brand management matters including advice related to trademark prosecution, enforcement and licensing. Clients benefit from the firm's size and cross-border cooperation with other DLA Piper offices.

Strengths

"The DLA Piper team is among the best in the business."

"The team possesses the innate capability to handle complex and sophisticated matters smoothly."

Work highlights DLA Piper successfully defended Goli Nutrition in a trademark case raised by GOLO, relating to allegations that 'Goli' and 'Goli Nutrition' trademarks were likely to cause confusion with plaintiff's GOLO mark.

Notable practitioners

Stefanie Fogel is the global cochair of the firm's consumer goods, food and retail sector team. She operates from DLA Piper's Boston office.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson Dunn is an elite global firm and a longstanding heavyweight in the retail sector. Acts for a number of instantly recognizable global brands and retailers in connection with their most business-critical corporate and transactional matters, including distressed M&A, and loan restructuring work stemming from retailer bankruptcies. Also noted for its litigation capacity, with expertise in matters such as anticounterfeiting, and offers further capability handling class actions.

Strengths

"Gibson, Dunn is an excellent firm."

Work highlights Gibson Dunn represented Amazon in a putative class action regarding the alleged temporary suspension of Amazon Prime shipping benefits at the outset of the COVID-19 pandemic.

Notable practitioners

Howard Hogan is the chair of the firm's fashion, retail and consumer products group. He is based in Gibson Dunn's Washington, DC office.

Goulston & Storrs

What the team is known for Goulston & Storrs is highly reputed for its real estate work in the retail sector. Act for clients including developers, REITs, landlords and tenants. Also noted for its strong reputation for helping international brands and retailers integrate and expand into the US market.

Strengths

"The team knows the industry and what's important in a deal."

"Goulston are practical and look for solutions to get the deal done."

"Goulston's group is always able to handle the most complex issues."

Notable practitioners

Karen O'Malley in Boston and David Rabinowitz in New York are key contacts at the firm.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig is a leading firm with a client list that reads like a who's-who of US retailers. Continues to impresses with its real estate work for bricks-and-mortar businesses. Also noted for its handling of labor

and employment issues as well as national health and safety compliance. The team also excels when advising retail clients on IP concerns including trademark and brand protection. E-commerce is a further strength and the group is frequently called upon for emergent online privacy issues.

Strengths

"I have the highest confidence in Greenberg's ability to handle complex and sophisticated matters."

Work highlights Greenberg Traurig represented WholeFoods in a case arising from allegations of a breach of contract and misrepresentations.

Notable practitioners

New York-based Warren Karp acts as cochair of the Greenberg Traurig global retail industry group.

Hogan Lovells US LLP

What the team is known for Household-name clients such as Walmart, Mattel and Best Buy go to Hogan Lovells for advice on retail matters. The team has a broad practice and advises on areas including marketing and government engagement, as well as day-to-day activities such as real estate and intellectual property matters. Stands out for its e-commerce work, including the establishment of new online retail platforms.

Strengths

"Hogan Lovells' team meets extremely tight deadlines."

"The practitioners are sophisticated and knowledgeable within our industry."

Work highlights Hogan Lovells represented Albertsons in an inquiry into allegations made by California District Attorneys regarding the sale of expired over-the-counter drug products.

Notable practitioners

Meryl Bernstein, who co-heads the firm's global retail, consumer products and fashion group, is a key contact.

Holland & Knight LLP

What the team is known for Holland & Knight has a standout retail practice with notable strength when it comes to real estate transactions. Clients come to the group for advice on the acquisition, redevelopment and financing of shopping malls. Other areas of strength include labor and employment, particularly OSHA-related matters. Also well regarded for its expertise in trademark matters and for its work with luxury brands.

Strengths

"Holland & Knight is a solid firm."

Work highlights Holland & Knight represented Jim Koons Automotive Companies in its \$1.2 billion sale to Asbury Automotive Group.

Notable practitioners

Lauren Faulkner and Mike Haag are key contacts.

Hunton Andrews Kurth LLP

What the team is known for Hunton Andrews Kurth has a strong retail and consumer products groups that is known for its expertise in technology, data protection and e-commerce. Also noted for a robust class action defense practice and a highly competent labor and employment group. Represents a range of clients in the areas of grocery retail, entertainment and consumer technology.

Strengths

"The practitioners have a very deep knowledge of the industry and regulatory trends."

"The team is very responsive and thorough."

"Hunton's lawyers are responsive and practical."

Work highlights Hunton Andrews Kurth acted on behalf of Rite Aid Corporation in litigation brought by a group of insurance and pharmacy benefit companies in relation to allegations of overcharging for prescription medications.

Notable practitioners

Steven Patterson in Washington DC cochairs of the firm's retail and consumer products industry practice group.

Jones Day

What the team is known for Jones Day is a global powerhouse which advises some of the biggest names in retail on a full suite of corporate and transactional matters, including M&A, refinancings, securities offerings and private equity investments. Impressive international footprint allows for seamless handling of matters with cross-border elements.

Work highlights Jones Day advised Asbury Automotive Group on its definitive agreement with the Jim Koons Automotive Group of Companies to acquire Jim Koons Automotive.

Notable practitioners

New York-based M&A specialist Randi Lesnick is a key contact at Jones Day.

Kilpatrick Townsend & Stockton

What the team is known for Kilpatrick Townsend & Stockton has a respected retail and consumer goods team with experience acting for global brands in the clothing, cosmetics and online retail industries. Demonstrates particular strength in IP-related matters, and is further called upon by clients seeking advice on issues including bankruptcy, real estate and false advertising.

Strengths

"Kilpatrick has so many talented and excellent lawyers."

Work highlights Kilpatrick Townsend acted as trademark counsel to Sun-Maid Growers of California. This included registering, protecting and enforcing Sun-Maid's brands across the globe.

Notable practitioners

Farah Cook in Atlanta, Babak Kusha in San Francisco and Marc Lieberstein in New York cochair the firm's retail and consumer goods industry team.

Kirkland & Ellis LLP

What the team is known for Kirkland & Ellis possesses a highly regarded team in the retail space. The team is renowned for its strength in advising clients on a range of transactional issues, including acquisitions, financings and mergers. The practitioners routinely represent luxury brands and consumer investors.

Notable practitioners

Latham & Watkins LLP

What the team is known for Latham & Watkins is a corporate powerhouse which advises on some of the most complex and sophisticated acquisitions, IPOs and restructurings in the retail sphere. Also

well regarded for issues such as data security, licensing and outsourcing, as well as brand protection and regulatory compliance.

Strengths

"The team has excellent commercial instincts and deep transactional experience."

"Latham's team is one of the best in the business."

Work highlights Latham advised Tapestry on its acquisition of Capri Holdings.

Notable practitioners

Partner Michael Benjamin, global chair of the retail and consumer products industry group, is a key contact. He is based in Latham & Watkins' New York office.

Mintz Levin Cohn Ferris Glovsky and Popeo PC

What the team is known for Mintz has a well-regarded team with experience advising clients on a broad range of retail-related issues, including transactional and regulatory matters. Demonstrates further capability handling class action defense, as well as issues pertaining to privacy. Acts for international retailers from a diverse array of industries, counting sporting goods, cosmetic and fashion companies among its clients.

Notable practitioners

Robert Burwell in San Francisco and Chuck Samuels in Washington, DC cochair the firm's retail and consumer products team.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius has an impressively broad retail practice, with a strong handle on matters such as labor and employment, data privacy and security and consumer class action defense. Also noted for its handling of a range of corporate and transactional matters, including M&A, IPOs and financing. Draws on expertise in technology and fashion and luxury products when working with retailers.

Strengths

"Morgan Lewis contains very knowledgeable lawyers and layers of talent."

Notable practitioners

Miami-based partner Anne Marie Estevez is the founder and cochair of the firm's retail and e-commerce industry group.

Morrison Foerster

What the team is known for Morrison Foerster's consumer products and retail-focused practice has the versatility to advise on a full range of issues faced by businesses in the retail sector. Noted for its work on M&A, real estate and corporate transactions. Also adept at advising clients on advertising and supply chain issues, as well as privacy and data security matters.

Work highlights Morrison Foerster defended Amway in a PAGA representative action arising from allegations of independent contractor misclassification of direct sellers of Amway-branded health and beauty products.

Notable practitioners

Erin Bosman in San Diego is a key contact.

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright has a respected consumer markets team

offering experience of a wide range of matters affecting retailers, including product safety litigation, regulatory compliance and enforcement matters, and class action defense. Other areas of expertise include trademark portfolio management and real estate financing and development. Acts for retailers and manufacturers from industries such as cosmetics and sporting goods.

Strengths

"Norton Rose is an excellent firm."

Work highlights Norton Rose Fulbright represented CVS Pharmacy in relation to claims regarding the alleged illegal sale of homeopathic drug products in violation of the Federal Food, Drug & Cosmetic Act.

Notable practitioners

Partners Jeff Margulies and Will Troutman are based in LA and are key contacts for the firm's work in the retail sector.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss has an impressive reputation in the retail sphere as well as standout ability in the food and beverage sector. Noted for its leading corporate and financing practice, working with clients on M&A, restructuring and capital markets-related transactions. Clients include private equity firms, retailers and casual dining restaurant chains.

Strengths

"When you need to get something done expertly Paul Weiss' team always delivers."

Work highlights Paul, Weiss advised Amazon on including its \$1.4 billion acquisition of iRobot.

Notable practitioners

New York-based partner Scott Barshay is the chair of Paul, Weiss' corporate department.

Perkins Coie LLP

What the team is known for Perkins Coie is one of the largest and most devoted retail teams in the USA. A roster of top-shelf clients continue to rely on the team's expertise in the retail space. Has strength in matters connected to e-commerce, data privacy and data protection. Leading experience of representing retailers in the outdoor, sports and athletic wear spaces, with further expertise in markets including fashion and food

and beverages. The firm leverages extensive knowledge of the technology sector to provide counsel to retailers on cutting edge issues such as NFTs and artificial intelligence.

Strengths

"Perkins Coie's team handles matters with ease, efficiency and diligence."

"The team consistently provides strong analysis and work product."

Work highlights Perkins Coie represented Costco in litigation against various manufacturers, distributors and retail pharmacies involved in the manufacture, distribution and sale of prescription opioids.

Notable practitioners

Kevin Hamilton is the chair of the firm's retail and consumer products industry group and is based in Seattle.

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman is an esteemed firm that advises global clients on a host of domestic and international retail mandates. Particularly well regarded for counsel on payments, e-commerce, and pre-paid regulation and compliance. Clients include large national retailers as well as web-focused startups.

Work highlights Pillsbury defended Costco in enforcement actions instituted by environmental agencies, alleging violations of environmental laws related to air quality.

Notable practitioners

Deborah Thoren-Peden and Christine Richardson are coleaders of the firm's consumer and retail group.

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw is widely known for its strong litigation work in the retail sphere, and for being a go-to firm for employment and class action issues. Also attracts praise for its real estate work. Clients include national and regional retailers such as department stores, dollar stores and online merchants.

Strengths

"Seyfarth Shaw has strong experts."

Work highlights Seyfarth Shaw advised 7-Eleven on all new store real estate developments

throughout the United States.

Notable practitioners

Partners Eric Greenberg and Lynn Kappelman are based in Seyfarth Shaw's Boston office and are key contacts for the firm's retail work.

Sheppard, Mullin, Richter & Hampton LLP

What the team is known for Sheppard, Mullin offers notable expertise in a host of issues affecting household-name retailers. Particularly expert representing clients in regulatory challenges as well as taking on significant class and competitor actions stemming from data privacy, pricing and advertising claims. Also adept at tackling bankruptcy and restructuring matters.

Strengths

"The team provides excellence across the board."

"Sheppard, Mullins fields sharp and business-savvy lawyers with relevant expertise in retail law."

Work highlights Sheppard Mullin represented Hot Topic in class and PAGA actions, alleging various wage and hour violations.

Notable practitioners

Rachel Tarko Hudson in San Francisco and Samantha Hardy in San Diego co-lead the retail team and are key contacts for the practice group.

Vorys, Sater, Seymour and Pease LLP

What the team is known for Vorys is an Ohio-based firm that continues to display a broad range of strengths in the retail sector and advises on matters such as data security, outsourcing, employment law and customs issues. Frequently engaged by retailers facing consumer class actions.

Strengths

"All matters are handled in a professional manner with a focus on the client."

"Vorys' team is very skilled."

Work highlights Vorys advised Designer Brands on a new senior secured delayed draw term loan in connection with a proposed tender offer to repurchase up to \$100 million of its Class A Common Shares.

Notable practitioners

John Landolfi is leader of the firm's consumer products and retail law practice and is a key contact.

Securities Litigation Nationwide

Securities: Litigation
Leading Firms
Band 1
Cravath, Swaine & Moore LLP
Davis Polk & Wardwell LLP
Gibson, Dunn & Crutcher LLP
Latham & Watkins LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
Band 2
A&O Shearman
Freshfields Bruckhaus Deringer
Kirkland & Ellis
Sidley Austin LLP
Wachtell, Lipton, Rosen & Katz
Weil, Gotshal & Manges LLP
Band 3
Cleary Gottlieb Steen & Hamilton LLP
Cooley LLP
Goodwin
Ropes & Gray LLP
WilmerHale
Band 4
Debevoise & Plimpton LLP
King & Spalding LLP
Morrison Foerster
Munger, Tolles & Olson LLP
O'Melveny & Myers LLP
Williams & Connolly LLP
Willkie Farr & Gallagher LLP
Wilson Sonsini Goodrich & Rosati
Band 5
Dechert LLP
Jenner & Block LLP
Milbank LLP
Morgan, Lewis & Bockius LLP

Alphabetical order within each band. Band 1 is highest.

Band 1 Securities: Litigation

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP is acclaimed for the depth of its expertise in securities litigation, most notably with respect to issuer representation and M&A litigation in Delaware courts. It also has significant experience in Rule 10b-5 class actions and Section 11 and 12 claims. The firm is capable of providing expert representation to accounting and audit firms, as well as acting on high-value litigation for financial services institutions. It represents companies in a variety of sectors, including energy, pharmaceuticals, technology and media.

Strengths

"The Cravath lawyers are a pleasure to work with. They demonstrate thoughtful judgment and provide commercial and practical advice that adds value to any situation."

"Cravath's level of service is unmatched. They're my favorite firm."

"Cravath is outstanding. If I have a bet-the-company case, I go to them."

Work highlights Cravath represented Ryan Breslow, co-founder and executive chairman of

Securities: Litigation: Mainly Plaintiff
Leading Firms
Band 1
Bernstein Litowitz Berger & Grossmann LLP
Robbins Geller Rudman & Dowd LLP
Band 2
Cohen Milstein Sellers & Toll PLLC
Kessler Topaz Meltzer & Check, LLP
Labaton Keller Sucharow LLP
Quinn Emanuel Urquhart & Sullivan, LLP
Band 3
Berman Tabacco
Bleichmar Fonti & Auld LLP
Gibbs & Bruns LLP
Grant & Eisenhofer PA
Pomerantz LLP
Saxena White
Selendy Gay PLLC

Bolt Financial, in stockholder litigation in Delaware concerning the company's agreement to guarantee Mr. Breslow a \$30 million loan.

Notable practitioners

New York-based Gary Bornstein and Kevin Orsini co-head the litigation department.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP boasts an impressive securities practice with strength in a wide-ranging set of litigation matters. It represents an enviable roster of major financial institutions and blue-chip public companies in connection with a range of bet-the-company matters, including M&A litigation, accounting cases and securities fraud actions. The firm continues to play a major role in ongoing RMBS litigation stemming from the 2008 financial crisis.

Strengths

"Davis Polk is a terrific firm. The work product is tip-top."

"Davis Polk is best in the business for client service."

"Each lawyer on the team is strong and has a deep knowledge of the area."

Work highlights Davis Polk successfully represented underwriters in connection with California state and federal court securities suits regarding the IPO of Arlo technologies.

Notable practitioners

James Rouhandeh leads the firm's litigation practice and is based in New York.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP exhibits far-reaching capabilities for domestic and international clients, housing expert securities litigators and advisers across its US offices and global network. The firm's areas of strength include securities class action defense, M&A litigation and shareholder derivative suits. It is sought after by clients from a range of industries, including technology and manufacturing, in addition to major financial institutions.

Strengths

"Gibson Dunn can handle complex, esoteric matters

of the law in litigation."

"They are thoughtful and knowledgeable, and deliver strong work product with a good understanding of our commercial goals."

"The Gibson bench is very good and they do a good job of finding the best people for the job. Its a really cohesive team and they are a pleasure to work with."

Work highlights Gibson, Dunn & Crutcher LLP represented Slack Technologies before the Supreme Court in securities litigation arising from its direct listing on the New York Stock Exchange.

Notable practitioners

San Francisco-based Brian Lutz and New York-based Robert Serio are key contacts for the firm.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP boasts an excellent team with growing strength in the securities litigation space. It is particularly noted for its representation of accounting firms. The firm is impressively active on the issuer side, handling numerous securities fraud class actions and major Section 11 IPO cases. It acts for leading corporate issuers in the technology and life sciences spaces and also acts for globally recognizable financial institutions in connection with their role as the underwriters of securities.

Strengths

"The firm has the expertise, experience and highly successful track record. Its major strengths are strategic thinking, counseling and advocacy."

"Latham has an excellent breadth of skills and experience that allows them to provide advice on a wide range of matters."

"The teams I have worked with are thoughtful in their strategies and are not afraid of creative thinking."

Work highlights Latham & Watkins LLP successfully represented Oracle chairman, CTO and co-founder Larry Ellison and CEO Safra Catz in Delaware stockholder litigation challenging Oracle's \$9.4 billion acquisition of NetSuite.

Notable practitioners

Andrew Clubok, Blair Connelly and Colleen Smith are key contacts at the firm. They are based in the DC, New York and San Diego offices, respectively.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP boasts a premier securities litigation practice offering undeniable strength to leading public companies across the globe. It has unparalleled expertise in handling bet-the-company securities litigation for clients from the financial services industry. The firm demonstrates huge capacity in the representation of corporate issuers, with notable victories in securities fraud and ERISA class actions, IPO cases and M&A litigation. It achieves notable success at trial and in settlement negotiations in these areas as a result of the courtroom experience brought to bear by its expert litigators.

Strengths

"The breadth of their bench and the quality of their work make them among the best securities litigation practices."

"A go-to firm for significant and complex securities litigation. The team is made up of top-notch, experienced practitioners who go to all ends to exhaust all possible avenues on your case."

"I have been impressed with the breadth of knowledge and expertise of the legal team, and their ability to anticipate and strategize."

Work highlights Paul, Weiss represented Apple in a securities class action alleging Apple and CEO Tim Cook made misleading statements concerning the strength of iPhone sales in China.

Notable practitioners

New York-based firm chair Brad Karp is a key contact for securities litigation.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP hosts a sophisticated group of securities litigators expertly handling the representation of major financial institutions and private equity clients. It has global capacity when it comes to M&A-related litigation, particularly for foreign clients operating in US markets. The firm remains a go-to for underwriters on a range of high-value matters, with particular strength in connection with the class actions and derivative suits that follow high-profile public offerings. It also acts for blue-chip corporate issuers, including those in the technology and pharmaceutical sectors, as well as a number of corporate issuer clients from East Asia and Latin America.

Strengths

"At Simpson Thacher they know the space well, are smart, write well and display good judgment."

"The best of the best. STB lawyers are brilliant, tenacious, collegial and cooperative. They would do anything to help their clients."

"Above all, this team is highly responsive and self-executing. They are able to communicate directly with the business, advise on next steps clearly and succinctly and reach a good outcome."

Work highlights Simpson Thacher & Bartlett represented Toronto-Dominion Bank in long-running securities litigation that alleged the bank aided and abetted Robert Allen Stanford's Ponzi scheme by failing to detect the fraud. The matter was settled on eve of trial for \$1.2 billion.

Notable practitioners

New York-based Jonathan Youngwood is the global cochair of the firm's litigation practice.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom possesses an elite offering in the securities litigation space. It is known to represent both corporate clients and financial institutions. The firm is active in a number of high-profile litigation matters arising from IPOs, on which it has represented both underwriters and public company issuers. It retains its status as a preeminent class action defense team, with numerous successes in securities fraud and excessive fee lawsuits. It also fields noteworthy expertise in insider trading and FCPA-related issues. The firm boasts considerable strength across the country.

Strengths

"Skadden is first-rate. They work hard, communicate well and make sure to end cases quickly."

"We retain Skadden for our highest-risk matters, where they provide great value through their deep bench, capabilities and expertise."

"Skadden is a fantastic partner to our business. They are the best of the best, with deep knowledge and expertise that they couple with creativity and practicality."

Work highlights Skadden represented Six Flags in the Northern District of Texas, successfully achieving dismissal of a securities class action that alleged Six Flags made misleading statements about the progress of a branded theme park in China.

Notable practitioners

Jay Kasner is the head of the firm's securities litigation practice and operates out of the firm's New York office.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP is considered a go-to for major financial institutions involved in bet-the-company securities law disputes, and achieves particular success in matters with cross-border elements. The firm is recognized for its work on major cases coming out of the financial crisis, and draws praise for its representation of banks as underwriters in stock offerings. It acts on precedent-setting matters for both issuers and banks, with a number of victories for leading corporate issuers in event-driven class actions. Noted for the global reach of its practice, often representing non-US clients in multijurisdictional matters.

Strengths

"When it comes to securities litigation, Sullivan & Cromwell are ace."

"One of the best firms in the country. They are the smartest and deepest and have brain power."

"They prepare thoroughly, have a mastery of the legal and practical necessities and are always timely and prepared."

Work highlights Sullivan & Cromwell represented Citigroup in obtaining the dismissal of a putative class action in connection with its 2020 settlements with banking regulators concerning its internal controls and risk management systems.

Notable practitioners

New York-based Jeffrey Scott and Julia Malkina co-lead the securities litigation practice.

Band 2 Securities: Litigation

A&O Shearman

What the team is known for A&O Shearman is a destination firm for financial institutions involved in securities litigation as underwriters, as well as corporate issuer clients. It often advises on matters involving multiple jurisdictions for domestic and international companies, with significant activity for Asian clients entering US markets. Its noted recent activity includes lawsuits in connection with benchmarking matters relating to the financial services industry.

On 1st May 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"Their strength is a combination of technical expertise coupled with a practical approach."

"The firm provides top-shelf service. They know what in-house lawyers want before they do!"

"Its always an excellent experience working with the firm. Its lawyers are creative, dynamic thinkers that are ready and able to handle complex matters with high stakes."

Work highlights The firm successfully represented Paramount Global (formerly ViacomCBS) in a securities class action arising from the historic collapse of Archegos Capital Management, alleging misstatements and omissions in March 2021 offering documents concerning Archegos' positions.

Notable practitioners

New York-based Adam Hakki is a key contact at the firm.

Freshfields Bruckhaus Deringer

What the team is known for Freshfields Bruckhaus Deringer has an emerging securities litigation practice group with experience representing leading issuers, their executives and directors in a variety of securities matters, including class, derivative and books and records actions. It has impressive expertise defending clients in the tech and pharmaceutical sectors, among others. The firm is particularly strong in the California and New York markets.

Strengths

"Freshfields serve as a great partner to us. They provide great client service and are proactive, identifying risks and ways to mitigate them."

"Freshfields' lawyers capably handle complex and sophisticated matters and their teams are consistently strong."

"The firm is as good as they come. Their team is outstanding."

Work highlights Freshfields represented 3M and its officers and board of directors in cases alleging failure to adequately reserve for and disclose potential liability relating to 3M's production of PFAS chemicals.

Notable practitioners

Meredith Kotler and Mary Eaton co-head Freshfields' securities litigation practice group and are both based in the firm's New York office.

Kirkland & Ellis

What the team is known for Kirkland & Ellis is a well-regarded firm with significant nationwide securities litigation capabilities. It handles the full range of securities disputes including M&A litigation, securities class actions and shareholder derivative suits. The firm acts for an impressive range of issuer-side clients, as well as their officers and directors, and possesses noteworthy experience of accounting firm representation. It also has a significant practice representing private equity firms, often in derivative and fiduciary duty cases.

Strengths

"Kirkland's team is excellent. They are skilled and knowledgeable in the area."

"I have been very pleased with the advice and responsiveness of the firm."

"Their service levels are exceptional and their liti-

gation team is significantly more business and commercially savvy than most."

Work highlights Kirkland & Ellis continued to represent 3G Capital, formerly one of Kraft Heinz's largest shareholders, in actions related to a \$15.4 billion writedown of Kraft Heinz's assets and disclosure of an SEC investigation. The firm recently achieved settlement in securities litigation and dismissal with prejudice in two derivative lawsuits.

Notable practitioners

New York-based Sandra Goldstein and Chicago and DC-based Mark Filip are key contacts for the firm's securities litigation practice.

Sidley Austin LLP

What the team is known for Sidley Austin LLP boasts a highly regarded securities litigation offering with impressive coverage of all key US markets. The firm is particularly noted for its representation of issuers and their officers and directors, while also offering recognized experience of underwriter representation. It regularly handles major M&A litigation in Delaware and elsewhere, covering both breach of fiduciary duty suits and contract disputes. It has additional strength in connection with the representation of accounting firms.

Strengths

"Sidley provides excellent and timely service, but where they stand out is in their ability to think outside the box and provide effective solutions and approaches to deal with issues that defy convention and require novel, creative thinking."

"The entire team is excellent. They deliver tremendous value to their clients."

Work highlights Sidley Austin successfully represented XRI Investment before the Delaware Supreme Court in a case regarding a \$10.6 million loan XRI provided to one of its founders who later defaulted.

Notable practitioners

Sara Brody is the key contact in the securities litigation group and works across the firm's San Francisco and Palo Alto offices.

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell, Lipton, Rosen & Katz utilizes its position as one of the most highly acclaimed M&A firms in the US in order to offer effective counsel to clients facing securities litigation arising out of these transactions. It is also well versed in handling shareholder derivative litigation and securities class actions.

Strengths

"Wachtell lawyers are responsive, extremely smart and effective."

"Wachtell do terrific work and are extremely strong in the Delaware Court of Chancery."

"They have a group of smart, talented lawyers."

Work highlights Wachtell represented Amazon in the Delaware Court of Chancery in a case brought by the Oklahoma Firefighters Pension & Retirement System alleging that Amazon breached its fiduciary duties in connection with alleged anti-trust violations.

Notable practitioners

Jonathan Moses and William Savitt cochair the firm's litigation practice and are based in New

York.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP maintains a dedicated group of securities litigators coupled with firmwide M&A and private equity expertise. It represents financial institutions and public companies in the full range of securities disputes, retaining a particularly strong reputation for the representation of boards of directors and independent committees. The firm demonstrates excellent capabilities in securities litigation related to M&A proceedings, with a large presence in major Delaware cases.

Strengths

"The firm provides impeccable service and has very knowledgeable, commercial and practical attorneys."

"I appreciate their client focus."

"They're good at getting complex cases organized and have a very good associate pool."

Work highlights Weil successfully defended AMC in stockholder litigation in the Delaware Court of Chancery arising from its planned overhaul of its capital structure. The plaintiffs alleged AMC's senior management and board of directors breached their fiduciary duties by diluting common stockholders' voting power.

Notable practitioners

John Neuwirth and Caroline Zalka lead the securities litigation group at the firm. They operate out of the New York office.

Band 3 Securities: Litigation

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP has a respected securities litigation offering fielding experts in securities fraud defense and M&A-related litigation. It acts for both issuers and underwriters, as well as corporate officers and directors. It represents major financial institutions alongside tech and energy sector clients.

Strengths

"Cleary Gottlieb has really smart, committed people and has always been one of my favorite firms."

"They are outstanding in quality, confidence and business skills."

"The quality of their work – especially the briefing, oral argument and litigation strategy – is very strong."

Work highlights Cleary Gottlieb represents Allergan in a securities class action alleging that the company misled investors about the health risks associated with certain breast implant products.

Notable practitioners

New York partner Roger Cooper is the key contact for the securities litigation group.

Cooley LLP

What the team is known for Cooley LLP offers a highly skilled team with a practice that covers both coasts. It specializes in the representation of corporate issuers, and draws on huge corporate depth to represent leading companies in the life sciences field, as well as in technology. The

firm regularly defends against Rule 10b-5 class actions, IPO suits and M&A litigation.

Strengths

"Cooley is a client-first firm. They are responsive and also adjust based on the person with whom they are working. The team is able to provide an array of services, from senior strategists to the technical people needed for complex discovery."

"Cooley has a deep bench of knowledgeable and experienced lawyers."

Work highlights Cooley represented Silverback Therapeutics in a securities class action alleging the company misled investors about the efficacy of a cancer drug candidate. The court dismissed the case with prejudice.

Notable practitioners

Patrick Gibbs leads the securities litigation group and is based in San Francisco.

Goodwin

What the team is known for Goodwin demonstrates complementary litigation and M&A expertise to great effect when advising on securities disputes relating to major corporate transactions. It draws an impressive set of clients from the technology and life sciences sectors, as well as representing major financial institutions acting as underwriters. The firm offers an impressive geographical coverage, with securities litigators present in the firm's Boston, New York, DC and California offices.

Strengths

"I have been really impressed. They are a fantastic full-service firm that provides great expertise."

"The issues involved are complex and nuanced and the team is great at picking up issues and working collaboratively to obtain information that is helpful to the group."

"The team's expertise is not just deep in terms of individual knowledge but also broad, covering a wide range of issues from regulatory compliance to litigation. The team has a robust support structure, which allows for efficient handling of complex matters and seamless coordination among different experts."

Work highlights Goodwin represented Citrix in a federal securities class action that alleged Citrix made misstatements about its attempts to transition its business from on-premise software to subscription-based cloud software. Goodwin achieved a dismissal with full prejudice.

Notable practitioners

Deborah Birnbach and James McGarry are key contacts for the firm's nationwide securities practice. They are both based in the firm's Boston office.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP boasts a versatile and highly rated practice, with capabilities spanning the securities litigation area. It is known in the market for its strength in the mutual fund area, representing leading investment funds and managers in excessive fee disputes, derivative suits and various fiduciary duty cases. It is highly active on the issuer side, particularly for life sciences clients. The firm also has a growing presence representing financial institutions in underwriter cases and RMBS dis-

putes.

Strengths

"Ropes & Gray has deep expertise and cares deeply about its clients. They go to bed thinking about issues like they are theirs and not mine and I never second-guess their decisions. Their judgment is excellent."

"All of the Ropes partners and associates I have worked with are thoughtful, intelligent, responsive and pleasant to work with."

"We use them for high-profile, high-stakes litigation where there is significant, sensitive reputational risk. They have an excellent team of litigators who are extremely creative, diligent and client service-oriented, particularly with the needs to brief senior figures and getting people comfortable with strategy."

Work highlights Ropes & Gray successfully obtained dismissal on behalf of Deutsche Bank and 44 current and former members of its supervisory and management boards in a shareholder derivative suit seeking \$18 billion in damages in connection with alleged fiduciary duty breaches in supervision of the bank over a 12-year period.

Notable practitioners

New York-based David Hennes and Boston and New York-based Peter Welsh are key contacts at the firm.

WilmerHale

What the team is known for WilmerHale boasts a solid securities litigation practice covering all aspects of the practice area, including securities class action, derivative suits and M&A litigation. It draws upon its outstanding capability in regulatory and white-collar matters to hold an impressive record in cases involving allegations of insider trading, breaches of fiduciary duty and corporate misconduct. The firm frequently represents corporate issuers, with a notable focus on life sciences and technology companies.

Strengths

"WilmerHale's guidance is tremendous. They know all the ins and outs of the class action litigation process without question."

"The Wilmer team is incredibly knowledgeable and I have so much confidence in their advice. They also bring a practical perspective and lots of experience."

"The team is excellent across the board, always responsive and provides top-notch work product."

Work highlights WilmerHale represented Spruce Power (formerly XL Hybrids) in a securities class action in New York, a shareholder derivative action in Massachusetts and a class action in Delaware.

Notable practitioners

New York and Boston-based Michael Bongiorno and DC-based Matthew Martens are key contacts in the department.

Band 4 Securities: Litigation

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP boasts an experienced and respected group that works closely alongside the firm's market-leading securities regulation and white-collar criminal defense practices. Its areas of expertise

include securities fraud class actions, shareholder derivative suits and M&A litigation. The firm's clients include major corporations and their officers and directors, with particular expertise in handling matters on behalf of insurance industry giants.

Strengths

"The team works cohesively, and shows technical expertise and sound strategic judgment."

"Debevoise has a very deep bench with a lot of expertise and strong junior lawyers too."

"Their culture fits very well with large financial institutions and they're deservedly well respected."

Work highlights Debevoise & Plimpton represented VMware in a securities class action suit alleging the company and its directors manipulated revenue numbers.

Notable practitioners

New York-based Maeve O'Connor and Washington, DC-based Jonathan Tuttle cochair the securities litigation department.

King & Spalding LLP

What the team is known for King & Spalding LLP offers notable securities litigation capabilities, with expertise handling shareholder and derivative actions and M&A disputes, alongside further strengths in investigations and enforcement actions. It particularly excels in the representation of issuers, with a client base spanning the energy, pharmaceutical, technology and financial sectors.

Strengths

"They are very creative and constantly thinking outside the box."

"The team is highly competent with a deep bench."

Work highlights King & Spalding successfully represented Rio Tinto in the Second Circuit affirming the denial of a class action that alleged Rio Tinto defrauded investors regarding a coal mining project in Mozambique.

Notable practitioners

Atlanta-based Jessica Corley leads the firm's business disputes and securities litigation practice group.

Morrison Foerster

What the team is known for Morrison Foerster is a well-respected firm with strength across the US, known for its expert representation of corporate issuers in class actions, derivative suits and wider shareholder disputes. It is also respected for its work in M&A litigation. The firm handles a number of high-stakes cases on behalf of major investment funds and private equity firms.

Strengths

"MoFo's team is knowledgeable, responsive and client-focused."

"Their lawyers are sophisticated, well organized and strategic."

"They are thoughtful and understand both legal and economic issues well and work well as a team."

Work highlights Morrison Foerster represented Unity Software and certain officers and directors in multiple investor suits, including a putative class action that alleged the company made misleading statements and/or failed to disclose issues with its ad monetization product.

Notable practitioners

San Francisco-based Jordan Eth is a key contact

in the firm's securities litigation group.

Munger, Tolles & Olson LLP

What the team is known for Munger, Tolles & Olson LLP provides counsel to a variety of financial institutions, including several global investment banks, facing securities litigation across the USA. It draws on comprehensive experience in RMBS litigation, as well as significant bankruptcy expertise. The firm also represents numerous corporate clients in breach of fiduciary duty and stock drop shareholder litigation.

Strengths

"Their lawyers are exceptionally talented."

"They have a detailed and thoughtful approach that is very effective. They're excellent."

"Their advice and guidance is based on a solid foundation of past experience and insight into the needs and desired outcomes of the parties involved. They quickly engender trust based on the team's ability to listen and respond in a thoughtful matter. They're also available 24/7 and anticipate the next step in every part of a complex matter."

Work highlights Munger, Tolles & Olson represented Berkshire Hathaway and its vice chairman, CFO and other executives in a Delaware Court of Chancery action alleging breach of fiduciary duties in connection with the 2023 acquisition of a majority interest in Pilot Travel Centers and the valuation of plaintiff Pilot Corporation's minority interest.

Notable practitioners

Los Angeles-based John Spiegel is a key contact for securities litigation.

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP is a well-respected firm which leverages its recognized strength in litigation in a wide variety of securities cases, including class actions, derivative suits and M&A litigation. It acts for public companies and their directors, as well as underwriters, and is regularly engaged by leading financial institutions.

Strengths

"They exceed our very high expectations for responsiveness and levels of service."

"The OMM team thought through the issues, showed up at key moments with creative and successful strategies and boxed in opposing counsel. It was really strong work."

"A great team that is strategic, practical, well-versed in the law and a pleasure to work with."

Work highlights O'Melveny & Myers represent Maxar Technologies in securities class actions in Colorado federal and California state court, as well as derivative litigation in Delaware, relating to Maxar's public disclosures and statements regarding accounting for the company's GEO communications assets.

Notable practitioners

New York-based Jonathan Rosenberg and Los Angeles and Newport Beach-based Matthew Close cochair the firm's securities litigation group.

Williams & Connolly LLP

What the team is known for Williams & Connolly LLP offers a robust litigation practice offering counsel to accounting and private equity firms, as

well as public companies and their senior executives in a variety of securities and M&A disputes. It is recognized for litigating a variety of securities-based cases. The firm is notably active in financial services litigation, having worked on a number of RMBS-related matters. It has a substantial practice advising clients in securities cases arising out of government actions and investigations. The firm draws on its exceptional reputation for trial advocacy to provide clients with highly effective representation.

Strengths

"Williams & Connolly have an excellent bench and are streamlined in their staffing. A go-to for high-profile and high-stakes litigation, they are brilliant."

"The quality of associates and the broader team is very high."

"They are a very strong law firm capable of taking on sophisticated and complex work. They are the go-to firm for high-stakes, high-profile corporate/commercial litigation. They're reasonable, practical and down-to-earth."

Work highlights Williams & Connolly represented Medtronic in a securities case relating to an action taken by a regulator alleging that the regulatory action rendered certain of Medtronic's statements about future product approvals false and misleading.

Notable practitioners

The securities litigation group is led by Steven Farina, Robert Van Kirk and Amanda MacDonald. They are based in Washington, DC.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP boasts a highly respected group of securities litigators handling a range of cases, including class actions and other complex litigation catering to asset management and financial services clients. It offers specialist expertise in M&A litigation, accounting and disclosure issues as well as financial fraud.

Strengths

"They handle very sophisticated cases to an extremely high quality."

"This is a smart team. Not only do they have impressive general legal knowledge at their fingertips, but they also have an exceptional ability to think creatively and ask the right questions."

Notable practitioners

Tariq Mundiya chairs the firm's litigation practice and is based in the New York office.

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati enjoys a solid reputation for its expertise in securities class actions and derivative suits, including cases of accounting and securities fraud. The firm possesses a large client base of corporate issuers, regularly acting for clients from the technology and life sciences industries, with additional experience pertaining to a broad range of other sectors including aerospace, energy and financial services. It regularly features in litigation arising out of IPOs and stock offerings. It is also active in Delaware M&A litigation.

Strengths

"We are really happy with their services, they are a trusted partner and we work seamlessly with them. They are very client-oriented and they will put heart and soul into the arguments and will leave no stone unturned."

"WS has an extremely strong and competent team. They provide insightful, actionable advice on the most difficult matters."

"The team is extremely strong and could not have provided a better service."

Work highlights Wilson Sonsini represented Mylan in a securities class action alleging that statements regarding its quality control processes were misleading.

Notable practitioners

Caz Hashemi heads the firm's litigation group and operates out of the firm's Palo Alto office.

Band 5 Securities: Litigation

Dechert LLP

What the team is known for Dechert LLP possesses a noteworthy securities litigation capacity, representing a blue-chip corporate clientele alongside their officers and directors, in high-profile cases across the country. It handles a wide range of matters, including securities class actions, shareholder derivative suits, mutual fund litigation and M&A disputes. The firm is particularly active in defending private equity and mutual funds, as well as pharmaceutical and life sciences clients.

Strengths

"Dechert just has excellent quality throughout."

Work highlights Dechert represented a special litigation committee of Exelon in response to a shareholder demand letter alleging bribery, breach of fiduciary duty and other misconduct, in connection with a deferred prosecution agreement entered into by Exelon subsidiary Commonwealth Edison.

Notable practitioners

Chicago and New York-based David Kistenbroker and New York-based David Kelley head the securities litigation group.

Jenner & Block LLP

What the team is known for Jenner & Block LLP is noted for its broad securities litigation practice. It is regularly sought after by notable corporates from a wide array of industries to represent them and their officers and directors in shareholder class actions and derivative suits. The firm has particular strength in its Chicago and New York offices.

Strengths

"The team is very knowledgeable in the securities field. Jenner has assembled an exceptionally diligent and very client-focused team."

Work highlights Jenner & Block represented Uber in a shareholder derivative lawsuit in the Northern District of California, arising from alleged misrepresentations in its initial public offering.

Notable practitioners

Milbank LLP

What the team is known for Milbank LLP boasts a well-rounded securities litigation group, with

additional strength in regulatory and criminal matters. It regularly handles cases for major financial institutions, including benchmarking disputes, financial crisis litigation and underwriters' representation. It also handles matters for corporate issuers, acting for both companies and executives in major securities fraud class actions. The firm is active in matters for asset managers and investment managers, including in excessive fee lawsuits.

Strengths

"I am very happy with Milbank's representation. They are sophisticated and provide us with a responsive, knowledgeable and quick team."

"They are thorough and responsive, and have significant attention to detail."

"Their litigation tactics are exceptional."

Work highlights Milbank represent PLDT in a class action alleging PLDT and nine of its current and former directors and officers made materially false and misleading statements regarding capital expenditures during the period 2019 and 2022, with approximately 48 billion Philippine pesos at issue.

Notable practitioners

Firm chair Scott Edelman is a key contact for securities litigation. He is based in New York.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP boasts considerable cross-state expertise, with litigation and enforcement capabilities spanning California, Massachusetts, Pennsylvania and New York. The firm has notable strength in representing underwriters as well as major corporate issuers and their directors and officers, offering a wealth of experience handling fiduciary duty, M&A and IPO-related disputes, among others.

Strengths

"Morgan Lewis produces excellent work and every member of the team is superb."

"It's a strong team that does a good job of representing clients."

Work highlights Morgan, Lewis & Bockius represented J.P. Morgan Securities and nine other underwriters in parallel securities class actions regarding Bloom Energy's 2018 IPO alleging that the offering documents contained false or misleading statements.

Notable practitioners

Jordan Hershman leads the securities litigation practice group and operates out of the firm's Boston office.

Band 1 Securities: Litigation: Mainly Plaintiff

Bernstein Litowitz Berger & Grossmann LLP

What the team is known for Bernstein Litowitz Berger & Grossman LLP is an impressive plaintiff litigation firm offering notable representation of institutional investors in a variety of securities cases, including MBS and securities fraud cases. It is frequently seen in matters pertaining to breaches of fiduciary duty in M&A transactions on behalf of shareholder clients. The firm has a dom-

inant track record in achieving high-value awards for clients.

Strengths

"Bernstein Litowitz is wonderful. They are organized, can answer any question and have a quick turnaround."

"Their lawyers are always excellent. They're smart and aggressive. It's one of the best plaintiff's firms."

"Bernstein Litowitz has deep knowledge and the resources to explain and guide clients through matters."

Work highlights Bernstein Litowitz recovered \$1 billion following settlement of a securities class action against Wells Fargo alleging the bank made false and misleading statements regarding its compliance with regulatory Consent Orders.

Notable practitioners

Salvatore Graziano, Hannah Ross and Jerry Silk are key contacts. They are based in the firm's New York office.

Robbins Geller Rudman & Dowd LLP

What the team is known for Robbins Geller Rudman & Dowd LLP hosts a bench of top-flight plaintiff litigators offering quality representation for institutional investors and pension funds, as well as a number of other clients in the financial industry. The firm is active in all manner of shareholder derivative and securities fraud cases, as well as corporate governance matters. It has a proven track record of winning high-value settlements in class actions against defendants in the financial services, energy and healthcare industries, among others.

Strengths

"They are at the top. It's a good group."

"It's a large group with some really talented people. They have a very strong client base and get some amazing results. They're one of the leaders in the field because of that."

"It's a fearsome firm that takes its cases seriously."

Work highlights Robbins Geller Rudman & Dowd secured \$300 million in settlement in a securities class action against Wells Fargo that alleged Wells Fargo executives improperly concealed force-placed insurance practices from investors.

Notable practitioners

Darren Robbins is a key contact at the firm. He is based in San Diego.

Band 2 Securities: Litigation: Mainly Plaintiff

Cohen Milstein Sellers & Toll PLLC

What the team is known for Cohen Milstein Sellers & Toll PLLC is an established East Coast securities litigation group with a proven track record in complex shareholder derivative suits. It regularly advises institutional investors on major class actions, including RMBS-related matters, and offers additional capabilities in antitrust litigation. The firm recently played a key role in diversity and harassment-related shareholder actions, achieving settlements and reform packages.

Strengths

"Cohen Milstein is a mainstay firm with some very good litigators."

"They do great work and have lots of strong attor-

neys."

Work highlights Cohen Milstein represented several investors in a securities fraud class action brought against Wells Fargo alleging false and misleading statements made by the bank and its executives surrounding its compliance with federal regulations. The case was settled for \$1 billion.

Notable practitioners

Washington, DC-based Steven Toll and Julie Reiser cochair the firm's securities litigation practice.

Kessler Topaz Meltzer & Check, LLP

What the team is known for Pennsylvania-based Kessler Topaz Meltzer & Check LLP is recognized for its offering to institutional investors in shareholder class actions and individual opt-out litigation. It continues to grow its international client base as well as to offer services on a global scale under both US and foreign securities laws. The firm also possesses a significant capacity in M&A litigation and in actions against financial institutions.

Strengths

"Kessler Topaz has a very strong securities litigation team."

"A mainstay in securities litigation with good-quality lawyers."

Notable practitioners

David Kessler co-heads the securities litigation offering at the firm and is based in Pennsylvania.

Labaton Keller Sucharow LLP

What the team is known for Labaton Keller Sucharow remains a prominent player at the plaintiffs' Bar, noted for achieving significant success in high-profile cases against financial institutions and major public companies on behalf of investor clients. The firm is bolstered by its presence in Delaware and brings significant M&A litigation on behalf of minority shareholders. It offers a strong investigative team, which allows it to pursue alleged securities fraud even when wrongdoing is not in the public domain.

Strengths

"Labaton provides very good service, responds quickly and has fantastic preparation."

Work highlights Labaton Keller Sucharow continued to act as co-lead counsel in a securities class action brought against Dell's controlling stockholders alleging breach of fiduciary duty in the course of a \$14 billion share exchange transaction, achieving pre-trial settlement of \$1 billion.

Notable practitioners

Chris Keller and Jonathan Gardner are key contacts at the firm and are based in New York.

Quinn Emanuel Urquhart & Sullivan, LLP

What the team is known for Quinn Emanuel Urquhart & Sullivan, LLP houses a bench of elite plaintiff-side litigators with an exceptional track record in high-value securities actions across the country. It is highly specialized in representing institutional investors in high-value litigation against major banks and other financial institutions. It is also a prominent force in rate-fixing and market manipulation cases against financial insti-

tutions, and a go-to for major clients in opt-out litigations. Quinn Emanuel is recognized for its international reach litigating both for and against domestic and international entities.

Strengths

"Quinn Emanuel are great litigators. They are smart and very good tacticians."

"Quinn is a go-to firm for us. They are the black belt you bring in."

"Quinn Emanuel is a great strategic adviser to us. There are very few firms that can handle the complexities Quinn can."

Work highlights Quinn Emanuel served as co-lead counsel to a class of former Dell Class V common stockholders in litigation against the board of directors of Dell, Silver Lake and Goldman Sachs challenging a 2018 transaction, achieving a \$1 billion cash settlement.

Notable practitioners

Harry Olivar chairs the firm's nationwide securities litigation group and operates from the Los Angeles office.

Band 3 Securities: Litigation: Mainly Plaintiff

Berman Tabacco

What the team is known for Berman Tabacco is a respected securities litigation group with a national practice, favored by numerous major institutional investors across the US. It regularly acts for statewide retirement systems, public funds and pension plans on significant class action concerns.

Strengths

"I have the highest regard for the attorneys at Berman Tabacco, the team is a pleasure to work with. I continue to be impressed with the team's breadth of experience and knowledge. They work seamlessly together."

"They are some of the sharpest and most competent attorneys I've ever had the pleasure to work with. They can handle virtually any commercial litigation or securities matter."

"The firm's lawyers are very responsive and communicative at every stage of litigation. Each of the lawyers I've worked with are knowledgeable and ready to answer my question."

Work highlights Berman Tabacco represented Utah Retirement Systems in an action alleging a massive fraud occurred at Aegean Marine Petroleum Network, achieving settlements with four defendants totaling over \$41 million.

Notable practitioners

San Francisco-based Nicole Lavalley and Boston-based Leslie Stern are key contacts.

Bleichmar Fonti & Auld LLP

What the team is known for Bleichmar Fonti & Auld LLP possesses an experienced securities litigation team capable of handling complex shareholder class actions and derivative suits. It is frequently sought after by a wide array of institutional investors and asset managers. The firm has a strong bench of litigators, with particular depth in the New York and California markets.

Strengths

"The lawyers are very experienced."

"They've grown, they're smart, they're aggressive and have a good client base. I respect their opinion on cases."

Work highlights Bleichmar Fonti & Auld served as co-counsel representing the Police and Fire Retirement System of the City of Detroit in a derivative suit against members of Tesla's board of directors alleging that from 2017 to 2020 the defendants awarded themselves excessive compensation.

Notable practitioners

Joseph Fonti leads the firm's securities practice and is based in New York.

Gibbs & Bruns LLP

What the team is known for Gibbs & Bruns LLP is an established Texas-based litigation boutique with notable securities disputes expertise. The firm is recognized for its particular experience handling complex litigation involving residential mortgage-backed securities as well as other financial products. It counts institutional investors and investment managers among its client base. The team has additional strength in market manipulation cases.

Strengths

"Gibbs & Bruns is a skilled law firm."

"In their niche acting against banks and financial institutions on the plaintiff side, they are a national force."

Work highlights Gibbs & Bruns represented PIMCO as the largest investor in approximately a dozen legacy RMBS trusts in which Deutsche Bank and US Bank sought judicial instructions concerning the "termination price" that the holders of "clean up call rights" must pay to the RMBS trusts and their investors.

Notable practitioners

Houston-based David Sheeren and Kathy Patrick are key contacts at the firm.

Grant & Eisenhofer PA

What the team is known for Grant & Eisenhofer PA boasts a dedicated team of plaintiff-side attorneys and is considered a go-to for international and domestic clients bringing securities claims

in the USA and other jurisdictions. It is noted in particular for substantial expertise in shareholder litigation resulting from M&A, and remains a prominent outfit in Delaware-based proceedings. The firm continues to be prominent in class action, opt-out and institutional investor litigation, and has an impressive track record of negotiating record-breaking settlement deals.

Strengths

"Grant & Eisenhofer is really good. They know everything and keep us up to date."

"The team has very strong litigation skills."

Work highlights Grant & Eisenhofer acted as lead counsel in a securities class action against Peloton alleging that Peloton misled investors regarding the level of demand after the COVID-19 pandemic.

Notable practitioners

Jay Eisenhofer and Daniel Berger are key contacts for the securities litigation group. They are based in the firm's New York office.

Pomerantz LLP

What the team is known for Pomerantz LLP is a highly regarded force on the plaintiff side of securities class actions and shareholder derivative lawsuits. It is known for taking on major corporate issuers and banks in proceedings, often alleging securities fraud. It achieves major settlements for its client base of domestic and international pension funds and investment trusts.

Strengths

"I have high confidence in the firm's ability to handle complex and sophisticated matters. They have a great depth to their team."

"Pomerantz has lots of great attorneys, all of whom are very knowledgeable."

"The lawyers we work with have all shown excellent communication skills and class action knowledge."

Work highlights Pomerantz represented investors in a class action against Deutsche Bank alleging misstatements about the efficiency of its anti-money laundering and 'Know-Your-Customer' controls. The case was settled for \$26 million.

Notable practitioners

Jeremy Lieberman is the head of the firm and a

key contact for securities disputes. He operates out of the New York office.

Saxena White

What the team is known for Saxena White is a dedicated securities litigation practice with a national footprint. It is garnering increasing recognition for effective representation of institutional investors in securities fraud class actions, as well as proficiency in shareholder litigation.

Work highlights Saxena White acted for Fulton County Employees' Retirement System in a shareholder derivative suit against senior Goldman Sachs figures alleging oversight failures in connection with the Malaysian fund 1MDB. The firm obtained a \$79.5 million settlement and corporate governance reforms.

Notable practitioners

New York-based Steven Singer directs the firm's securities litigation practice.

Selendy Gay PLLC

What the team is known for Selendy Gay is a strong performer in a host of securities, business torts and antitrust-related litigation. The team offers considerable prowess acting for institutional investors and banks on the plaintiff side of disputes concerning financial products.

Strengths

"They have a really good bench with really smart and motivated attorneys."

"Strategically, Selendy put us in the best position possible to argue our case and position ourselves for settlement."

Work highlights Selendy Gay secured an \$855 million judgment in the New York Supreme Court for Cerberus Capital in a breach of contract case against Canadian Imperial Bank of Commerce regarding loans Cerberus provided to CIBC during the 2008 financial crash, which CIBC did not repay.

Notable practitioners

Philippe Selendy is a key contact in the practice and is based in New York.

Securities Regulation Nationwide

Securities: Regulation: Advisory
Leading Firms
Band 1
Cravath, Swaine & Moore LLP
Gibson, Dunn & Crutcher LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Weil, Gotshal & Manges LLP
WilmerHale
Band 2
Cleary Gottlieb Steen & Hamilton LLP
Covington & Burling LLP
Davis Polk & Wardwell LLP
Hogan Lovells US LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Martin David Covington & Burling LLP *
Leading Individuals
Band 1
Breheny Brian V. Skadden, Arps, Slate, Meagher & Flom *
Cross Meredith B. WilmerHale
Dye Alan L. Hogan Lovells US LLP
Kim Thomas J. Gibson, Dunn & Crutcher LLP *
Lane Brian Gibson, Dunn & Crutcher LLP *
Lynn David Goodwin (ORL) ◇ *
White John W. Cravath, Swaine & Moore LLP *
Band 2
Brown Lillian WilmerHale
Burke Kerry Covington & Burling LLP *
Dicker Howard Weil, Gotshal & Manges LLP *
Drexler Kimberley Cravath, Swaine & Moore LLP *
Fox Raquel Skadden, Arps, Slate, Meagher & Flom LLP *
Gerber Marc Skadden, Arps, Slate, Meagher & Flom *
Gez Maia White & Case LLP (ORL) ◇ *
Heyliger Adé Weil, Gotshal & Manges LLP *
Ising Elizabeth A. Gibson, Dunn & Crutcher LLP *
Knight Jay Barnes & Thornburg LLP (ORL) ◇ *
Mueller Ronald O. Gibson, Dunn & Crutcher LLP *
Plesnarski Rob O'Melveny & Myers LLP (ORL) ◇
Snyder Kristin Debevoise & Plimpton LLP *
Zyskowski Lori Gibson, Dunn & Crutcher LLP *
Up-and-coming individuals
Gaines Weston Hogan Lovells
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

The editorial is in alphabetical order by firm name.

Bruch Law Group PLLC

What the team is known for Bruch Law Group PLLC is a respected boutique practice specializing in securities enforcement matters. It is particularly noted for its strength in individual representation, and regularly engaged by senior executives on highly consequential SEC enforcement proceedings. Host to a compact, formidable bench of experienced attorneys, whose expertise runs the gamut of securities actions ranging from disclosure and accounting issues to insider trading and FCPA violations.

Work highlights Bruch Law Group PLLC served as the independent consultant following SEC and CFTC settlements with major US financial and commodities trading firms. This included

Securities: Regulation: Enforcement
Leading Firms
Band 1
Debevoise & Plimpton LLP
WilmerHale
Band 2
Davis Polk & Wardwell LLP
Gibson, Dunn & Crutcher LLP
Latham & Watkins LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Sidley Austin LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
Band 3
Cleary Gottlieb Steen & Hamilton LLP
Dechert LLP
King & Spalding LLP
Kirkland & Ellis
Milbank LLP
Simpson Thacher & Bartlett LLP
Band 4
Bruch Law Group PLLC
Covington & Burling LLP
Jones Day
Morvillo Abramowitz Grand Iason & Anello P.C.
Ropes & Gray LLP
Willkie Farr & Gallagher LLP

conducting a review pursuant to the settled SEC order of the electronic communications retention policies and procedures.

Notable practitioners

Gregory Bruch (see p.515) represents individual defendants from large banks and corporate issuers in regulatory investigations covering financial fraud, corruption and improper accounting.

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP is a full-service securities offering with extensive international capabilities, often utilized by global financial institutions and the boards and directors of major public companies. Can field several former SEC regulators and federal prosecutors who are able to advise on all manner of securities enforcement and compliance matters. Areas of expertise include high-frequency trading, virtual currency exchange, swap dealing and cross-border securities activity. Offers a growing practice advising fintech companies on regulatory matters relating to the sale of cryptocurrencies.

Strengths

"The team has exceptional strategic vision."

"The Cleary lawyers are very knowledgeable with great judgment. They are incredibly focused on client service and responsiveness."

"Cleary is very commercial and practical in their advice."

"Cleary has a strong, highly qualified global network."

Work highlights Cleary Gottlieb Steen & Hamilton LLP represented the CEO of Ripple in connection with an SEC investigation and enforcement action. The SEC alleged that the digital asset,

XRP, was sold as an unregistered security.

Notable practitioners

Matthew Solomon (see p.707) represents public companies, financial institutions, investment funds and individual executives in a whole suite of investigations and enforcement matters brought by the SEC, CFTC and DOJ. **Strengths:** "Matt is a great oral advocate with a great sense of what arguments will resonate with the court. He has great instincts on how to construct arguments and is excellent at complex work." "He can handle cases from soup to nut."

Covington & Burling LLP

What the team is known for Covington & Burling LLP has a distinguished team offering counsel on the full range of securities regulatory matters from SEC reporting and disclosure to public companies' liabilities under the Securities Exchange Act of 1934. Fields experts in issues arising from M&A and capital market transactions as well as enforcement and internal investigations. Deep bench of former senior SEC officials adds impressive credibility in connection with both advisory and enforcement matters. Also sought after for its expertise in corporate governance.

Strengths

"The Covington & Burling team is proactive, practical and provides hands-on advice."

"The team has a strong breadth."

"Covington is a large firm with an excellent bench."

Work highlights Covington & Burling LLP advised Procter & Gamble on SEC reporting, public disclosures, ESG and related corporate and governance activities.

Notable practitioners

David Martin (see p.633) remains an eminent name in the securities regulation area. He advises public companies on corporate governance, corporate finance and regulatory compliance.

Strengths: "He is a terrific legal and commercial partner." **Kerry Burke** (see p.516) offers global corporations a wealth of expertise in securities regulatory matters and compliance. She provides clients with advice on ESG, public disclosures, corporate governance and SEC reporting.

Strengths: "Kerry has a broad range of expertise in corporate and securities. She is very involved and practical." "Kerry is a phenomenally business-oriented capital markets lawyer. She brings a strong business acumen." **Gerald Hodgkins** (see p.585) draws upon his extensive experience at the SEC to represent both individual and corporate clients facing major investigations and enforcement proceedings. **Strengths:** "He is very responsive, asks good questions and is very transparent and thoughtful." "Gerald is really strong."

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP is regularly sought out by clients for counsel on accounting and disclosure matters. Offers additional capabilities in SEC enforcement investigations, including FCPA matters and whistle-blower actions. Clients include US public companies and international corporations, finan-

Securities: Regulation: Enforcement	
Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Ricciardi Walter G Paul, Weiss, Rifkind, Wharton *
Cutler Stephen M Simpson Thacher & Bartlett LLP	Eminent Practitioners
McKown Joan Jones Day	Warin Joseph Gibson, Dunn & Crutcher LLP*
McLucas William WilmerHale	White Mary Jo Debevoise & Plimpton LLP
Leading Individuals	
Star individuals	Seymour Karen Patton Sullivan & Cromwell LLP *
Canellos George S Milbank LLP	Tuttle Jonathan Debevoise & Plimpton LLP
Ceresney Andrew J Debevoise & Plimpton LLP	Band 4
Band 1	Addleman Katherine Haynes and Boone, LLP (ORL) ◇
Avakian Stephanie WilmerHale	Bondi Bradley Paul Hastings LLP (ORL) ◇ *
Johnson Dixie L King & Spalding LLP *	Carman Eva Ciko Ropes & Gray LLP *
Levander Andrew J Dechert LLP	Cottrell Amelia Willkie Farr & Gallagher LLP *
Peikin Steven R Sullivan & Cromwell LLP *	Crimmins Stephen J Davis Wright Tremaine LLP (ORL) ◇
Band 2	Davison Douglas Linklaters (ORL) ◇ *
Baker III William R Latham & Watkins LLP *	Grime Richard Gibson, Dunn & Crutcher LLP *
Cohen Robert A Davis Polk & Wardwell LLP *	Kaplan Robert Debevoise & Plimpton LLP
Cohen Stephen Sidley Austin LLP *	Kornblau David Dentons (ORL) ◇
Goldsmith Barry Gibson, Dunn & Crutcher LLP	Moore Bridget Baker Botts L.L.P. (ORL) ◇ *
Lawrence Carmen J King & Spalding LLP *	Zornow David M Skadden, Arps, Slate, Meagher & Flom
Osnato Michael Simpson Thacher & Bartlett LLP *	Band 5
Reisner Lorin L Paul, Weiss, Rifkind, Wharton & Garrison *	Bandy Anita Skadden, Arps, Slate, Meagher & Flom LLP *
Richards III Lee S Perkins Coie LLP (ORL) ◇ *	Beamon Martine Davis Polk & Wardwell LLP *
Solomon Matthew C. Cleary Gottlieb Steen & Hamilton *	Callahan Veronica Arnold & Porter (ORL) ◇
Band 3	Davies Christopher WilmerHale
Bruch Gregory S Bruch Law Group PLLC *	Dell Michael Kramer Levin Naftalis & Frankel (ORL) ◇ *
Goel Asheesh Kirkland & Ellis *	Esmaili Ranah L Sidley Austin LLP *
Gray Elizabeth P Willkie Farr & Gallagher LLP *	Gottschall Kurt Haynes and Boone, LLP (ORL) ◇
Hanna Sandra Steptoe LLP (ORL) ◇	Hawke Daniel Arnold & Porter (ORL) ◇
Hodgkins Gerald Covington & Burling LLP *	Indek Ben Morgan, Lewis & Bockius LLP (ORL) ◇
Karp Brad S Paul, Weiss, Rifkind, Wharton & Garrison *	Magee Jessica Holland & Knight LLP (ORL) ◇
Koch M. Alexander (Alec) King & Spalding LLP *	Morvillo Richard J Seyfarth Shaw LLP (ORL) ◇
Martin Lori WilmerHale	O'Connor Daniel Ropes & Gray LLP *
Meister David Skadden, Arps, Slate, Meagher & Flom LLP	Rubin Brian L Eversheds Sutherland (US) LLP (ORL) ◇ *
Rashkover Barry Walden Macht & Haran LLP (ORL) ◇	Schubert Daniel WilmerHale
Riewe Julie Debevoise & Plimpton LLP	Walker Richard King & Spalding LLP
Salehi Nader H Kirkland & Ellis LLP	Weinberg Richard D Morvillo Abramowitz Grand Iason
Schonfeld Mark Gibson, Dunn & Crutcher LLP *	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

cial institutions, audit committees and boards of directors.

Strengths

"The firm has a strong and broad team."

"The team gives informed, practical advice that appropriately allows clients to balance and mitigate risks."

"Cravath has tremendously deep knowledge of complex securities reporting matters."

Work highlights Cravath, Swaine & Moore LLP reached a settlement for Goldman Sachs Asset Management in an investigation by the SEC's Climate and ESG Task Force into the company's historical policies and procedures.

Notable practitioners

John White (see p.734) is sought after for his expertise in corporate governance, as well as public reporting and securities compliance, and is often a go-to attorney for clients needing crisis management expertise. **Strengths:** *"John is a legend in the securities industry and a deep thinker. He is always available and helpful."* **Kimberley Drexler** (see p.544) is regularly called upon to advise on corporate governance and compliance matters, with

clients benefiting from her wealth of expertise in disclosure, financial reporting and transactional issues. **Strengths:** *"She is an outstanding subject matter expert."* *"Kimberley is very knowledgeable and is great to work with. She isn't afraid to suggest paths of action in difficult situations."*

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP houses an impressive enforcement group with a wealth of experience defending clients in securities fraud investigations. Demonstrates prowess in the regulatory space, advising on the full range of compliance and reporting procedures. Particularly expert in Dodd-Frank reforms, including notable expertise in issues related to the Volcker Rule. Also offers insight into cyber-related activity, including cryptocurrency and market manipulations. Represents an enviable roster of major financial institutions and blue-chip public companies, and particularly noted for its roster of broker-dealer clients. Fields an impressive team comprising a number of former high-ranking SEC staffers.

Strengths

"The Davis Polk team has great breadth and good specialization as well."

"A real strength of the firm is its great insights into regulators, business dynamics and practices."

"Davis Polk's team is able to absorb and synthesize complex facts and help translate them into digestible explanations."

"Their work product is really high level and very consistent."

Work highlights Davis Polk & Wardwell LLP advised Apex Fintech Solutions on a new model for retail securities order executions and in seeking exemptive relief from the SEC to facilitate the proposal.

Notable practitioners

Robert Cohen (see p.529) is noted for his representation of major public companies and financial institutions on reporting and accounting issues, financial fraud and other regulatory actions. **Strengths:** *"He expertly marries legal advice, practical judgment and setting client expectations."* **Martine Beamon** (see p.2533) is noted for her adept handling of securities enforcement matters for both corporate and individual clients in complex SEC investigations. **Strengths:** *"Martine takes difficult tasks and achieves outstanding work product. She is wholly invested in her clients' success and incredible with strategy."* *"Martine is outstanding."* *"She is an extraordinarily good lawyer."*

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP enjoys an outstanding reputation for its handling of the full range of investigatory and enforcement work, with complementary strength in the FCPA and corporate law spaces. The firm demonstrates a broad private equity client base and experience in the asset management space, advising a broad range of investment and hedge funds on SEC enforcement issues. They operate an active practice advising major corporations as well as high-profile employees and senior executives in SEC investigations and related civil securities actions.

Strengths

"The team understands client needs and calibrates its advice."

"Debevoise learns about the client and develops foundational knowledge, which is really beneficial. Their advice is nimble and holistic."

"The firm consistently produces high-quality work and its team has a good bedside manner."

"Debevoise has a deep and rich bench."

Work highlights Debevoise & Plimpton LLP secured a victory for Ripple Labs against the SEC in connection with the legal and regulatory status of its XRP token.

Notable practitioners

Mary Jo White serves as senior chair of the firm, but retains an active practice in securities regulatory enforcement matters. She advises several market-leading clients on all manner of SEC investigations and enforcement actions. **Strengths:** *"She is strategic, practical and a trusted voice in the boardroom."* **Andrew Ceresney** is one of the leaders of the Bar, with an excellent record defending clients against SEC and other regulatory actions. He acts for leading financial

clients, as well as corporate issuers and individuals. **Strengths:** “Andrew is strategically sound, brilliant and he never drops a single ball.” “Andrew is an expert on regulatory enforcement matters.” “He has enormous experience and is a great counselor.” “Andrew is an incredibly effective advocate.”

Kristin Snyder (see p.706) utilizes her years of experience at the SEC to offer valuable insights into regulatory issues facing her corporate clients. **Strengths:** “She has great judgment and a terrific background.” “Kristin is very good with clients and has great experience.” “Kristin has tremendous credibility with government officials and is very responsive. She is always thinking about how an issue will be seen by the regulator.” “She is very attuned to what the expectations are for regulators and gives very detailed, accurate advice.” **Julie Riewe** focuses on advising clients through complex enforcement and compliance issues, as well as investigations by the SEC. She regularly acts for funds and asset managers, as well as banks and businesses. **Strengths:** “Julie’s knowledge base and sophisticated judgment always steers clients to excellent outcomes.” “She helps clients to evaluate what needs to be done, is a forward thinker and really proactive.” “Julie understands the inner workings of a company, how decisions are made and what basis they are made on.” “She is a terrific lawyer.” “Julie is clear in her advice and has an impressive ability to understand complex issues and provide actionable advice.” **Jonathan Tuttle** is particularly known for his abilities in accounting cases. His expertise also covers a range of SEC matters for wider financial services companies and corporate clients. **Strengths:** “He has a combination of incredible judgment and knowing how to read the room.” “Jonathan is thoughtful and deeply steeped in regulatory and government investigation issues. He is careful and nuanced.” **Robert Kaplan** draws on his wealth of previous SEC experience in advising asset management clients on the full suite of SEC regulatory issues, as well as offering extensive enforcement capabilities. **Strengths:** “Robert is super knowledgeable and on top of everything.” “Rob is an excellent speaker, who presents complex topics in a way that is easy to understand and commands the attention of the room.”

Dechert LLP

What the team is known for Dechert LLP is much admired for its strength in matters at the intersection of SEC enforcement and white-collar defense, particularly for senior individuals or independent boards of directors facing regulatory investigations. Often a go-to firm for asset management clients in particular, including investment and mutual funds. Adept at handling alleged insider trading cases. Regularly handles enforcement proceedings and investigations by FINRA and the CFTC, and remains active in FCPA matters.

Strengths

“The firm’s service levels and responsiveness is excellent. The team understands complex issues really well.”
 “The team is incredibly knowledgeable in this area and is very plugged in.”
 “Dechert works closely with clients and takes creative approaches to problems.”

Work highlights Dechert LLP represented Icahn Enterprises in Southern District of New York and SEC investigations stemming from allegations raised by Hindenburg Research in two short sellers reports.

Notable practitioners

Andrew Levander has a formidable reputation across the most complex of criminal, civil and regulatory proceedings. He is highly adept at matters involving allegations of FCPA violations, money laundering and accounting fraud, among others.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP houses a notably deep bench of enforcement lawyers, which also displays unrivaled strength in civil FCPA proceedings. Sought after by clients from a range of industries including technology and manufacturing, in addition to major financial institutions. Houses an impressive roster of regulatory experts who provide advice on securities law, shareholder activism, corporate governance and accounting issues. Expertise also extends to areas such as proxy fights and corporate social responsibility.

Strengths

“The Gibson team is very strong, sophisticated and has broad experience.”

“The team is incredibly skilled and knowledgeable.”

“Gibson’s team thoughtfully plans and structures regulatory responses and has an amazing ability to see the regulator’s perspective.”

Work highlights Gibson, Dunn & Crutcher LLP represented Binance Holdings Limited in a multi-agency government investigation by the DoJ, SEC, CFTC, OFAC and FinCEN into alleged anti-money laundering, bank secrecy and other related violations.

Notable practitioners

Joseph Warin (see p.730) retains his status as a preeminent FCPA expert and a leading choice for clients facing major investigations and enforcement actions from the SEC and other regulatory bodies. **Thomas Kim** (see p.607) remains a go-to for public companies for corporate governance and finance advice, as well as for advice on SEC filings and reporting. **Brian Lane** (see p.616) advises leading public companies and private equity firms on their most complex securities regulatory matters. He draws on significant experience in accounting practices, disclosure issues and general corporate governance concerns.

Strengths: “Brian is extraordinarily knowledgeable.” **Barry Goldsmith** has impressive experience representing clients in high-stakes enforcement matters, particularly before the SEC, DOJ and FINRA. He regularly acts for public companies, private equity sponsors and financial institutions.

Elizabeth Ising (see p.593) is a well-known expert on the advisory side, and frequently advises leading companies on areas such as shareholder activism and corporate governance. **Strengths:** “Elizabeth has a great practice.” **Ronald Mueller** (see p.648) is a highly sought-out adviser on regulatory matters involving corporate governance, disclosure and executive compensation. **Lori Zyskowski** (see p.743) is a talented adviser to corporations seeking guidance on securities regulation issues, including corporate governance

and ESG matters. **Strengths:** “She is excellent.” **Mark Schonfeld** (see p.693) cochairs the firm’s securities enforcement group and regularly acts for financial institutions, public companies and investment funds facing SEC investigations and enforcement actions. **Strengths:** “Mark has a deep understanding of regulatory interactions and priorities and efficiently steers complex matters towards good outcomes.” “He is very commercially aware and listens to clients’ objectives.” **Richard Grime** (see p.574) offers extensive skills in the FCPA and wider anticorruption space, as well as accounting fraud concerns. He regularly acts for clients before the SEC and DOJ. **Strengths:** “Richard is very well networked. He is a practical, client-friendly and trusted adviser.”

Hogan Lovells US LLP

What the team is known for Hogan Lovells is notably adept at advising a broad range of public companies and their senior executives on current regulation and reform in the securities law space. Frequently sought after for counsel on public disclosure and shareholder proposal responses, as well as Dodd-Frank and FCPA-related matters. Draws on a strong bench to provide expert support to clients in areas such as Section 16. Also called upon to handle SEC enforcement actions and parallel government investigations.

Strengths

“Hogan Lovells is always responsive and ready to jump to action.”

“It is clear Hogan has world-class attorneys with deep knowledge of their subject matter areas.”

“The Hogan Lovells team is always up to speed on the latest in the SEC world. They always provide practical guidance.”

“The team is sophisticated and technically strong.”

“Hogan lawyers are proactive in providing advice.”

Work highlights Hogan Lovells advised Public Storage on the SEC financial reporting and disclosure considerations for its \$2.2 billion acquisition of Simply Self Storage from Blackstone Real Estate Income Trust.

Notable practitioners

Alan Dye is the go-to authority on Section 16 reporting, while also advising leading corporations and boards on wide-ranging securities compliance and disclosure matters. **Strengths:** “He is the national expert on Section 16 and represents the best of the best.” “Alan is incredible.” “He is the preeminent Section 16 lawyer.” “Alan is top of the market.” **Weston Gaines** guides public company clients through regulatory issues with the SEC, providing advice on corporate governance, securities law compliance and SEC reporting. **Strengths:** “Weston provides strong, sound advice.”

Jones Day

What the team is known for Jones Day offers demonstrable strength in SEC enforcement matters, with a talented roster of senior former government lawyers. It frequently advises a range of market-leading clients, including major banks, global corporations and high-ranking individuals. It has expertise across a wide range of regulatory issues, with vast experience in enforcement actions and investigations involving the FCPA,

accounting issues and insider trading.

Strengths

"Jones Day is extremely practical. The team can speak to business people in a language that makes sense to them."

"The team is very effective in its advocacy and intellectual application of the law."

"All the lawyers at Jones Day deliver work product that is thoughtful, creative and based on rigorous work."

Work highlights Jones Day represented the former CEO of Rio Tinto, Tom Albanese, in a Rule 10b-5 securities fraud case brought by the SEC.

Notable practitioners

Joan McKown brings excellent governmental experience to bear when representing clients in high-stakes SEC investigations and enforcement matters, including insider trading and financial fraud claims.

King & Spalding LLP

What the team is known for King & Spalding LLP has a strong bench of go-to enforcement attorneys with notable regulatory capabilities. Fields a number of experts on federal securities law who are well versed in proceedings before the DOJ, SEC, FINRA and CFTC. Offers a notably broad practice, with strengths in the handling of whistle-blower retaliation investigations, accountancy fraud and the representation of credit rating agencies. Frequently acts for financial institutions, multinational corporations and senior executives.

Strengths

"The firm is resourceful, responsive and attentive to client needs."

"King & Spalding provides outstanding service."

"It is a very knowledgeable team with relevant depth and breadth. They are extremely strong."

"The King & Spalding team understands how legal implications impact business."

Work highlights King & Spalding LLP represented Philip Jacoby, the former CFO of Osiris, in a civil securities fraud action in the District of Maryland. The lawsuit included allegations of accounting and disclosure violations.

Notable practitioners

Dixie Johnson (see p.597) is a respected regulatory practitioner who regularly handles enforcement actions by the DOJ and SEC on behalf of clients such as asset managers, banks and public companies. **Strengths:** *"She is incredibly responsive and diligent."* *"Dixie is authoritative on the law and takes control of situations to do right by the client."* *"She brings with her extensive regulatory and agency knowledge."* **Carmen Lawrence** (see p.618) represents public companies and investment advisers in SEC inquiries and internal investigations. She is particularly strong on accounting and disclosure, as well as MBS-related matters. **Strengths:** *"Carmen is amazing."* *"She is a real force in front of a board."* **Alexander Koch** (see p.611) is coleader of the firm's securities enforcement and regulation practice. He handles sensitive SEC investigations for clients ranging from huge public companies in the life sciences sector to large accounting firms. He is well versed in whistle-blower retaliation matters, as well as accounting fraud and corruption. **Strengths:**

"Alec has tremendous judgment and analytical skills." *"Alec is wonderful."* **Richard Walker** draws upon impressive in-house and governmental experience to represent major corporate clients in connection with a range of enforcement proceedings and SEC investigations.

Kirkland & Ellis

What the team is known for Kirkland & Ellis provides significant global corporations and financial institutions with representation in connection to high-stakes SEC enforcement proceedings. The team is experienced in tackling challenging international work, with valuable expertise in handling matters in Africa, Europe and Asia. It assists its clients with a wide array of alleged securities violations, including market manipulation, bribery, FCPA, insider trading and accounting fraud.

Strengths

"The team provides holistic advice and their service is great."

"The Kirkland & Ellis team showcases their experience in this area through their partners who have worked both in the SEC and DOJ."

"The partners are very hands-on with very strong subject matter expertise."

Work highlights Kirkland & Ellis represented Charter Communications in a multi-year investigation by the SEC's Division of Enforcement regarding Charter's Rule 10b5-1 share repurchase plans.

Notable practitioners

Asheesh Goel (see p.1726) coleads the firm's government and internal investigations group. Draws upon impressive government experience to represent clients in SEC investigations and enforcement matters. Offers additional strength in insider trading and FCPA matters. **Strengths:** *"Asheesh is a very strong practitioner."* **Nader Salehi** is highly regarded for his representation of broker-dealers in SEC and FINRA regulatory actions. He is also a go-to for sensitive internal investigations. **Strengths:** *"Nader is excellent, he provides in-depth practical advice and great overall client engagement."* *"Nader is a fantastic lawyer."*

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP has far-reaching credibility in the securities space thanks to the strength of its lawyers on both coasts and the breadth of its global office network. Able to service clients based in multiple jurisdictions facing high-profile SEC investigations or enforcement actions. Represents investment banks, public companies and accounting firms. Known for its expertise in FCPA investigations and capital markets regulation.

Strengths

"Latham's team is very experienced and adept at handling complex matters. They are always looking for solutions."

"The team shows strong business and commercial awareness."

"The firm has an incredible team."

Work highlights Latham & Watkins LLP represented the founder of Binance in connection with enforcement actions by the DoJ, SEC and CFTC regarding alleged violations of registration and compliance provisions under the Bank Secrecy

Act, Commodity Exchange Act and US securities laws.

Notable practitioners

William Baker (see p.496) assists clients with a host of SEC-related mandates. He regularly defends against enforcement proceedings, particularly around issues of disclosure and corruption.

Milbank LLP

What the team is known for Milbank LLP is a major player in securities regulatory enforcement matters, with a large share of the market in mandates involving major accounting firms and financial institutions. Also regularly represents broker-dealers, mutual funds and investment advisers. Handles investigations brought by diverse regulators, including the SEC and FINRA, covering issues such as FCPA violations, insider trading and market manipulation.

Notable practitioners

George Canellos is lauded by market commentators for his top-end work in SEC enforcement. He handles major regulatory investigations for investment funds, banks and accounting firms, as well as high-ranking executives. **Strengths:** *"He is simply outstanding."* *"He is a very smart, talented guy."*

Morville Abramowitz Grand Iason & Anello P.C.

What the team is known for Morville Abramowitz Grand Iason & Anello P.C. is an impressive boutique with deep capabilities in white-collar matters, as well as an active practice in regulatory investigations and enforcement actions. Particularly prominent before the SEC, while also handling proceedings involving FINRA, the CFTC and international regulators. Represents a number of high-ranking individuals, as well as corporate clients, broker-dealers and asset management firms. Demonstrates notable strength in FCPA and insider trading matters.

Work highlights Morville Abramowitz Grand Iason & Anello P.C. represented Robert Alexander, the founder and president of an online gaming company, against allegations of securities fraud stemming from his alleged participation in a scheme to defraud investors.

Notable practitioners

Richard Weinberg handles various securities enforcement matters involving the CFTC, SEC and DOJ, and is an expert on matters such as options trading.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP is sought after by financial institutions needing regulatory and compliance advice thanks to its familiarity with a host of government agency and regulatory enforcement proceedings. Often called upon by major foreign banks to handle multi-regulator cross-border enforcement actions. Also handles significant matters for public company clients, including both domestic and foreign companies across several industries. Works on the full range of SEC proceedings, including accounting investi-

gations, and fields an impressive roster of former SEC employees. Client base increasingly includes asset and investment managers facing regulatory proceedings.

Strengths

"The Paul Weiss team provides sophisticated legal advice and is terrific at spotting issues."

"Paul Weiss attorneys are very commercial in determining how best to handle a matter. They are extremely result-oriented and consistently identify creative and effective paths to success."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP represented Guy Elliott in successfully limiting the scope of scheme liability claims under SEC Rules 10b-5(a) and (c), relating to the Rio Tinto litigation.

Notable practitioners

Walter Ricciardi (see p.679) is highly skilled at acting for banking and accounting clients, as well as international corporations. He handles enforcement actions and investigations by bodies such as the SEC and CFTC into market manipulation allegations, among others. **Lorin Reisner** (see p.2643) is known for his excellent representation of clients in matters before the SEC. He represents large corporations, as well as private equity firms and asset managers, in insider trading, accounting and disclosure matters. **Strengths:** *"Lorin is a terrific lawyer with great judgment. His recommendations are thoughtful and balanced."* *"Lorin is really talented."* **Brad Karp** (see p.2598) maintains a strong reputation in the market for his work across high-stakes civil, criminal and regulatory matters. He is highly adept at SEC enforcement, handling sensitive investigations and proceedings for major banks, investment funds, companies and executives. **Strengths:** *"Brad is an exceptional lawyer in all respects. He is a thoughtful, effective and sophisticated advocate."*

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP houses a highly capable team with impressive strength in the representation of private equity firms in SEC investigations and enforcement proceedings. Also acts for mutual funds, hedge funds and financial institutions in matters relating to disclosure and trading. Often represents large corporations in the technology and life sciences space. It boasts a well-regarded advisory practice, working with investment advisers, private equity firms and hedge funds in relation to SEC filings, securities offerings and corporate governance.

Strengths

"The team is practical, commercial and strikes a good balance providing practical regulatory legal advice."

"The firm is outstanding with its command of the facts, understanding of the legal issues and strategy."

"The team's sharp analytical skills and exceptional ability to strategize and find innovative solutions offers clarity and guidance in even the most complex cases."

"Ropes & Gray's team is smart, organized and communicative and they deliver well-rounded advice."

"Ropes has a strong bench and the team anticipates client needs."

Notable practitioners

Eva Ciko Carman (see p.520) handles SEC examinations and investigations on issues ranging from insider trading to accounting fraud. She regularly handles matters for leading asset management firms and investment funds. **Strengths:** *"Eva provides terrific guidance for clients navigating SEC and DoJ matters. She is a really great counselor."* *"She is a very good lawyer, she thinks creatively with fresh approaches."* **Daniel O'Connor** (see p.656) regularly guides his clients, including public companies, private equity firms and asset managers, through SEC and internal investigations on issues ranging from accounting and disclosure concerns to insider trading allegations. **Strengths:** *"Dan provides very thorough and meticulous work."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP is an impressive performer in the regulatory enforcement space thanks to its attorneys' in-depth knowledge of regulators and government agencies, while also impressing in the advisory space. Active on behalf of hedge funds and accounting firms on a broad range of matters including insider trading cases. Particular expertise in handling FINRA and SEC investigations for broker-dealers and other financial institutions. Offers expert representation of public companies in enforcement actions and investigations concerning accounting irregularities, whistle-blowing and other issues. Often involved in matters with complex multijurisdictional elements.

Strengths

"The firm provides holistic advice and brings encyclopedic, in-depth and current knowledge of the thinking of securities regulators."

"Their powerhouse team is stacked with former SEC attorneys and other experts that have seen so many large cases in this area."

"There are many experienced lawyers on the team who assist with a wide variety of matters and issues. Their service level is outstanding."

"The team continuously demonstrates an extremely deep understanding of complex and inter-related issues."

"Sidley offers extremely valuable and technical knowledge."

Work highlights Sidley Austin LLP negotiated a favorable outcome for McDonald's in an SEC investigation into disclosures it made following the employment termination of Steve Easterbrook.

Notable practitioners

Stephen Cohen (see p.529) has wide-reaching capabilities in regulatory enforcement. He is highly effective in representing asset managers and public companies before the SEC in disclosure and reporting matters, as well as in FCPA issues. **Strengths:** *"Stephen is an outstanding lawyer and is highly commercially aware."* *"He is responsive and has strong relationships with attorneys at all levels of the SEC."* *"Stephen is an expert in this area and a zealous advocate for his clients."* *"His experience and acumen is always on-point."*

Ranah Esmaili (see p.548) brings extensive experience to her practice assisting corporate clients in securities enforcement actions. Her experience includes insider trading, SPAC litigations and

regulatory sweeps. **Strengths:** *"Ranah is an outstanding lawyer and highly commercially aware."* *"She has an excellent SEC background."* *"Ranah is able to see around corners and she understands what companies are looking for and what their objectives are."* *"Ranah very much understands the need to tailor solutions to client needs."*

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP is a highly rated team that comprises a number of very prominent practitioners with impressive government experience. Demonstrates extensive strength in SEC investigations and enforcement proceedings. Acts for major financial institutions, asset managers, and big-name corporations in matters related to disclosure, accounting practices and whistle-blowers.

Strengths

"Simpson Thacher & Bartlett is really strong."

"The firm has a good bench."

"The team has really strong judgment and is very strategic and responsive. They are also very connected to securities regulators."

Work highlights Simpson Thacher & Bartlett LLP represented JPMorgan in a record-keeping investigation and resolution with the SEC following the inadvertent deletion of tens of millions of emails.

Notable practitioners

Stephen Cutler brings impressive government and in-house experience to his practice, which sees him handle complex regulatory enforcement actions, as well as internal investigations for major financial institutions and public companies.

Strengths: *"Stephen is really strong and has great experience."* **Michael Osnato** (see p.659) specializes in complex SEC regulatory matters and is particularly noted for his handling of investigations and enforcement actions involving financial products. **Strengths:** *"He is a very sophisticated and strong lawyer who deals with difficult and complex regulations."*

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates covers all the bases for major corporate clients and financial institutions, including enforcement defense. Handles SEC investigations and provides SEC reporting and compliance advice to companies from a broad array of industries, including banking and pharmaceuticals. Also advises clients on the regulatory compliance aspects of mergers and acquisitions. Regarded as one of the leaders in CFTC enforcement actions and investigations. Houses an impressive roster of former federal law enforcement officials.

Strengths

"Skadden is a great team of former government officials that provides on-point advice for interacting with the regulators."

"The team has an ability to navigate and advise on complex issues."

"Skadden's team is practical, pragmatic and deeply knowledgeable. They are remarkably responsive and timely."

"The firm has a variety of very sophisticated attorneys proficient in the most complex of legal mat-

ters.”

Notable practitioners

Brian Breheny (see p.512) is held in high esteem for his work in corporate governance. He advises major public companies on SEC compliance matters, and often counsels on the regulatory components of M&A. **Strengths:** “Brian is seasoned and his background allows clients to get a good perspective about how regulators think about the issues.” “He has a depth of experience and has seen everything.” “Brian is one of the best securities lawyers in the country.” **Raquel Fox** (see p.557) is experienced in assisting companies with matters including SEC reporting, initial public offerings, mergers, corporate governance and SPAC transactions. **Strengths:** “Raquel is really good.” “Raquel is really practical, has great experience and anticipates issues before they happen.” **Marc Gerber** (see p.564) advises major public companies on corporate governance matters, and is also well versed in shareholder proposals, proxy statements and disclosure concerns. **Strengths:** “He is a trusted partner, subject matter expert and is incredibly responsive.” “He is deeply knowledgeable, practical, pragmatic and solutions-oriented.” “Marc is always very responsive and helpful with ad hoc questions.” **David Meister** is particularly highlighted for his leading practice in CFTC enforcement actions and investigations. He also regularly acts on FINRA and SEC actions, representing leading public companies, investment banks and broker-dealers. **Strengths:** “David has such wisdom and experience.” “David’s experience at the CFTC and DOJ results in clear and practical advice for clients.” “He is so consistent and has a strategic mind.” **David Zornow** boasts notable expertise in white-collar criminal defense proceedings and wider regulatory mandates. He is highly adept at defending clients against SEC and DOJ actions arising from allegations of accounting fraud and FCPA violations, among others. **Anita Bandy** (see p.496) is recommended for her guidance on SEC and DOJ enforcement matters for an array of clients, including financial services companies and corporations. **Strengths:** “She is super knowledgeable with unique insights into how to deal with the SEC.” “Her background presents an extraordinary understanding of the SEC. She is an incredible resource.” “Anita is really strong. She is smart and has a broad range of experience.”

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP is frequently called upon by major financial institutions, investment firms, credit rating agencies and fintech companies to handle regulatory matters and enforcement proceedings, including disclosure and accounting fraud actions. Notable experience in front of US and international financial regulators, including the SEC, CFTC and DOJ. Often conducts sensitive internal investigations as well as major regulatory actions on behalf of international corporations.

Strengths

“The firm is extremely helpful, mobilizes quickly and knows how to position arguments.” “The Sullivan & Cromwell team is proactive, very good at coordination and great at having focused discussions on key issues. They consistently provide

clear and actionable advice on litigation matters.”

“The team is always clear in its judgments.”

“The firm operates at a very prominent and high-profile level.”

Work highlights Sullivan & Cromwell LLP represented Coinbase in SEC litigation and state securities proceedings charging that the company operated as an unregistered securities exchange, broker dealer and clearing firm and offered crypto staking services that are unregistered securities.

Notable practitioners

Former co-director of SEC Enforcement **Steven Peikin** (see p.2633) represents companies, lending platforms, hedge funds and financial institutions facing a range of high-stakes securities enforcement proceedings. **Strengths:** “He has a really effective way of getting results.” **Karen Patton Seymour** (see p.698) is a respected practitioner with extensive experience advising and representing clients in the securities space. Her particular focus is financial services regulation. **Strengths:** “Karen is a seasoned hand in securities enforcement.”

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP houses a respected advisory practice hosting a strong bench of recognized specialists in disclosure, compliance and corporate governance. Advises on the securities regulatory aspects of significant business combinations, IPOs and restructurings. Clients include numerous public companies, investment management firms and high-ranking executives.

Strengths

“Weil’s team is well informed on new SEC regulations and the industry. They ensure that clients are well versed, compliant and able to make decisions quickly.”

Work highlights Weil, Gotshal & Manges LLP advised Cedar Fair on the governance and disclosure aspects of its merger with Six Flags Entertainment.

Notable practitioners

Howard Dicker (see p.541) is sought after by clients for his advisory work on the full range of securities compliance. He primarily advises public companies, often in the utilities and energy space, on matters such as disclosure, reporting and corporate governance. **Strengths:** “Howard has the facts at his fingertips and is very impressive.” **Adé Heyliger** (see p.584) is a seasoned counselor to public companies and corporate boards on a range of topics including M&A compliance, corporate governance and shareholder activism. **Strengths:** “He is an expert in the area, having spent time at the SEC, which gives him background knowledge of the industry. He is fantastic.” “Adé is fantastic. He is plugged in and has broad experience. He is easy to work with and super knowledgeable.” “Adé is a good practitioner and knows his stuff.”

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP has a respected group of regulatory lawyers catering to asset management and financial services clients facing securities litigations, enforcement actions and investigative proceedings. Offers specialist expertise in accounting and

disclosure issues as well as financial fraud. Regularly works with asset managers, corporations and broker-dealers, and has a proven track record of defending senior employees including executives, hedge fund principals and traders under investigation by the SEC.

Strengths

“The firm is commercial in its guidance in the rapidly evolving regulatory environment.”

“The securities regulatory team analyzes issues how a regulator would and provides confident advice that clients can use.”

“Willkie has depth and expertise in handling these matters.”

“The Willkie team brings the necessary intelligence, sophistication, and experience to handle complex matters.”

“The partners are incredibly knowledgeable of the issues and fully understand the regulators perspective.”

Work highlights Willkie Farr & Gallagher LLP represented The Options Clearing Corporation in a second set of SEC and CFTC investigations into its compliance with its SEC-approved stress testing and clearing fund methodology rules.

Notable practitioners

Elizabeth Gray (see p.572) wins plaudits from clients for her work in enforcement matters before the SEC, CFTC and other bodies. She acts for leading broker-dealers, investment advisers and funds. **Strengths:** “Elizabeth is a senior attorney who brings value for the client and is dedicated to getting the best result possible.” **Amelia Cottrell** (see p.532) frequently acts on behalf of individual clients in high-stakes SEC investigations. She is also sought by companies for her representation in a range of securities enforcement proceedings. **Strengths:** “Amelia is a wonderful lawyer.”

WilmerHale

What the team is known for WilmerHale is a market-leading practice in the securities regulatory space, representing top-tier clients on everything from high-stakes enforcement proceedings to day-to-day compliance and corporate governance. Houses a deep bench of former SEC and government agency officials well equipped to counsel financial institutions, accounting firms and major corporates on all manner of investigations and compliance matters. Able to handle large, cross-border investigations, drawing on notable experience in working with foreign regulators. Particularly adept at handling enforcement actions for high-profile investment managers.

Strengths

“WilmerHale is exceptional and has a really strong bench in the SEC enforcement space.”

“The firm practices at the gold standard in the investigations space and brings expertise on niche topics.”

“The team provides both substantive and strategic advice and is always client-focused.”

“The firm brings practical perspectives and experience.”

Work highlights WilmerHale represented the former CEO of Alameda Research, Caroline Ellison, in connection with a criminal investigation by the US Attorney’s Office for the Southern District of New York and investigations by the

SEC and CFTC into the collapse of FTX, Alameda Research and Sam Bankman-Fried.

Notable practitioners

William McLucas receives plaudits for his expert handling of SEC enforcement actions and investigations. He regularly acts for major public companies, as well as leading banks and mutual funds. As former co-director of the SEC's Division of Enforcement, **Stephanie Avakian** offers notable expertise to private clients involved in a diverse array of securities enforcement matters.

Strengths: "She brings her strong relationships and experience to bear in high-stakes matters."

"Her work ethic and vision is valuable." "Stephanie brings a ton of knowledge about how the SEC operates." "She is a very strong individual and leader in this space."

Meredith Cross advises a range of public company clients on corporate finance and corporate governance issues involving SEC regulations. **Strengths:** "She is the go-to for hard questions and there is no substitute for the depth of experience and judgment that she brings to the table." "Meredith is very experienced."

Lillian Brown is very well regarded for advising public companies on matters such as SEC reporting and disclosure, as well as corporate governance mandates. **Lori Martin** is highly respected for her work representing asset managers and investment funds in regulatory proceedings. **Strengths:** "Lori is extremely knowledgeable and a very thoughtful, service-oriented lawyer." "Lori is incredibly accessible and knowledgeable. She is willing to pivot and her advocacy is phenomenal."

Christopher Davies specializes in handling large, multijurisdictional regulatory proceedings and investigations. He frequently acts for major accounting firms and public companies before the SEC, DOJ and foreign regulators. **Strengths:** "Christopher has the right touch, analysis and brains. He is exceptional." "He is insightful, commercial and a brilliant litigation strategist." "He is a very strong practitioner." **Daniel Schubert** is noted for his experience representing both the financial services and accounting sectors as well as institutions and individuals in complex SEC investigations and enforcement matters. **Strengths:** "Daniel is so experienced, incredibly smart and always delivers under the most challenging of circumstances."

Other Ranked Lawyers

Katherine Addleman of Haynes and Boone, LLP is held in high regard for her representation of public companies, broker-dealers and investment managers in SEC enforcement actions related to accounting, disclosure and financial fraud. **Strengths:** "Kit is very experienced and extremely knowledgeable on SEC matters and SEC regulations." "She is outstanding." "Kit is very successful in arguing cases with great strategy." "She always offers up-to-date insights." "Kit is an excellent attorney who is always available to her clients."

Bradley Bondi (see p.509) of Paul Hastings LLP has a strong track record in the representation of both high-ranking executives and major public companies in SEC enforcement proceedings. He offers particular expertise in fraud-related cases. **Strengths:** "He has an extraordinary ability to

combine intelligence with practicality." "Bradley provides both knowledge and insight to help get to the best decision." "He is an amazing attorney and litigator." "Brad's commitment to his clients is legendary."

Veronica Callahan of Arnold & Porter comes recommended for her expert SEC practice, which includes advising on internal investigations, enforcement proceedings and related securities class actions. She is a fine choice of counsel for a broad roster of financial services entities.

Stephen Crimmins of Davis Wright Tremaine LLP handles complex and sensitive SEC enforcement actions and investigations on behalf of public companies and broker-dealers. He offers significant strength in financial fraud and accounting issues. **Strengths:** "Stephen is outstanding." "Steven is a great lawyer and an insightful team member."

Douglas Davison (see p.538) of Linklaters represents clients in regulatory actions conducted by bodies such as the SEC, DOJ and CFTC. He offers strength in insider trading, financial fraud and FCPA matters, and is particularly adept at handling cross-border investigations. **Strengths:** "Douglas is a terrific lawyer." "He is involved in cutting-edge issues."

Michael Dell (see p.2558) of Kramer Levin Naf-talis & Frankel LLP is a solid choice for auditors and accounting firms on actions by the SEC and PCAOB, as well as equivalent foreign regulators in cross-border proceedings. **Strengths:** "Michael is a masterful lawyer. He is incredibly experienced and extremely sharp in recognizing risk and responding." "Michael is an incredibly talented lawyer."

Maia Gez (see p.565) of White & Case LLP offers expert securities advice to large corporates. She assists clients in a range of industries and is familiar with cross-border complexities. **Strengths:** "Maia is extremely client-focused, knowledgeable and technically sound." "She is always accessible and very knowledgeable." "She has a straightforward and practical approach." "Maia is a brilliant lawyer. She is very personable and she focuses on getting to a practical solution."

Kurt Gottschall of Haynes and Boone, LLP is especially noted for his sophisticated handling of regulatory enforcement matters across a broad range of industries. **Strengths:** "Kurt is super smart."

Sandra Hanna of Miller & Chevalier Chartered focuses her practice on SEC enforcement work, covering the gamut of issues from financial reporting to FCPA and insider trading. **Strengths:** "Sandra is really good at understanding the law. She is engaged and connected." "Sandra routinely handles sophisticated and complex matters." "Sandra has deep knowledge of her clients' industry and regulatory environments. She provides strong advice on a host of topics." "Sandra has her ear to the ground with what's going on in the enforcement landscape. She also has a strong ability to connect with clients."

Daniel Hawke of Arnold & Porter brings extensive experience to bear in his representation of senior executives, public companies and financial institutions on a range of regulatory enforcement proceedings. **Strengths:** "Clients are always very

happy with the results he produces."

Ben Indek of Morgan, Lewis & Bockius LLP focuses his practice on the representation of broker-dealers, and frequently handles large-scale investigations brought by FINRA and the SEC. **Strengths:** "Ben is an excellent lawyer."

Jay Knight (see p.610) is cochair of Barnes & Thornburg LLP's securities and capital markets practice group. He advises large corporations on a broad range of regulatory matters, including reporting compliance and governance issues. **Strengths:** "Jay is thoughtful and smart." "Jay is an experienced securities lawyer." "He combines very deep knowledge of securities laws with an understanding and attention to the practical needs of public companies."

David Kornblau of Dentons is well known for his expert SEC enforcement work, which sees him act for clients such as investment banks, asset managers and broker-dealers. **Strengths:** "David is a terrific lawyer." "David can distil complex topics into understandable terms and he is very responsive."

David Lynn (see p.628) of Goodwin advises a range of companies and financial institutions on disclosure, compliance and wider SEC issues, and is highly adept in corporate finance. **Strengths:** "He is an exceptional attorney."

Jessica Magee of Holland & Knight LLP is recommended for her strong representation of clients in regulatory enforcement actions at the SEC. She serves as chair of the firm's securities enforcement defense team. **Strengths:** "Jessica is exceptional." "She is very smart with great judgment."

Bridget Moore (see p.646) of Baker Botts L.L.P. is a fine choice for public company clients on SEC investigations involving a range of issues, including concerns relating to disclosures and auditing and whistle-blower allegations. **Strengths:** "She has really sophisticated analysis and practical advice for clients in complex issues." "She is a terrific lawyer." "Bridget is very strong. She is very capable and bright." "She really masters the facts and guides clients through SEC personalities and policies."

Richard Morvillo of Seyfarth Shaw LLP is a versatile white-collar lawyer and regularly handles SEC and DOJ investigations into public companies, accounting firms, asset managers and leading executives.

Rob Plesnarski of O'Melveny & Myers LLP offers an impressively broad securities advisory practice. He advises corporate issuers, financial institutions and investment funds on areas such as Dodd-Frank reforms.

Barry Rashkover of Walden Macht & Haran LLP handles a wide range of regulatory enforcement matters, with particular expertise in acting for public company clients and broker-dealers. **Strengths:** "Barry is extremely bright and practical, very organized and very familiar with staff and requirements of the SEC." "He is excellent."

Lee Richards (see p.2643) of Perkins Coie LLP is recognized for his capabilities in regulatory and criminal law, and has significant experience before the SEC, FINRA and DOJ. **Strengths:** "He has years of experience and a really nice touch." "Lee is excellent." "He is a great litigator."

Brian Rubin (see p.685) of Eversheds Sutherland (US) LLP offers extensive experience in SEC and

FINRA enforcement proceedings. His clients include several notable banks, broker-dealers and insurance companies. **Strengths:** *"Brian is practical and insightful. He has deep knowledge and great judgment." "He is balanced and measured with well-reasoned guidance." "Brian has a very good bedside manner. He has a really deep understanding of case law and helps clients to frame and understand their issues."*

NATIONWIDE: An Introduction to Sports Law

Contributed by Herrick, Feinstein LLP

Set forth below is an overview of current considerations, trends and evolving legal issues that are at the forefront of the sports industry.

Access to Capital

Generally, there has been a great deal of competition for lending deals in the sports space. There has also been a proliferation of private equity investments in minority interests in professional teams. These options, among others, help a team to bolster its balance sheet and provide liquidity. The NFL has the most restrictive rules for team ownership in professional sports. These rules ban private equity investments, public corporations or sovereign wealth funds from owning any shares in the league and its teams. With growing valuations of NFL teams, there may be a barrier to continued growth if the ban on institutional capital remains. Further, certain professional sports leagues are considering placing a limit on the total number of team owners. Private equity has also been involved in the investment in additional assets, such as the real estate surrounding the teams, including stadiums and arenas as well as entertainment districts. Investments in these properties are often done along with teams in public-private partnerships. There have been reports that private equity firms are engaging with college sports as a potential vehicle for new investment opportunities.

Sports Betting

Sports betting is part of popular sports culture and many states have passed, and are continuing to pass, legislation to legalise sports betting in varying forms. Such forms include mobile sports betting with multiple sportsbooks options, one mobile betting option, in-person online betting (ie, proximity to brick-and-mortar sportsbooks) and only physical sportsbooks. Some states restrict sports betting to only in-person betting, while others allow both in-person and mobile betting options. There has been a shift emerging in sports betting with the rise in Artificial Intelligence

(AI). Centered on predictive analytics, companies are using AI to analyze historical data, player statistics and many other data points to identify patterns and determine game outcomes. Currently, almost 40 states permit sports betting in some form, with over half of states allowing mobile betting. There is significant growth in sports betting in the US year-over-year, in part due to the proliferation of online sports books. Mobile wagering apps allow gamblers to bet not just on the outcome of a game, but also a number of metrics such as specific events within the game and players' performances.

Name, Image and Likeness

The rights of college athletes to be able to financially exploit their own name, image and likeness (NIL) experienced a groundbreaking moment in 2021. This occurred when some new state laws and National Collegiate Athletic Association (NCAA) rule changes provided such athletes, for the first time, with the right to profit by licensing their NIL rights. In the past, NCAA rules prohibited college athletes from accepting any such compensation as a condition of being able to compete as an "amateur". As these rights develop, allowing college athletes to monetise their success, a new world of sponsorship opportunities will open up from endorsements, custom apparel, releasing NFTs, personal appearances and sponsored content on social media. This has led to the formation and growth of entities known as "collectives" that exist to generate and pool revenue for use in NIL opportunities.

The ability of college athletes to monetise their NIL has also provided new opportunities for women athletes, in particular NCAA women's basketball, which is one of the top sports in generating NIL revenue. As time has passed, a landslide of enactment of NIL laws at the state level has continued. The potential collision between state laws, which have expanded on permitted NIL activities and the NCAA has led some to call for federal regulation to provide an NIL framework.

College Athlete Unionisation

A development in its nascent stage is whether college athletes have the right to unionise. A college basketball team recently voted for unionisation with a service employee union. This unionisation vote opens the door for the National Labor Relations Board (NLRB) to decide whether college athletes can form a union under the National Labor Relations Act. The election took place after a regional NLRB director determined in February 2024 that the basketball players are employees. Notwithstanding that the basketball players were not eligible for scholarships, the director found that the players were given equipment, apparel and an early notice about financial aid, all of which were considered to be forms of compensation. The college has submitted a request for review of the decision to the NLRB.

Non-Fungible Tokens

Non-fungible tokens, or NFTs, are unique digital assets that use blockchain technology to record ownership. Each NFT has a unique identifier that is recorded on a blockchain database, which acts as a public ledger to verify ownership and transfers. In sports, NFTs have been created for the ownership of video clips, highlights, images of iconic moments and player trading cards. NFTs also provide teams and leagues with additional opportunities to further enhance relationships with fans and allow for real-world applications beyond investment. For example, holders of NFTs may be granted special in-person experiences or discounts on merchandise. NFTs also provide athletes with ways to reach a broad consumer base with their own licensed NFTs, such as athlete designed artwork or images. Players have paired the sale of their own NFTs with the opportunity to meet them in person and attend games. The ability of athletes to continue marketing their own individual NFTs may become a point of discussion with leagues and teams going forward.

The NFT market poses risks for both investors and creators. Little regulation currently exists, and it remains to be seen how regulatory authorities will look to assert control over the market. Further, investing in NFTs is speculative in nature with limited historical information to make informed decisions. Valuations, based heavily on demand and scarcity, has fluctuated and the ability of others to create new NFTs poses a risk for value retention. The developing security and valuation issues in the broader cryptocurrency market may also cause teams, leagues and other players to reassess their use of NFT, given crypto's status as a common currency for NFT purchases and the overlapping use of blockchain technology in both crypto and NFTs.

Women In Sport

The evolution of the sports business landscape has created new opportunities for women athletes as well as for women's sports generally. While NIL opportunities have been beneficial for wom-

en collegiate athletes, NIL collectives have not fully supported women's sports. In 2022, the WNBA, a high-profile professional women's athletic league, completed one of the largest-ever capital raises for a women's sports property. The ongoing competition for sports programming has also created openings for women's sports content. The Women's Sports Network, a streaming service which debuted in 2022, provides continuous coverage of female athletes on and off the field, with original programming, live sporting events, competitions and studio shows modeled after ESPN's SportsCenter. Equal pay for female athletes remains a major challenge in women's sports.

Industry Trends

Team valuations continue in an upward trajectory resulting in an ever-shrinking pool of individual qualified buyers. Key drivers of team valuation growth include:

- the limited number of sports teams;
- sports teams being viewed as "trophy assets";
- as discussed further below, increased distribution outlets for sports programming; and
- sporting events being the last bastion of must-see live video programming.

Certain US-based leagues have modified ownership regulations to allow new investment opportunities such as multiple party ownership, private equity portfolio fund investments, sovereign wealth and pension funds, family offices, foreign team investments and minor league opportunities. Succession planning in team ownership has become a critical issue, particularly in the NFL. In addition, sports and entertainment venues have, in recent years, paired with and become integral components of mixed-use development projects. Another industry trend has been a rise in streaming services resulting in new ways of viewing sports programming, new industries entering the streaming market and new methods of consuming sports content. This has also caused an increase in competition among the wide selection of streaming platforms.

Sports teams and leagues are working to maximise revenue streams, mine data and provide novel services from increased streaming of programming, which could lead to virtual and interactive technology. There has been an increase in focus and availability in fan engagement technology including virtual reality and augmented reality experiences. The use of AI has become pivotal in the sports world in everything from sports wagering, to more sophisticated training programs to fan experience and interaction. Sustainability initiatives and practices have come into the conversation for both fans and teams ranging from green stadium designs, clean energy solutions and eco-friendly merchandise. The increased focus on diversity and inclusion is also a critical issue in the sports industry.

Sports Law Nationwide

Sports Law
Leading Firms
Band 1
Covington & Burling LLP
Proskauer Rose LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Winston & Strawn LLP
Band 2
ArentFox Schiff LLP
Bryan Cave Leighton Paisner LLP
DLA Piper LLP (US)
Latham & Watkins LLP
Band 3
Foley & Lardner LLP
Gibson, Dunn & Crutcher LLP
Herrick, Feinstein LLP
Katten
O'Melveny & Myers LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Band 4
Arnold & Porter
Global Sports Advocates, LLC
Greenberg Traurig, LLP
Holland & Knight LLP
Jackson Lewis P.C.
K&L Gates
McGuireWoods LLP
Meister Seelig & Fein PLLC
Mintz
Morgan, Lewis & Bockius LLP
Polsinelli PC
Sidley Austin LLP
Sullivan & Cromwell LLP
Weil, Gotshal & Manges LLP
Wilkinson Stekloff LLP
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Covington & Burling LLP

What the team is known for Covington & Burling is an extremely well-respected firm with a deep bench of practitioners advising on high-profile contentious and non-contentious mandates. Represents some of the largest sporting organizations in the country, including teams, leagues, colleges and conferences, with further experience acting for sporting bodies from the wider American continent. Also a prominent player in the e-sports sector. Noted for its expertise in media issues, financing and M&A, as well as tax-related matters. Skilled in handling industry-wide litigation including class actions.

Strengths

"Covington lawyers are smart, tough and client-focused."

"The team has a deep and talented roster of lawyers."

"Covington's group consistently provides excellent advice and guidance on complex matters."

Work highlights Covington & Burling successfully defended the NFL against an antitrust challenge from the City of Oakland regarding the Raiders' relocation to Las Vegas.

Sports Law	Senior Statespeople and Eminent Practitioners	
Senior Statespeople: distinguished older partners	Eminent Practitioners	
Tagliabue Paul Covington & Burling LLP *	Gibson Douglas G Covington & Burling LLP *	
Leading Individuals		
Star individuals	Raij Irwin P Sidley Austin LLP *	
Kessler Jeffrey L Winston & Strawn LLP *	Smith Steven B. Bryan Cave Leighton Paisner LLP	
Band 1	Sullins Adam Latham & Watkins LLP *	
Dreyer Anthony J. Skadden, Arps, Slate, Meagher *	Wilkinson Beth A Wilkinson Stekloff LLP *	
Greene Paul Global Sports Advocates, LLC *	Band 4	
Klein Adam Katten *	Bartie Jared F Willkie Farr & Gallagher LLP (ORL) ◇ *	
Leccese Joseph M Proskauer Rose LLP *	Birns Richard Gibson, Dunn & Crutcher LLP *	
Levy Gregg Covington & Burling LLP *	Bloom Elise M Proskauer Rose LLP *	
Oliveau Maidie E ArentFox Schiff LLP	Boehning H Christopher Paul, Weiss, Rifkind, Wharton *	
Oram Jon H. Proskauer Rose LLP *	Braham Denis Clive Greenberg Traurig, LLP	
Ruskin Bradley I Proskauer Rose LLP *	Capps Leane Polsinelli PC	
Zern Peter Covington & Burling LLP *	Carroll Keith P Holland & Knight LLP	
Band 2	Fogel Baird D Eversheds Sutherland (US) LLP (ORL) ◇ *	
Block Benjamin C Covington & Burling LLP *	Hartmann Thaddeus Skadden, Arps, Slate, Meagher *	
Brand Richard L ArentFox Schiff LLP	Israel Jonathan L Foley & Lardner LLP	
Greenspan David Winston & Strawn LLP *	Krochak Jason Proskauer Rose LLP *	
Hess Stephen The Law Office of Stephen A. (ORL) ◇ *	Mulrain C Anthony Holland & Knight LLP	
Hoffman Lent Karen Skadden, Arps, Slate, Meagher *	Rifkin Alan Rifkin Weiner Livingston LLC (ORL) ◇	
Jacobs Howard L Law Offices of Howard L (ORL) ◇ *	Schmidt Christopher Bryan Cave Leighton Paisner LLP	
Katz Wayne D Proskauer Rose LLP *	Schulz Kevin Foley & Lardner LLP	
Kishner Irwin Herrick, Feinstein LLP	Schuster Mitchell Meister Seelig & Fein PLLC *	
Nash Daniel L Akin (ORL) ◇	Spector Jeremy D Covington & Burling LLP *	
Saviano Frank A Latham & Watkins LLP *	Sweeney Kevin R Polsinelli PC	
Whitaker Mark DLA Piper LLP (US) *	Tulumello Andrew Weil, Gotshal & Manges LLP *	
White Peter C DLA Piper LLP (US) *	Wilson John K&L Gates	
Young Richard R Bryan Cave Leighton Paisner LLP	Yates Christopher S Latham & Watkins LLP *	
Band 3	Up-and-coming individuals	
Appelbaum Jeffrey R Thompson Hine LLP (ORL) ◇	Amoona Jonathan Winston & Strawn LLP *	
Baker Charles H Sidley Austin LLP *	Lee Andrew Foley & Lardner LLP	
Davis Ryan Bryan Cave Leighton Paisner LLP	Parsigian Jeanifer E Winston & Strawn LLP *	
Feher David G Winston & Strawn LLP *	Associates to watch	
Lazatin Christine G Proskauer Rose LLP *	Kaiser Matt Global Sports Advocates, LLC *	
Ludwin Derek Covington & Burling LLP *		

Notable practitioners

Paul Tagliabue (see p.715) brings vast experience to a broad spectrum of sports law matters, such as strategic risk mitigation, public policy and organizational governance. He is widely recognized for his previous experience as former commissioner of the NFL. **Douglas Gibson** (see p.566) is particularly adept at advising sports clients on M&A, joint ventures, debt financing and media rights agreements. His clients include sports leagues and teams. **Strengths:** "Douglas is a strong practitioner." **Gregg Levy** (see p.621) is widely recognized for his work with the NFL. He is highly sought after for his litigation expertise, notably in class actions arising from antitrust claims and media rights disputes. **Strengths:** "He blends exceptional strategic vision with a keen understanding of his client's needs." **Peter Zern** (see p.741) concentrates his practice primarily on transactional mandates within the sports sector, often handling those that are international in scope. He adeptly advises on M&A, joint ventures, debt and equity financings and stadium development projects. **Strengths:** "An excellent and collaborative lawyer." "He is one of the best sports lawyers in the industry." **Benjamin Block**

Sports Law: Esports
Leading Individuals
Band 1
Bartie Jared F Willkie Farr & Gallagher LLP (ORL) ◇ *
Colton Glenn ArentFox Schiff LLP
Israel Jonathan L Foley & Lardner LLP
Khalili Arash Loeb & Loeb LLP (ORL) ◇
Mulrain C Anthony Holland & Knight LLP
Rose Seth A Loeb & Loeb LLP (ORL) ◇
Rutledge Karl Lewis Roca (ORL) ◇ *
Schulman David Greenberg Traurig, LLP

(see p.507) is renowned for his significant litigation practice and ability to handle a range of disputes. His recent experience has involved collective bargaining negotiations, as well as class actions arising from antitrust claims. **Strengths:** "Ben is extremely qualified with exceptional communication and litigation skills." **Derek Ludwin** (see p.1342) has the capacity to handle complex antitrust disputes in addition to non-contentious regulatory compliance. **Strengths:** "Derek is a seasoned, smart and sophisticated attorney. He also provides outstanding service." Cochair of the sports industry group, **Jeremy Spector** (see p.708) is held in high regard for assisting clients on a vast range of issues, including sponsor-

ship and licensing matters, as well as tax audits. **Strengths:** “Jerney is great at communicating complex issues.”

Proskauer Rose LLP

What the team is known for Proskauer Rose has a strong bench of seasoned practitioners, with enviable experience in large-scale M&A, complex financing, real estate matters, media rights issues and labor and employment negotiations. Acts for an outstanding portfolio of clients, with experience advising major leagues, investors into varied sports ventures and leading sports teams. Also offers broad litigation capabilities, which includes handling employment and discrimination disputes.

Strengths

“Proskauer Rose is excellent from top to bottom.”

“The team has incredible expertise.”

“The practitioners are prominent players in the space.”

Work highlights Proskauer represented Major League Soccer in its agreements with Lionel Messi to play for Inter Miami FC.

Notable practitioners

Joseph Leccese (see p.618) maintains an excellent corporate practice within the sports industry, advising on matters such as arena developments, M&A and PE investments. **Strengths:** “Joe has an incredible breadth of experience in the sports industry and uses it to provide thoughtful, strategic advice.” **Jon Oram** (see p.658) brings considerable expertise to an impressive range of sports law matters. He is often called upon to represent leagues, committees and investors in joint ventures, expansions and sponsorship agreements.

Strengths: “Jon is an excellent lawyer and is very well respected.” **Bradley Ruskin** (see p.687) maintains an excellent reputation for his litigation capabilities within the sports industry, and is sought out by prominent associations and leagues for representation in an array of contentious proceedings. He routinely handles antitrust and breach of contract disputes. **Strengths:** “A strong advocate who gives practical advice.” **Wayne Katz** (see p.602) is particularly adept at advising on corporate matters within the sports industry, bringing deep expertise to transactional mandates such as team financings, stadium developments and ownership transfers.

Christine Lazatin (see p.618) is experienced in representing the NBA and NHL, adeptly advising on corporate transactions within the sports industry. She demonstrates notable strengths in managing financings for teams, leagues, and institutional investors. **Strengths:** “Christine is an excellent attorney.” **Elise Bloom** (see p.2538) routinely represents clients in class actions. She has considerable experience of handling disputes concerning wage and hour claims, as well as allegations of age discrimination. **Jason Krochak** (see p.614) is highlighted for his ability to advise leagues and private equity firms on a number of issues, such as licensing agreements, acquisitions and league expansions. He has further expertise in sports betting matters.

Strengths: “Jason is a fantastic lawyer.”

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden has a highly renowned sports law practice with standout capabilities in a diverse range of contentious and noncontentious matters. Offers exceptional proficiency in litigious concerns, with noteworthy experience in antitrust disputes, IP and labor-related issues. Also knowledgeable about commercial transactions, licensing agreements and financing. Recognized not only for representing individual teams and owners, but also for acting as principal outside counsel to the NBA and NHL. Adept at advising on sports betting-related matters.

Strengths

“Skadden’s team provides high-level advice.”

“Its practitioners are hard-working, smart, extremely knowledgeable and have great practical experience.”

“Skadden has the skill and capacity to handle complex issues.”

Work highlights Skadden handled PGA Tour’s antitrust case, Jones et al v PGA Tour, in California’s Northern District Court.

Notable practitioners

Cochair of the sports law practice **Anthony Dreyer** (see p.544) is highly adept at advising on IP matters relating to the sports industry. He is held in particularly high regard among major leagues and associations, such as the NHL and NFL. **Strengths:** “Anthony provides advice on a range of matters and has a deep understanding of the industry.” “He is one of the leading sports law attorneys, particularly in the field of intellectual property.” “Anthony is an excellent litigator.”

Karen Lent (see p.2589) is particularly adept at representing sports associations and teams in proceedings relating to personal injury claims and antitrust disputes. **Strengths:** “Karen is a remarkable attorney that provides great advice and counsel.” “She is extremely knowledgeable and experienced.” **Thaddeus Hartmann** (see p.579) is notably adept at advising clients on high-profile mergers and acquisitions in the space.

Winston & Strawn LLP

What the team is known for Winston & Strawn is a highly regarded litigation practice also relied upon by big-name clients for ongoing corporate advisory services. Routinely represents premier athletes and players’ associations in arbitrations, antitrust cases and personal conduct disputes. Experienced in representing media companies, government entities and sponsors. Also offers high-end advice on non-contentious matters, including employment and marketing agreements. Has capacity to handle major equal employment opportunity and discrimination matters.

Strengths

“Winston’s sports law group is one of the best in the business.”

“The team provides outstanding service and response time.”

Work highlights Winston & Strawn represented North American Soccer League in an antitrust lawsuit against USSF and MLS in New York’s Eastern District, arising from allegations of exclu-

sionary practices violating federal antitrust laws.

Notable practitioners

Jeffrey Kessler (see p.605) is regarded as one of the foremost trial lawyers in the sports space, bringing outstanding expertise to labor and antitrust disputes. **Strengths:** “Jeff is an incredible lawyer.” “He’s one of the leading lawyers in this space.” **David Greenspan** (see p.574) focuses his sports law practice primarily on contentious mandates. He is particularly well equipped to represent college athletes and leagues in antitrust litigation. **Strengths:** “David is a very strong litigator.” **David Feher** (see p.552) is the cochair of the firm’s sports law practice. He demonstrates notable strength advising on class actions arising from antitrust claims and employment issues. He also possesses additional expertise handling eligibility disputes. **Jonathan Amoona** (see p.491) is a skilled litigator with considerable experience of handling contract disputes, disciplinary actions and antitrust cases. **Strengths:** “Jonathan is an experienced and talented litigator.” “A fantastic well-rounded sports attorney.” **Jennifer Parsigian** (see p.663) routinely represents teams and players in complex antitrust matters. She is held in high regard for her strength in representing clients in class action suits. **Strengths:** “Jennifer is an awesome lawyer.”

Band 2

ArentFox Schiff LLP

What the team is known for ArentFox Schiff is a leading force in the specialist area of naming rights and sponsorship, an area in which the firm has carved out a dominant niche. Strong track record advising on sports arena financing, construction projects and other corporate transactions. Has notable experience negotiating and drafting media rights agreements. Additionally offers counsel on the use of innovative technologies in the sports sector.

Strengths

“The team members provide efficient and top-notch advice.”

“ArentFox’s practitioners are very knowledgeable and helpful.”

Work highlights ArentFox Schiff advised Kevin Durant on his ownership interests in various professional teams, including the Philadelphia Union Soccer Club, NJ/NY Gotham FC and the Brooklyn Aces professional pickleball team.

Notable practitioners

Glenn Colton is a respected practitioner with considerable strength in the eSports and fantasy sports space. He advises clients on a wide spectrum of issues, including ownership agreements, transactions, contract negotiations and IP issues. **Maidie Oliveau** maintains a highly respected sports law practice with a notable transactional. She is routinely called upon to advise clients on licensing and sponsorship agreements.

Strengths: “Maidie is absolutely best in class. I would recommend her for the most complex matters in the sports industry.” **Richard Brand** adeptly handles a range of corporate transactions relating to the sports industry. He brings particularly strong expertise to matters relating to stadium

developments and naming and licensing agreements.

Bryan Cave Leighton Paisner LLP

What the team is known for BCLP offers a highly capable team that maintains a strong sports law practice that is international in scope. Adeptly advises on significant anti-doping mandates for anti-doping agencies and sporting organizations. Respected for its work with international sporting bodies and domestic minor leagues as well as emerging sports. Other areas of expertise include naming rights, sponsorship agreements, stadium development and corporate transactions.

Strengths

"The team has tremendous knowledge."

"The team provides practical advice and solutions for complex matters."

Work highlights BCLP acted as the National Collegiate Athletic Association's national coordinating counsel and lead the defense for concussion and sports-related injury claims.

Notable practitioners

Richard Young has cultivated an outstanding reputation in the field, notably in the field of anti-doping. He handles international proceedings with aplomb and regularly appears before bodies such as the Court of Arbitration for Sport. **Strengths:** *"Richard handles high-profile anti-doping cases."* A key component of **Ryan Davis'** broad-based sports practice lies in handling naming rights transactions. He also boasts experience in high-profile personal injury disputes. **Steven Smith** is highly attuned to the needs of clients seeking counsel in relation to media and naming rights agreements. He also has additional experience of advising clients on Athlete Protection Policies. **Christopher Schmidt** boasts considerable experience in handling high-profile litigation in the sports space, with notable strength in advising on concussion claims. **Strengths:** *"Chris is a skilled trial attorney."*

DLA Piper LLP (US)

What the team is known for DLA Piper has an established practice valued for its long-standing expertise in a range of transactional and development matters. Advises an impressive portfolio of sports teams, leagues and broadcasters on a range of complex concerns, with notable expertise in stadium development, financing, employment and real estate mandates. Visible recently in major sponsorship deals and trademark disputes. Able to leverage the firm's impressive global network on cross-border mandates.

Strengths

"DLA Piper is an exceptional firm."

Notable practitioners

Mark Whitaker (see p.734) maintains a strong reputation in the sports space. He has significant experience advising major associations such as the NHL and NFL on a broad spectrum of corporate transactions. **Peter White** (see p.734) is the global cochair of the firm's media, sport and entertainment group. His diverse practice encompasses M&A and real estate issues, as well as contentious proceedings. He is in high regard among major sports leagues, including the NBA and NFL.

Latham & Watkins LLP

What the team is known for Latham & Watkins has a well-regarded sports law group that acts for a stellar client base in a variety of contentious and non-contentious matters. Has aptitude in a broad array of issues relating to the broadcasting and media space, including the acquisition of sports distribution rights. Offers notable expertise in new media and digital distribution within the sports sector. Has an impressive reputation for the diversity of its client base, including sports technology companies, major international bodies such as the IOC, and leagues and teams.

Strengths

"The firm's practitioners have substantive knowledge."

"Latham & Watkins has strong depth."

"The team is confident, well experienced and able to handle complex matters with ease."

Work highlights Latham & Watkins represented Skydance Media in its partnership with the NFL and NFL Films to create the premier global multi-sports production studio in the industry, Skydance Sports.

Notable practitioners

Frank Saviano (see p.691) is well equipped to advise on a broad range of transactional matters for sports clients. He is sought out by major associations and teams to advise on joint ventures, arena development and M&A. **Strengths:** *"Frank is an absolutely exceptional lawyer."* **Adam Sullins** (see p.713) ' broad practice encompasses a range of corporate transactions, including M&A, joint ventures and broadcast media deals. **Strengths:** *"Adam is a excellent practitioner."* **Christopher Yates** (see p.1087) demonstrates considerable strength in representing clients in antitrust disputes. He has extensive experience of handling high-profile class actions. **Strengths:** *"Chris has a depth of knowledge of the space."*

Band 3

Foley & Lardner LLP

What the team is known for Foley & Lardner has extensive expertise in corporate transactions, media rights deals and advising on the development of sports stadiums. Acts for clients, including universities, leagues and teams, on contentious and noncontentious antitrust, tax, IP and labor mandates. Demonstrates particular strengths in team transactions including significant franchise acquisitions. Handles high-value sponsorship, media rights and licensing deals for major teams and competitions.

Strengths

"Foley & Lardner's team are extremely reliable and solution-oriented in handling complex matters."

"The group is very strong and has a tremendous amount of legal horsepower and acumen to handle even the most complex, demanding and sophisticated formation and deal work."

Work highlights Foley & Lardner advised Comate Global on a multi-year Spanish language media rights deal with Univision.

Notable practitioners

Jonathan Israel is particularly adroit at advising

investors and organizations on investments into the burgeoning eSports arena. He is also adept at handling employment and litigation matters for sports teams. **Strengths:** *"Jon is one of the most responsive and technically strong lawyers I have worked with in the industry."* Cochair of the sports practice, **Kevin Schulz** advises high-profile clients on M&A and sponsorship agreements, among other matters. **Strengths:** *"He provides amazing advice and insights."* *"Kevin provides thorough, practical and timely advice on the most complex matters."* **Andrew Lee** is highlighted for his ability to handle a range of issues, including acquisitions, licensing and sponsorship deals. **Strengths:** *"He demonstrates a great mix of experience, expertise and business acumen."* *"Andrew is excellent all-around; he is versatile, savvy, hard-working and a successful attorney with great client skills."*

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher has a highly regarded practice that boasts notable strength in both litigation and arbitration proceedings relating to the sports industry. Has noteworthy strength in handling transactional matters whereby the team advises investors and sports companies in high-value M&A and financings. Also brings expertise to corporate matters, media rights issues and stadium developments. Maintains a diverse client roster made up of leagues, associations, athletes and media groups.

Work highlights Gibson Dunn advised affiliates of the Dallas Cowboys and the New York Yankees on Legends' acquisition of ASM Global.

Notable practitioners

Richard Birns (see p.506) is the cochair of the sports practice and demonstrates the capability to handle a broad spectrum of issues. He boasts a varied client list that ranges from gambling organizations to telecommunication companies. **Strengths:** *"Richard is a great lawyer."*

Herrick, Feinstein LLP

What the team is known for Herrick, Feinstein is recognized for its work with some of the most storied names in American sports, but also home to an ever-expanding client roster of teams, leagues and investors. Provides counsel on complex disputes and daily advisory needs across a number of sports. Regularly advises on multimillion-dollar financing and refinancing deals. Recent experience also includes entertainment and intellectual property transactions.

Strengths

"The Herrick team is very responsive."

"The practitioners demonstrate solid expertise on complex matters."

Work highlights Herrick, Feinstein assisted the New York Racing Association with the formation of a joint venture with a European gambling software engineering firm.

Notable practitioners

Irwin Kishner has extensive experience of handling large-scale corporate transactions in the sports space. He also possesses additional expertise in advising leagues, teams and media organizations on development and media rights agreements, among other issues. **Strengths:**

"Irwin is an excellent transactional lawyer with deep expertise. He is also extremely client-focused, responsive and service-oriented."

Katten

What the team is known for Katten has a strong team with an enviable client base of top teams in basketball and baseball, in addition to numerous other sports. Also acts for buyer groups, unions and developers in sports matters. Represents a number of key players in the market with respect to sporting arena developments, media rights deals, financing and broadcasting. Also assists clients on regulatory matters such as compliance with league regulations.

Strengths

"Katten has such a wide breadth of expertise that they can draw on."

"The firm has a very strong bench of practitioners."

Work highlights Katten advised Dr. Miriam Adelson, Sivan Dumont, and Patrick Dumont on the acquisition of a controlling ownership interest in the Dallas Mavericks NBA team from Mark Cuban.

Notable practitioners

Adam Klein (see p.609) maintains a multifaceted sports law practice which encompasses financings, sponsorships and advising on arena developments, among other matters. **Strengths:** *"Adam is one of the very best lawyers in the sports finance and advisory industry."* *"He has a depth of knowledge of the space."*

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers has a wealth of experience structuring deals for established sports clients. Noted expertise in team and company M&A, league sponsorship and stadium development. A growing esports practice, advising on the acquisition of esports entities, tournament hosting negotiations, and sponsorship. Capable of handling cross-border ventures, including deals involving broadcasting rights and licensing agreements. The firm is also equipped to advise on investigations for teams and organizations.

Strengths

"Go-to firm for a variety of matters across multiple disciplines. The team also provides excellent service and responsiveness."

Work highlights O'Melveny advised Stanford University on its decision to leave the Pac-12 and join the Atlantic Coast Conference at the start of the 2024-2025 season, which included advising on media rights.

Notable practitioners

Co-head of the firm's entertainment, sports and media practice Amy Siegel is a key contact.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison has a broad offering which demonstrates strength in a range of contentious and non-contentious matters. Highly sought after for its expertise in investigations and high-profile disputes, particularly in relation to concussion. Also capable of handling M&A transactions as well as matters relating to licensing agreements

and sponsorship deals. Sought out by a diverse client base made up of international sporting bodies, private corporations and individuals.

Strengths

"Paul, Weiss' team is very strong and has very strong attorneys."

"The team is efficient and quick."

Work highlights Paul, Weiss advised the Boston Bruins on an independent review of the team's player-vetting processes and decision to sign Mitchell Miller.

Notable practitioners

Christopher Boehning (see p.508) has extensive experience of handling significant litigation and regulatory issues. He has strength in handling matters related to bribery and corruption claims, among others.

Band 4

Arnold & Porter

What the team is known for Arnold & Porter offers strong capabilities in representing leagues, teams and associations in contentious issues. The firm provides noteworthy strength in handling antitrust matters, and is further equipped to handle complex IP, patent and copyright disputes. The team also leverages additional skill to advise players in appellate matters.

Notable practitioners

C. Scott Lent is a key contact for the firm.

Global Sports Advocates, LLC

What the team is known for The Global Sports Advocates team is renowned throughout the market for its strength in advising athletes in complex sports disputes. The group has handled a vast range of matters including breach of contract and IP disputes. The practitioners demonstrate considerable strength in assisting clients facing allegations of anti-doping rule violations. The team is adept at handling both domestic and international issues.

Strengths

"Global Sports Advocates has the scope and experience to handle complex matters."

"The team's level of service is exceptional."

"The group has a lot of experience and expertise."

Work highlights GSA defended Peter Bol against doping allegations following a false positive test for EPO. Sport Integrity Australia and WADA cleared him in July 2023.

Notable practitioners

Paul Greene (see p.573) concentrates his practice primarily on disputes within the sports space, in particular anti-doping proceedings. He is regularly retained to represent athletes before the Court of Arbitration for Sport and other governing bodies. **Strengths:** *"Paul is one of the best lawyers in the anti-doping space."* *"His cross-examination skills are second to none."* **Matt Kaiser** (see p.599) has a growing practice in the sports sphere. He has notable experience of assisting on matters arising from allegations of violations to the anti-doping rule. **Strengths:** *"He is very experienced and goes above and beyond to help clients."*

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig's team is held in high regard for its ability to advise clients on a range of issues, including acquisitions, endorsement agreements and licensing agreements. The group represents athletes, sports teams and corporations in the sports sector. The practitioners have further experience of handling issues in the esports space.

Strengths

"The team is very effective; they know this space well and have a lot of experience."

"The group has a deep understanding of space and we trust them to handle matters of the highest difficulty."

Work highlights Greenberg Traurig represented Paolo Banchemo in an endorsement deal with Nike and its affiliate, Jordan Brands.

Notable practitioners

As cochair of the video game and esports practice at Greenberg Traurig, **David Schulman** counts advising esports teams, league operators and developers to be a key component of his practice. His recent work includes providing guidance on investments into the space, league entry negotiations and infrastructure agreements. **Denis Clive Braham** is a prominent real estate attorney, known for his expertise in sports-related transactions, particularly venue development and stadium agreements. **Strengths:** *"He has great expertise with respect to venue construction and development of venues."*

Holland & Knight LLP

What the team is known for Holland & Knight services clients with a multidisciplinary team with experience in both contentious and non-contentious matters. The team offers noteworthy strength in handling employment contract agreements. The firm also represents teams and players in business disputes and sensitive investigations. Its members are adept in advising businesses seeking to form partnerships and establish sponsorships with sports leagues. The members are also equipped to advise on transactional matters, such as mergers and acquisitions.

Strengths

"Top-to-bottom the team is incredibly qualified, diligent and excellent to work with."

"Holland & Knight's team of attorneys can answer almost any question that an athletic-related support entity may have."

Work highlights Holland & Knight represented the Tennessee Titans in negotiations with the State and Local governments on over \$1.2B in public funding.

Notable practitioners

Keith Carroll advises athletes, senior executives and sport franchises on a host of issues. He is adept at handling business disputes and league investigations. **Strengths:** *"Keith is knowledgeable and easy to work with."* **Anthony Mulrain** boasts strength in both the sports and esports space. He has a varied practice which covers licensing issues and sponsorship agreements, as well as litigation matters.

Jackson Lewis P.C.

What the team is known for Jackson Lewis is notable for its coverage of regulatory compliance, crisis management and litigation. It provides counsel on NCAA and NAIA regulatory compliance, Title IX and wage and hour issues. The firm conducts NCAA rule investigations and represents universities before NCAA committees. It also assists sports agencies with regulatory matters.

Strengths

"Jackson Lewis has a strong practice."

"A really good firm, very strong in labor and employment in sports matters."

Notable practitioners

Paul Kelly is a key contact for the firm.

K&L Gates

What the team is known for K&L Gates' team demonstrates its ability to advise a range of clients, including major sporting bodies and individuals. The team is adept at handling IP issues, as well as significant transactions in the space. Its practitioners have further experience of advising clients on sponsorship and collaboration agreements.

Strengths

"The team is very responsive."

"K&L Gates' practitioners really know the industry."

Work highlights K&L Gates provided counsel to 3ICE on drafting standard-form player and coach agreements.

Notable practitioners

John Wilson leads the global sports industry group. He routinely advises leagues, teams and athletes on transactions in the space. **Strengths:** *"John is a great, solutions-oriented lawyer." "He has great overall experience, compassion and understanding." "John is very diligent, responsive and quick."*

McGuireWoods LLP

What the team is known for McGuireWoods is a global firm that leverages the strength of its wholly owned subsidiary in the sports space. Its practitioners provide legal and public affairs services to clients worldwide. With expertise in handling corporate transactions, disputes and regulatory matters, it is notably adept at negotiating credit facilities for major sports franchises and leagues.

Notable practitioners

Mike Andrews is a key contact for the firm.

Meister Seelig & Fein PLLC

What the team is known for Meister Seelig & Fein PLLC's group advises professional athletes in US leagues on a range of issues, such as litigation and intellectual property matters. The team navigates complex disputes and crisis management, protecting clients' reputations and brands.

Strengths

"Meister Seelig has a truly deep bench of very talented practitioners."

"The group is always available and makes me feel supported."

"The team's ability to handle complex and sophisticated matters is outstanding."

Work highlights MSF represented Jake Paul in a

defamation lawsuit in New York's Southern District Court.

Notable practitioners

Litigation department chair, **Mitchell Schuster** (see p.694) specializes in sports and entertainment litigation, crisis management and estate planning. He has notable experience of providing counsel to athletes. **Strengths:** *"Mitch is outstanding in all categories, but in particular his responsiveness, awareness of other industries and his wide range of expertise in many legal areas."*

Mintz

What the team is known for Mintz's sports practice is held in high regard throughout the market. The team advises a vast range of clients including teams, leagues and athletes, among others. The group provides counsel on a broad spectrum of matters including sponsorship, regulatory and licensing issues. The practitioners are adept at handling transactions, although they demonstrate further strength in representing clients in litigation. Mintz's team has further strength in the esports space.

Notable practitioners

Steven Olenick, chair of the Sports & Entertainment Practice, is a key contact.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius' team boasts notable strength in handling transactional matters, including financings and acquisitions. The group's clients include leagues, investors and universities. The practitioners are also adept at handling IP-related issues. It is a well-rounded practice that has further experience of handling employment and sponsorship work.

Strengths

"Morgan, Lewis' attorneys are incredibly sharp and able to work through nuanced legal topics."

Work highlights Morgan Lewis advised Boston Unity Soccer Partners on its agreement to be awarded expansion rights for the NWSL 15th team.

Notable practitioners

Jeffrey Moorad is a key contact for the firm.

Polsinelli PC

What the team is known for Polsinelli's group boasts a diverse client list that is comprised of professional and amateur sports teams, leagues and sponsors. It handles wide variety of matters including media rights, corporate governance, real estate finance and intellectual property matters.

Strengths

"Polsinelli's team provides practical and sound advice."

"The group is extremely responsive and provides service of the highest level."

Work highlights Polsinelli provided counsel to Arrowhead Events on the successful 2026 World Cup Host City bid to host games at Arrowhead Stadium.

Notable practitioners

Leane Capps is the vice chair of the sports & entertainment group. She is notably adept at handling litigation, arbitration and appellate matters. She has further experience of advising clients on

media rights agreements. **Strengths:** *"Leane is an excellent litigator." "She is an extremely knowledgeable and sophisticated attorney with a wide range of experience."* **Kevin Sweeney** of Polsinelli PC represents an impressive array of sports conferences in key issues such as media agreements, realignments and NIL rights.

Sidley Austin LLP

What the team is known for Sidley Austin has a strong team that has excellent transactional and corporate capabilities. Acting for teams, leagues and investors, the firm advises on complex cross-border M&A as well as on financings and joint ventures. The team also offers further prowess in representing governments and universities in facility matters, including naming rights and stadium development.

Strengths

"Sidley's team brings the legal technical expertise, experience and industry knowledge that are so important on both sides of sports deals."

"The team is able to pull in subject matter experts across a range of topics and geographies."

Work highlights Sidley advised multiple investors on the definitive purchase and sale agreement to acquire the NFL's Washington Commanders from the Snyder family.

Notable practitioners

Charles Baker (see p.495) advises investors, clubs and private individuals on a broad scope of transactional mandates within the sports space.

Strengths: *"Charles is a wonderful practitioner."*

Irwin Raji (see p.673) is well equipped to advise teams, investors and public entities on an array of transactional mandates relating to the sports industry, including M&A, joint ventures and stadium development plans. **Strengths:** *"Irwin has a deep knowledge of deal dynamics."*

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell provides broad multidisciplinary expertise to service teams, leagues, owners and investors. It leverages transactional and corporate abilities to assist on M&A and joint ventures. The firm is also adept in handling litigation matters and investigations. Offering additional skill in real estate matters, the firm represents stadium developments and financings.

Strengths

"Every member of the team is very capable, not only in their subject matter expertise, but in a variety of other areas as well."

"Sullivan & Cromwell's lawyers are extremely responsive and timely in working through all issues as required."

"The team's practitioners are great at thinking through complex and sophisticated matters."

Notable practitioners

Ivan Deutsch leads the firm's Sports & Entertainment practice and is a key contact.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges' sports practice is held in high regard throughout the market. The practitioners have considerable experience in handling commercial disputes on behalf of athletes and players' associ-

ations. The team also provides counsel on investigations of alleged misconduct. Its attorneys have further strength in assisting clients with significant transactions. The firm is also adept at representing clients in antitrust litigation.

Strengths

"Weil, Gotshal has a very strong team with a diverse range of strengths. The group is very impressive."

Work highlights Weil represented Washington State University in a dispute concerning governance rights and the direction of the Pac-12 Conference.

Notable practitioners

Cohead of the complex commercial litigation practice, **Andrew Tulumello** (see p.1370) has extensive experience of handling litigation and investigations concerning allegations of abusive coaching, among other issues. **Strengths:** *"Andrew is a strong lawyer."*

Wilkinson Stekloff LLP

What the team is known for Wilkinson Stekloff's group focuses its practice on sports litigation for professional and collegiate sports corporations. The team has experience of handling high-profile antitrust cases and investigations.

Strengths

"Wilkinson's team is terrific."

"The group has deep experience in complex sports law matters."

"The team contains very strong litigation lawyers."

Work highlights Wilkinson Stekloff represented the National Collegiate Athletic Association in a putative antitrust class action lawsuit brought by current and former student-athletes under the Sherman Act.

Notable practitioners

Beth Wilkinson (see p.734) of Wilkinson Stekloff has a distinguished practice in the sports space. She boasts significant strength in handling antitrust class actions. **Strengths:** *"Beth's expertise is invaluable." "She's a wonderful lawyer."*

Other Ranked Lawyers

Jeffrey Appelbaum of Thompson Hine has extensive experience of handling construction and real estate matters relating to the sports sphere. He is also sought out for his expertise in insurance and risk management issues. **Strengths:** *"Jeffrey's skill set is great and he is a subject matter expert."*

Jared Bartie (see p.498) of Willkie Farr & Gallagher has an impressive roster of clients in the esports sphere. He provides counsel on a range of issues, including ownership agreements, corporate sponsorships and league entry negotiations. **Strengths:** *"Jared is a great lawyer, he is so skilled." "Jared is my go-to attorney on matters that require practicality."*

Baird Fogel (see p.556) of Eversheds Sutherland heads the US sports law practice. He is highlighted for his strength in handling transactional issues on behalf of investors, athletes and leagues. **Strengths:** *"Baird exudes professionalism." "He knows the industry so well and his advice is invaluable."*

Stephen Hess (see p.583) of The Law Office of Stephen A. Hess represents an impressive client list which includes USA Boxing and USA Taekwondo. His practice incorporates a broad spectrum of issues such as contract negotiations and suspension issues. **Strengths:** *"Stephen provides excellent professional services." "He is very experienced and has the ability to provide sound legal advice in numerous areas."*

ried and has the ability to provide sound legal advice in numerous areas."

Howard Jacobs (see p.594) has cultivated an excellent reputation for his representation of athletes in doping cases and other disciplinary actions. **Strengths:** *"Howard is very strong in all areas."*

Arash Khalili of Loeb & Loeb is cochair of the sports practice. He represents esports clients with endorsements deals, sponsorships and media agreements.

Daniel Nash of Akin is held in high regard for his expertise in contentious matters. He has recently been involved in class actions arising from anti-doping and personal injury claims, and is routinely sought out by the NFL. **Strengths:** *"Daniel is a fantastic lawyer."*

Alan Rifkin offers broad transactional and commercial litigation experience. He has additional strength in advising on issues relating to NIL, media rights and sports facility negotiations. **Strengths:** *"Alan is an exceptional attorney who has vast experience of handling sports matters."*

"He brings an unparalleled level of energy." "He is a fierce advocate for his clients and thorough in his evaluation of issues."

Seth Rose of Loeb & Loeb is commended for his ability to handle a wide spectrum of issues on behalf of esports professionals and sponsors. His vast experience ranges from handling sponsorship agreements to intellectual property disputes.

Karl Rutledge (see p.687) of Lewis Roca specializes in gaming, promotional marketing, and esports, ensuring compliance with state and federal laws. He advocates for clients and navigates negotiations with regulators and other stakeholders.

Startups & Emerging Companies Nationwide

Band 1

Cooley LLP

What the team is known for Cooley LLP leverages substantial experience in cutting-edge emerging companies work for both companies and investors, particularly in the technology and life sciences domains, across the USA. The team readily assists startup businesses throughout their life cycle, even from before their official formation, with the help of an impressive network of investors. Cooley LLP counts among its clients prominent young companies in the healthcare, media, software and retail sectors.

Strengths

"The Cooley team is exceptionally high-caliber."

"The team are experts in the startups space."

"The Cooley team delivers exceptional work product with excellent coordination across teams."

Work highlights Cooley LLP advised Contentsquare on its \$400m series F financing round. **Notable practitioners**

Vice-chair of Cooley LLP, **Michael Lincoln** has a roster of clients that includes startup companies, venture capital firms and angel investors. **Strengths:** *"He's one of the best." "Mike is awesome, he's a rock star." "He's a super impressive lawyer."* Palo Alto-based partner **Mark Tanoury** enjoys a broad-based practice but is particularly noted for his work with leading venture capital sponsors. **Craig Jacoby** represents emerging companies operating in a wide variety of industries. He is recognized for his ability to guide clients through early-stage financing transactions.

Strengths: *"Craig is one of the best lawyers I know. He is calm, insightful and deeply committed to his clients' best interests."*

Eric Jensen brings his high level of capital markets expertise to acting for emerging companies in IPOs. He routinely works with organizations in the technology and software sectors. **Rachel Proffitt** shows a broad skill set ranging across both venture capital and capital markets transactions. Her clients include high-growth companies in the e-commerce sector. **Strengths:** *"Rachel is absolutely terrific."*

Sacha Ross advises both high-growth companies and strategic investors in venture financings. His focuses his practice on advising clients in the technology sector. **Strengths:** *"He's very responsive and very strategic in his advice."* **David Young** maintains a well-reputed practice counseling

Startups & Emerging Companies	
Leading Firms	
Band 1	
Cooley LLP	
Fenwick	
Goodwin	
Gunderson Dettmer Stough Villeneuve Franklin	
Band 2	
DLA Piper LLP (US)	
Latham & Watkins LLP	
Orrick, Herrington & Sutcliffe LLP	
Wilson Sonsini Goodrich & Rosati	
Band 3	
Lowenstein Sandler LLP	
Morrison Foerster	
Perkins Coie LLP	
Pillsbury	
WilmerHale	
Band 4	
Dentons	
Mintz	
Morgan, Lewis & Bockius LLP	
Nelson Mullins Riley & Scarborough LLP	
Band 5	
Foley & Lardner LLP	
Foley Hoag LLP	
Greenberg Traurig, LLP	
Katten	
King & Spalding LLP	
Morris, Manning & Martin, LLP	
Nixon Peabody LLP	
Reitler Kailas & Rosenblatt LLP	
Ropes & Gray LLP	
Silicon Legal Strategy, A Professional Corporation	
Troutman Pepper	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Startups & Emerging Companies	
Senior Statespeople	
Senior Statespeople: distinguished older partners	Davidson Gordon K Fenwick
Bochner Steven Wilson Sonsini Goodrich & Rosati	Sonsini Larry W Wilson Sonsini Goodrich & Rosati
Leading Individuals	
Band 1	Boyajian Victor Dentons US LLP
Lincoln Michael Cooley LLP	Brophy Fiona Perkins Coie LLP
McCusker Anthony Goodwin *	Brown Michael A Fenwick
Tanoury Mark Cooley LLP	Bull Richard DLA Piper LLP (US) *
Band 2	Cohen Allan Nixon Peabody LLP *
Bautista John Orrick, Herrington & Sutcliffe LLP	Dinow Adam Cooley LLP
Chory John Latham & Watkins LLP *	Dwyer Thomas P Troutman Pepper *
Hachigian Jay K Gunderson Dettmer Stough Villeneuve	Errico Christopher T. Dentons
Jacoby Craig Cooley LLP	Fleming Ronald A. Pillsbury
Taku Yoichiro Wilson Sonsini Goodrich & Rosati	Foreste Nick Morris, Manning & Martin, LLP
Band 3	Fox Joshua Mintz
Bain Michael D WilmerHale	Hamilton Andrew Morgan, Lewis & Bockius LLP
Clarfield Hess Cynthia Fenwick	Ladd-Kravitz Emily Greenberg Traurig, LLP
Egan III John J Goodwin *	Lehrer Jeffrey K DLA Piper LLP (US)
Esquivel Michael T Fenwick	Mo Curtis L DLA Piper LLP (US)
Gammell David D Gunderson Dettmer Stough Villeneuve	Molina Leandro Nelson Mullins Riley & Scarborough LLP
Gaviria Ivan A. Gunderson Dettmer Stough Villeneuve	Naughton Laurence P Mintz
Glaser Michael Morrison Foerster *	Rosenblum Peter Foley Hoag LLP
Jensen Eric Cooley LLP	Rubin Asher M Sidley Austin LLP (ORL) ◇ *
Kropp Jason L WilmerHale	Rumberger Jr Edwin Thom WilmerHale
Mitchell Patrick Goodwin *	Schall Gary WilmerHale
Proffitt Rachel Cooley LLP	Schindler Lee Perkins Coie LLP *
Ross Sacha Cooley LLP	Sigety Elizabeth Fox Rothschild (ORL) ◇ *
Sherman Craig E Wilson Sonsini Goodrich & Rosati	Sorin David Brown Rudnick LLP (ORL) ◇
Socol Randy DLA Piper LLP (US)	Torres Charles DLA Piper LLP (US)
Stevens Mark C Fenwick	Voxman W Alex Latham & Watkins LLP *
Venuto Stephen Orrick, Herrington & Sutcliffe LLP	Up-and-coming individuals
Young David R Cooley LLP	Akers George Nelson Mullins Riley & Scarborough LLP
Zimmerman Edward M Lowenstein Sandler LLP	Chimon Jason Nixon Peabody LLP *
Band 4	Clark Randall Gunderson Dettmer Stough Villeneuve
Bloom Mitchell S Goodwin	Colla Derek Cooley LLP
Brown Matthew Katten	Knoop Michelle Goodwin *
Flint Bradford Ropes & Gray LLP *	Novotny Jon Goodwin *
Indick Murray Morrison Foerster *	Pollick Josh Orrick, Herrington & Sutcliffe LLP
Levy Stephane Cooley LLP	Sorin Jared Brown Rudnick LLP (ORL) ◇
McVay Ken Gunderson Dettmer Stough Villeneuve	Associates to watch
Patt Jeffrey Katten	Civetta Alexander Mintz
Potter Benjamin A Latham & Watkins LLP *	Lester Rebecca Nelson Mullins Riley & Scarborough *
Werner Peter Cooley LLP	Rydder Schwartz Maria DLA Piper LLP (US) *
Band 5	Valenzuela Fabiola Katten
Bartus Matthew Cooley LLP	

established and emerging companies in Los Angeles. He has experience of handling a wide spectrum of transactions from seed to later-stage financings. **Strengths:** “He’s absolutely fabulous and the quality of his legal work is extremely high.” **Stephane Levy** garners recognition for representing investors and startups across a range of emerging company transactions. **Peter Werner** frequently represents high-growth companies and investors in financings, governance issues and securities transactions. **Strengths:** “Peter is really great; he balances practicality with strong lawyering.” “He is a fantastic attorney.” **Matthew Bartus** is held in high regard for his ability to advise organizations throughout their life cycle, from formation through to IPO. **Strengths:** “Matthew has an in-depth knowledge of the law and a depth of experience.” **Adam Dinow** is routinely called upon to advise clients on funding rounds from seed financings to Series D financings. **Strengths:** “Adam is an awesome lawyer.” **Derek Colla** is routinely called upon to advise investors on early-stage funding rounds.

Fenwick

What the team is known for Fenwick demonstrates the sought-after ability to counsel startup businesses, particularly in the tech sector, on the full extent of company growth processes, as well as advising venture capital investors. The firm

operates at the forefront of cutting-edge technology markets, including fintech, virtual reality and the sharing economy. It is noted for its connections to Silicon Valley technology companies and venture capital firms, due to its long-established presence in the San Francisco Bay Area.

Strengths

“Fenwick are excellent across the board.”

“It’s a top-tier firm.”

Work highlights Fenwick represents Whatnot in its \$260m series D funding round.

Notable practitioners

Gordon Davidson continues to draw great acclaim for his representation of Silicon Valley’s leading technology companies. **Cynthia Clarfield Hess** acts for startups in transactions undertaken at all stages in their life cycle. **Strengths:** “She’s a very good lawyer.” **Michael Esquivel** maintains a strong practice representing digital health startups and their investors in the Silicon Valley area. **Mark Stevens** represents high-growth companies in

the science, gaming and media industries. He is notable for acting on deals for technology companies. **Michael Brown** has a strong practice representing technology startups throughout their life cycle. **Strengths:** “A really good lawyer and a terrific guy.” “He’s super pragmatic and efficient in his advice.”

Goodwin

What the team is known for Goodwin is a leading player in the startups and emerging companies field, aiding biotech, e-commerce and digital media entities, among others, throughout their development from creation to sale or IPO. The team is also experienced in matters such as intellectual property and M&A. It boasts a significant investor-side practice, acting for a number of leading venture capital funds. The firm benefits from a broad geographical spread, from San Francisco and Silicon Valley to Boston and New York. **Strengths**

"Goodwin is a market-leading firm."

"The team is fantastic and contains business-minded lawyers."

"Goodwin's team is superb."

"The lawyers are super pragmatic and great to work with."

Work highlights Goodwin provided counsel to Coalition on a Series F financing.

Notable practitioners

Anthony McCusker (see p.637) advises both startups and investors operating in a range of sectors, including fintech and biotech. **Strengths:** *"He's a real expert and he's super experienced."*

John Egan (see p.2014) routinely represents emerging companies from the technology sector in high-value financings. He is cochair of the firm's technology and emerging companies group. **Patrick Mitchell** (see p.2030) is routinely called upon to provide counsel to growth equity and venture capital firms. His broad practice involves advising on transactions and portfolio investments. **Strengths:** *"Pat is super practical, very solutions-oriented and is able to craft winning solutions."* **Mitchell Bloom** draws acclaim for his representation of startups in the life science sector. He has particular experience in transactions involving emerging biotechnology companies. **Michelle Knoop** (see p.610) is developing a strong practice advising companies on funding cycles and providing general corporate advice. **Strengths:** *"Michelle is a fierce negotiator, she's phenomenal."* **Jon Novotny** (see p.655) focuses his practice on advising clients on early-stage financings concerning organizations in the technology sector. **Strengths:** *"An exceptional lawyer who is very commercially savvy."*

Gunderson Dettmer Stough Villeneuve Franklin & Hachigian

What the team is known for Gunderson Dettmer Stough Villeneuve Franklin & Hachigian maintains a dedicated emerging companies practice, with the ability to advise investors and early-stage tech companies on a diverse spectrum of matters, including international investments. The team also provides guidance on complementary areas of law, such as employee benefits and executive compensation, IP and tax. It regularly advises clients who operate in the media, software and pharmaceutical sectors.

Strengths

"Gunderson is a go-to firm in Silicon Valley."

Work highlights Gunderson Dettmer represented Our Next Energy in its \$300m Series B financing.

Notable practitioners

Jay Hachigian's practice sees him regularly handling financings for life sciences and technology companies. His work with venture capital sponsors includes both investments and fund formation. **Strengths:** *"Jay is a very good lawyer."*

David Gammell represents startup companies throughout their life cycle. He also acts on behalf of venture capital funds in financing transactions.

Strengths: *"He's a super practical lawyer."* **Ivan Gaviria's** practice revolves around the technology sector, and he largely acts for company-side clients. His work includes acting on financing rounds and M&A. **Ken McVay** acts on behalf of both emerging companies and venture funds in

the technology industry. He handles the full range of matters in a startup's life cycle, from financings to M&A and IPOs. **Randall Clark** is based in New York and has a burgeoning practice representing both companies and venture capital funds across all stages of corporate life cycles.

Band 2

DLA Piper LLP (US)

What the team is known for DLA Piper LLP works with both venture capital investors and growing businesses at all stages of startup development, bringing to bear international strength to benefit both kinds of client. The firm is well distributed throughout the USA and capable of handling everything from M&A to governance and IP. It has particular expertise in the software and life sciences sectors.

Strengths

"DLA's team provides subject matter expertise on a wide range of legal matters facing startups."

"In addition to having a very detailed and in-depth understanding of the applicable laws, the team also shows an understanding of the market in that space and provides commercial advice."

Notable practitioners

Randy Socol acts for both emerging companies and venture capital firms operating in the life science and technology sectors. **Strengths:** *"Randy has a tremendous breadth of experience coupled with excellent commercial knowledge. He is also an extraordinary negotiator."* **Richard Bull** (see p.1005), vice-chair of the emerging growth and venture capital team, is an experienced partner who advises venture funds and startups on early stage financings. **Strengths:** *"He's a great asset to the team."* Chair of the emerging growth and venture capital team, **Jeffrey Lehrer** is a well-regarded lawyer who advises venture funds on investments in early-stage companies. **Strengths:** *"An unfailingly practical lawyer who is quintessentially solutions-driven."* *"Jeffrey's a fantastic lawyer and a go-to for us."* **Curtis Mo** is an experienced practitioner who regularly advises clients on early stage financings, particularly in the technology sector. **Charles Torres** frequently advises emerging growth companies on venture capital and corporate transactions. **Strengths:** *"Charles is creative and diligent."* *"He is incredibly knowledgeable and effective."* **Maria Rydder Schwartz** (see p.687) is an associate who assists emerging companies and venture capital funds on a range of financial issues and financings. **Strengths:** *"Maria's level of responsiveness is outstanding."*

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP is particularly well recognized for its representation of nascent life sciences businesses throughout their financings, IPOs and sales, as well as in general corporate issues throughout their life cycles. Drawing upon extensive global resources, the firm is also highly adept in representing both investment banks and venture capital firms. It is respected for its work with a number of prominent emerging data and fintech companies.

Strengths

"Latham & Watkins has a deep bench of brilliant lawyers."

"The Latham's team is terrific."

"The practitioners are very sophisticated."

Work highlights Latham & Watkins advised Clerkie in its Series A financing.

Notable practitioners

John Chory (see p.2011) is the global chair of the firm's emerging companies practice. He has substantial experience of providing counsel to fintech and life science companies from inception through to IPOs. **Benjamin Potter** (see p.1062) is noted for his strong reputation in California and nationwide on the startups scene. He provides counsel to clients on a wide spectrum of issues, ranging from early-stage financing to IPOs. **Strengths:** *"Benjamin is super technical and super strong on the details. He's brilliant."* *"He's very knowledgeable, pragmatic and responsive."* *"Ben's an amazing partner who provides an outstanding caliber of work."* **Alex Voxman** (see p.1082), cochair of the Los Angeles corporate department, is a well-regarded partner who advises companies on a broad spectrum of issues, ranging from seed to late stage financing. **Strengths:** *"The breadth of his experience and practical advice make him an excellent lawyer."*

Orrick, Herrington & Sutcliffe LLP

What the team is known for Orrick Herrington & Sutcliffe LLP advises companies and investors at the forefront of the technology industry on financings, investments and IPOs, in areas like social networking, life sciences and fintech, including blockchain. The department cultivates a strong Silicon Valley presence alongside its nationwide network to serve burgeoning tech markets from New York to Los Angeles.

Strengths

"The team thinks in a sophisticated and creative manner."

"The firm has excellent attorneys with broad and deep knowledge."

"Orrick's group has wide market expertise."

Work highlights Orrick Herrington & Sutcliffe advised Coatue Management in its €320m Series D financing of Satispay, a mobile payments system.

Notable practitioners

John Bautista's stable of clients includes leading venture capital firms and fintech companies, which he represents in major financing transactions. **Strengths:** *"A super supportive partner who is very good at providing practical advice."* **Stephen Venuto** routinely represents growing companies in financing transactions. His client base includes many reputable media and technology companies. **Strengths:** *"Stephen delivers the highest possible quality of service and responsiveness."* **Josh Pollick**, co-leader of the global technology companies group, is highlighted for his ability to provide counsel to technology companies on complex financings.

Wilson Sonsini Goodrich & Rosati

What the team is known for Wilson Sonsini Goodrich & Rosati demonstrates an acclaimed record for advising Silicon Valley technology

startups on their IPOs and venture capital financings, as well as general corporate and IP matters. The team is experienced in all corporate transactions including M&A and public and private securities offerings. It is highly respected for the sheer number of startups it has successfully cultivated over the past 50 years.

Strengths

"Wilson Sonsini provides a full-service and sophisticated practice."

"Wilson Sonsini is a terrific firm."

"The team has a broad set of capabilities and deep expertise in each area."

Work highlights Wilson Sonsini Goodrich & Rosati represented MasterControl in a \$150m Series A fundraising.

Notable practitioners

Steven Bochner's capital markets practice regularly sees him working with both emerging companies and venture capital firms in early-stage financings and investments. **Strengths:** *"Steve is a seasoned practitioner that has seen it all."*

Larry Sonsini is renowned for his work with a number of the leading technology companies of Silicon Valley. He draws acclaim from peers for the strength of his reputation in the Bay Area.

Yoichiro Taku routinely represents technology startups in venture financing transactions. This work forms part of his wider transactional practice, which also includes M&A and capital markets work. **Strengths:** *"He's incredibly service-oriented."* *"Yoichiro is immensely helpful."*

Craig Sherman is highly regarded for his representation of emerging companies from a range of sectors. He is particularly adept in the representation of sell-side companies in early-stage M&A.

Band 3

Lowenstein Sandler LLP

What the team is known for Lowenstein Sandler LLP typically acts on behalf of venture capital investment firms, startups and growing businesses in the technology sector, with a particularly strong East Coast presence. The team cultivates a significant IP practice in tandem, counseling businesses of all sizes, including some of the biggest names in the technology industry. It is valued by clients for its innovative approach, including the running of startup accelerator VentureCrushFG.

Strengths

"The team is very knowledgeable about the venture market."

"Lowenstein's practitioners are extremely responsive and proactive in their communications and they have excellent legal knowledge."

Work highlights Lowenstein Sandler LLP represented Aquiline Capital Partners in the Series B financing of Valera Health.

Notable practitioners

Edward Zimmerman is acclaimed for his work on behalf of technology companies in financing matters. **Strengths:** *"He is a wonderful thought-partner. He's very good at quarterbacking large complex transactions and bringing to bear his expertise into a matter."*

Morrison Foerster

What the team is known for Morrison Foerster handles the full spectrum of transactional work throughout the development of startups, across such diverse technology subsectors as renewable energy and life sciences. The team is notable for its strong investor-side practice, both within the USA and internationally, with a unique focus in the area of impact investing.

Strengths

"The team is able to guide clients through very complex issues."

"Its practitioners are always very responsive and look out for the company's best interests."

"The group is very commercial and sophisticated when handling complex matters."

Work highlights Morrison Foerster advised Verkada on its \$205m Series D financing.

Notable practitioners

Michael Glaser (see p.1024)'s venture capital practice centers around fundraising work with hi-tech industries. His clients include software producers and financial organizations. **Strengths:** *"He's an excellent lawyer."* **Murray Indick** (see p.1033) guides emerging companies through their life cycle as well as acting for notable venture capital investors. **Strengths:** *"He's an amazing lawyer."* *"Murray is exceptional – he has vast and deep experience."* *"He's practical in his approach, responsive and very experienced."*

Perkins Coie LLP

What the team is known for Perkins Coie LLP counsels across a full range of corporate and IP issues in the consumer technology domain, with an emphasis on financial services regulatory advice in relation to fintech startups. Its typical work includes equity financing deals, exit transactions and board management advice, as well as data security and privacy concerns. The department represents clients from the software, computer sciences and telecommunications sectors, with expertise in autonomous vehicles.

Strengths

"Perkins Coie's group provides with timely and reliable advice on complex matters."

"The team has exceptional depth and breadth."

"Perkins Coie has a deep bench of skilled lawyers."

Work highlights Perkins Coie LLP represented Sourcemap in its \$20m Series B financing.

Notable practitioners

Fiona Brophy is firm-wide co-chair of the firm's emerging companies and venture capital practice. She has experience advising clients through all aspects of the startups life cycle, including venture capital financing. **Strengths:** *"She is available, responsive and provides excellent advice."* *"Fiona is very knowledgeable, practical and responsive."* **Lee Schindler** (see p.692) is an experienced attorney who advises technology and life science companies on a range of issues, including on early-stage financing rounds. **Strengths:** *"Lee has deep and impressive subject matter expertise and is business-savvy."*

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman LLP boasts an established team that is well regarded for its startups and emerging

companies practice, representing technology clients across the United States. It is noted for its expertise across all aspects of formation and financing, as well as for its strength in a range of corporate matters. The team possesses significant expertise in the semiconductor and software sectors.

Strengths

"Pillsbury's team is both incredibly efficient and has a deep knowledge of the space."

Work highlights Pillsbury Winthrop Shaw LLP represented Nomad Health in a \$105 million financing co-led by Adams Street Partners and Icon Ventures.

Notable practitioners

Ronald Fleming, leader of the emerging companies team in New York, is adept at assisting emerging companies in the technology and life sciences space. He advises clients on funding rounds and investments. **Strengths:** *"Ronald is a really good lawyer."*

WilmerHale

What the team is known for WilmerHale is well regarded for advising venture capital investors and startup companies, with a key affinity for both IP and general corporate advice. It is particularly strong in the Boston market and capable of guiding an emerging business from inception all the way to sale or IPO, typically drawing clients from the life sciences and breakthrough technology fields.

Strengths

"WilmerHale has an expert in every area."

"The team has incredible responsiveness."

Work highlights WilmerHale advised Wellington Management in its \$238 million Series E investment into SeatGeek.

Notable practitioners

Michael Bain is routinely retained by startup tech companies seeking guidance in venture capital transactions. **Strengths:** *"He works efficiently and is great at working through a number of issues."* *"He's an incredible sounding board."* **Jason Kropp** advises a broad range of clients including startups, investors and venture capital funds. He is capable of advising both sponsor and company clients on matters beyond venture capital financings, such as fund formation and later-stage M&A. **Strengths:** *"Jason is an experienced adviser with deep and broad understanding of the biotech industry."* *"He's fantastic and he gives very practical advice."* *"Jason is very strategic with his negotiation approach."* **Edwin Thom Rumberger** is noted for his strength in providing counsel to venture capital funds, investors and startups on issues concerning the medical and construction industry. **Strengths:** *"He's a go-to lawyer for us. He goes above and beyond for us and is super responsive and is super flexible with his billing, knowing we're a startup."* *"He's been exceptional."*

Gary Schall, cochair of the emerging company and venture capital practice, assists companies throughout their life cycle, from seed financings to exits. **Strengths:** *"He is incredibly knowledgeable, thoughtful, direct and highly passionate about what he does."* *"His work is extraordinary."* *"His raw intellect and legal prowess is exceptional."*

Band 4

Dentons

What the team is known for Dentons is a highly respected team renowned for considerable experience in the startups market. It is particularly adept in investments in the technology space and called upon by both early-stage companies and venture capital firms. The department has considerable experience of handling matters that are cross-border in nature, garnering strength from its global presence.

Strengths

"Dentons is a fantastic firm. The team is super responsive and great to work with."

"It's a very good firm."

Work highlights Dentons represented LL Funds in the Series B financing for Picket Houses.

Notable practitioners

Victor Boyajian represents a range of emerging companies as well as funds active in the technology sectors including fintech. **Strengths:** *"Victor is a very good lawyer who is prominent in the space."* **Christopher Errico** regularly acts for emerging companies in transactions involving venture capital funds and angel investors. **Strengths:** *"Chris is a great lawyer."*

Mintz

What the team is known for Mintz is a well-known and respected outfit with a strong offering in the startups and emerging companies space. The team regularly handles a range of matters including early to late stage financing rounds, mergers and acquisitions, IPOs, and general corporate advice. Mintz is well known for its representations of venture capital investors as well as venture-backed companies in the healthcare, life sciences and technology sectors.

Strengths

"Mintz has a strong team."

"The firm is highly responsive and available to provide bespoke service."

Work highlights Mintz provided counsel to SYN Ventures on a Series A extension financing round into Sevco Security.

Notable practitioners

Joshua Fox is recognized for his expertise in acting on seed and early-stage financings for emerging companies. **Strengths:** *"Josh is fantastic. He always provides great, commercial advice."* *"He does an incredible job on matters."* **Laurence Naughton** routinely advises companies from the life sciences, financial and technology sectors from their formation through to financing rounds. He provides counsel on a broad spectrum of issues, including financing and M&A matters. **Strengths:** *"Larry is incredibly responsive, thoughtful, and knowledgeable."* **Alexander Civetta** routinely represents early-stage companies in seeking seed funding. **Strengths:** *"He is an outstanding attorney who is super helpful."* *"His experience is exceptional and his responsiveness couldn't be better."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP assists both investors and emerging companies across a diverse array of legal disci-

plines, such as financing, IP and tax, with a focus on the life sciences and technology sectors. The team is able to advise on transactions at all stages of a company's life cycle, from inception through angel and venture financing to IPO. It brings to bear an international network of legal professionals, both throughout the USA and overseas in Asia, the Middle East and Europe. The department is particularly active in the areas of renewable energy, fintech and healthcare and life sciences.

Strengths

"The team is excellent; the lawyers are well connected and super responsive."

"The group are a pleasure to work with. They're very practical and very commercial."

Work highlights Morgan, Lewis & Bockius LLP represented SandboxAQ in its \$500m Series D financing.

Notable practitioners

Andrew Hamilton is well respected for his practice representing emerging companies in venture capital financing and acquisitions. **Strengths:** *"He's an excellent lawyer."*

Nelson Mullins Riley & Scarborough LLP

What the team is known for Nelson Mullins Riley & Scarborough LLP has a distinguished team of practitioners with considerable experience of handling cross-border issues. The department maintains an enviable client base drawn from the growing community of start-ups and scale-ups in the Southeastern USA. It also boasts key relationships with venture capital funds and companies across the nation.

Strengths

"The team handles a variety of issues with great effect."

"Nelson Mullins is strong in handling complex and sophisticated matters and provides sound advice."

"The firm has a large team staffed with different industry experts."

"The group is very strong."

Work highlights Nelson Mullins Riley & Scarborough advised Digibee on its \$60m Series B financing.

Notable practitioners

Leandro Molina routinely acts for startups in the technology sector on financing rounds, with a focus on fintech emerging companies. **Strengths:** *"Leandro is a great attorney with a lot of experience and a great turnaround speed."* As part of his broader transactional practice, **George Akers** regularly represents growth companies in venture financing transactions. He has particular experience advising companies and investors in the healthcare, technology and software sectors. **Strengths:** *"George is great to work with."* *"George is very responsive and very meticulous."* **Rebecca Lester** (see p.621) advises companies on financings and general corporate matters. She boasts notable strength in handling cross-border transactions, especially in Latin America.

Band 5

Foley & Lardner LLP

What the team is known for Foley & Lardner's practice group is well regarded for its representation of life sciences and technology companies. The firm regularly assists early-stage companies and venture funds on financings, including seed and Series A, B and C financings.

Strengths

"Foley's team is extremely responsive."

"Foley & Lardner's team enters complex matters with a nuanced sense of all issues."

"The firm has experts to provide clarity and to simplify the complex."

"The team is outstanding – they are agile and approachable."

Work highlights Foley & Lardner represented TCGX as lead investor in its \$100m Series B financing of Versanis Bio.

Notable practitioners

Natasha Allen, Lisa Conmy and David Kantaros are key contacts.

Foley Hoag LLP

What the team is known for Foley Hoag has a well-regarded startup practice which regularly advises early-stage companies on formations, corporate governance and financings. The team's clients stem from a wide array of sectors, including the energy, technology and cannabis industries.

Notable practitioners

Peter Rosenblum focuses his practice on advising private equity sponsors on significant transactions and investments. His emerging company clients stem from the technology, energy and life sciences sectors.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig's team maintains a strong emerging companies department. The group regularly advises companies and venture capital funds on early-stage financings, from seed through to Series A, B and C. The team boasts strength in handling issues containing cross-border elements.

Strengths

"Greenberg Traurig's team has incredible depth of experience."

"The firm has a deep bench of attorneys."

"Its practitioners have deep knowledge and experience."

Work highlights Greenberg Traurig represented White Lion Capital in its investment in Tempo Automation.

Notable practitioners

Emily Ladd-Kravitz, cochair of the venture capital and emerging companies technology group, is notably adept at providing guidance on financings and corporate governance issues. **Strengths:** *"Emily is very thorough, responsive, smart and well versed in the space."*

Katten

What the team is known for Katten represents both investors and high-growth companies in financing matters across a multitude of industries, including the life science and technology sectors.

The department is proficient in aiding startup companies throughout their life cycle from inception to IPO. Its expertise in the emerging companies space is bolstered by strength in matters of IP and tax.

Strengths

"The group is exceptionally good at providing speed and thoughtfulness on deals."

"Katten's team is very strong in all areas."

Work highlights Katten represented SomPriya Fine Spirits, as issuer, in a \$15 million Series C round led by Cleveland Avenue through a unit purchase.

Notable practitioners

Head of department **Matthew Brown** is adept at providing counsel to businesses and investors on various financing transactions, securities and regulatory concerns. **Strengths:** *"He is incredibly intelligent and provides sound counsel on issues."* *"A very seasoned attorney who really cares about his clients."* **Jeffrey Patt** is routinely called upon by investors and startup organizations to handle a range of transactions spanning from seed to later-stage financings. **Strengths:** *"Jeffrey is efficient, effective and easy to deal with."* Chicago-based associate **Fabiola Valenzuela** has broad experience assisting clients on early series fundraisings. Her clients include both emerging companies and investors. **Strengths:** *"Fabiola is a fantastic lawyer."* *"She's a pleasure to work with."*

King & Spalding LLP

What the team is known for King & Spalding has a highly regarded startups and venture capital team. Working with emerging companies in the technology, life sciences and food sectors, the team advises on general corporate matters, and early-stage financings.

Strengths

"King & Spalding has a great team."

"The firm has a very deep bench of subject matter experts to draw upon."

Work highlights King & Spalding advised Kiyatec, a cancer modeling company, in its \$18m Series C financing.

Notable practitioners

Thomas Knox, global cochair of the technology practice group, is a key contact.

Morris, Manning & Martin, LLP

What the team is known for Morris, Manning & Martin boasts a strong practice in the space. The team routinely demonstrates its ability to advising emerging companies and venture funds on financings across the life cycle of a company. The group handles issues across a wide spectrum of industries, such as the technology, financial and transport sectors.

Strengths

"The team is super sharp."

"The firm is excellent at getting to the most salient points in complex situations."

"The group has multiple points of contact that can provide expert guidance in a wide variety of disciplines."

Work highlights Morris, Manning & Martin represented Iralogix in its \$22 million Series C funding.

Notable practitioners

Nick Foreste of Morris, Manning & Martin is

noted for his experience in acting on early-stage financings for technology companies and funds.

Strengths: *"He's super commercial and really responsive."* *"Nick is an outstanding lawyer; he's extremely practical and knowledgeable. He knows how to get deals completed as efficiently and effectively as possible."*

Nixon Peabody LLP

What the team is known for Nixon Peabody LLP has a robust startups and emerging companies team which is known for its extensive representations of early-stage companies. The team is especially adept at handling seed and early-series funding rounds as well as mergers and acquisitions of later-stage companies.

Strengths

"The team is very helpful, personable, attentive and quick to respond."

Work highlights Nixon Peabody LLP represented Cedars-Sinai Health Ventures as the lead investor in its Series A financing of RhythmScience.

Notable practitioners

Allan Cohen (see p.528) is the managing partner of Nixon Peabody's Long Island office. He frequently represents a range of clients in early-stage financings and later-stage acquisitions.

Strengths: *"Allan is an excellent lawyer."* **Jason Chimon** (see p.525) is notable for his strong practice representing a range of early-stage companies throughout their life cycle, including with seed financing and structuring issues.

Reitler Kailas & Rosenblatt LLP

What the team is known for Reitler Kailas & Rosenblatt's group is highlighted for its ability to provide strong counsel to both funds and emerging companies. The team is notably adept at handling financings and has the capacity to support organizations throughout their life cycle.

Strengths

"Reitler Kailas has really good lawyers."

Notable practitioners

Edward Reitler is a key contact at the firm.

Ropes & Gray LLP

What the team is known for Ropes & Gray's emerging companies and venture capital practice advises both startups and funds. The team has particular expertise in the life sciences sector. The firm advises on general corporate matters as well as on financings.

Strengths

"Ropes & Gray contains subject matter experts that are very efficient."

"The caliber of Ropes & Gray's team on every matter is exceptional."

Work highlights Ropes & Gray represented TRexBio in a multi-year research collaboration and exclusive worldwide license agreement with Eli Lilly and Company.

Notable practitioners

Bradford Flint (see p.2016) of Ropes & Gray is the cochair of the emerging companies and venture capital practice. He routinely advises high-growth companies and venture capital funds across a range of fields including life sciences, technology and healthcare. **Strengths:** *"Bradford is excellent on all fronts."* *"He is extremely bright and always*

provides advice with our best interests in mind."

Silicon Legal Strategy, A Professional Corporation

What the team is known for Silicon Legal Strategy is a renowned startup-focused boutique. The team regularly represents early stage companies in early-stage funding rounds. Its practitioners are also experienced in handling a range of general corporate matters on behalf of clients.

Strengths

"Silicon Legal Strategy is a highly regarded firm."

Notable practitioners

Founder Andre Gharakhanian is a key contact at the firm.

Troutman Pepper

What the team is known for Troutman Pepper contains a well-regarded startup team. The group regularly advises emerging companies in the technology and the life sciences sectors. The firm assists on angel and seed funding rounds. Its practitioners also boast notable strength in handling Series A, B and C financings.

Strengths

"Troutman Pepper are expert in this area and provide prompt guidance as questions arise."

"They are high-quality, responsive, well informed and think like business people; they're our favorite attorneys."

"We work with Troutman Pepper because of their breadth of expertise both in the US and abroad."

Work highlights Troutman Pepper represented Palvella Therapeutics, a late clinical-stage bio-pharmaceutical company, in its \$37.7m Series D preferred stock financing."

Notable practitioners

Thomas Dwyer (see p.545) is a highly regarded startups lawyer who advises emerging companies and venture funds early-stage financings. He serves as co-head of the department. **Strengths:** *"He's very strong technically, personable and approachable."* *"Thomas is a pragmatic lawyer."*

Other Ranked Lawyers

The Baltimore-based **Asher Rubin** (see p.685) of Sidley Austin LLP represents a range of clients in the life and biomedical sciences sector in early series venture investments. **Strengths:** *"Asher is an outstanding lawyer."*

Elizabeth Sigety (see p.701) of Fox Rothschild has strength supporting early-stage companies, venture firms and angel groups in a range of mid-to late-stage financings and IPOs. **Strengths:** *"Elizabeth brings great insight to matters and she is a pleasure to work with."*

David Sorin of Brown Rudnick represents emerging companies from several tech-heavy industries, including software developers. He also acts for venture capital sponsors in early-stage financings and fund formation. **Strengths:** *"I've had nothing but tremendous experiences with David."*

Jared Sorin of Brown Rudnick has a burgeoning practice in the space. His clients include venture funds and startup organizations. He has considerable experience of handling early-stage financ-

ings and formation issues. **Strengths:** “Jared is easy to work with and very knowledgeable.” “His advice is thoughtful and considerate of his clients’ needs.”

Tax Controversy Nationwide

Tax: Controversy	
Leading Firms	
Band 1	
Baker McKenzie	
Latham & Watkins LLP	
Mayer Brown LLP	
Skadden, Arps, Slate, Meagher & Flom LLP	
Band 2	
Caplin & Drysdale, Chartered	
Chamberlain Hrdlicka	
Kostelanetz LLP	
Morgan, Lewis & Bockius LLP	
Band 3	
Eversheds Sutherland (US) LLP	
Gibson, Dunn & Crutcher LLP	
Hochman Salkin Toscher Perez P.C.	
McDermott Will & Emery LLP	
Miller & Chevalier Chartered	
Band 4	
DLA Piper LLP (US)	
Steptoe LLP	
Vinson & Elkins LLP	
Band 5	
Baker Botts L.L.P.	
BakerHostetler LLP	
Covington & Burling LLP	
Crowell & Moring LLP	
Fenwick	
Holland & Knight LLP	
Jones Day	
Kirkland & Ellis	
White & Case LLP	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Tax: Controversy	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Aughtry David D Chamberlain Hrdlicka	Hall Charles W. Norton Rose Fulbright (ORL) ◇
Fuller James P Fenwick	Libin Jerome B Eversheds Sutherland (US) LLP
Goldberg Jr Fred T Skadden, Arps, Slate, Meagher *	Parker Emily A Holland & Knight LLP
	Rosenbloom H David Caplin & Drysdale, Chartered
Leading Individuals	
Band 1	
Fisher Miriam L Latham & Watkins LLP *	Kittle-Kamp Thomas L Mayer Brown LLP *
Madan Raj Skadden, Arps, Slate, Meagher & Flom LLP *	Linguanti Thomas V Morgan, Lewis & Bockius LLP
Oates Mark A Baker McKenzie	Verdolini Mario Davis Polk & Wardwell LLP (ORL) ◇ *
Webber A Duane Baker McKenzie *	Band 4
Williamson Joel V Mayer Brown LLP *	Akins Sean Covington & Burling LLP *
Band 2	Boylan Kim Marie White & Case LLP
Desmond Michael Gibson, Dunn & Crutcher LLP *	Brackney Megan L Kostelanetz LLP *
Gerachis George Matthew Vinson & Elkins LLP	Fischer David Eversheds Sutherland (US) LLP *
Gomez Armando Skadden, Arps, Slate, Meagher & Flom *	Frewing Scott H Baker McKenzie
Keneally Kathryn Jones Day	Friedman Jeffrey A Eversheds Sutherland (US) LLP *
Kenworthy Kevin Miller & Chevalier Chartered *	Gregor Kat Skadden, Arps, Slate, Meagher & Flom LLP *
Kittle Brian W. Mayer Brown LLP *	Husseini Richard A Kirkland & Ellis LLP *
Lerner Matthew D Sidley Austin LLP (ORL) ◇ *	Jones Maria Miller & Chevalier Chartered *
Pakenham Kathleen M Vinson & Elkins LLP	Kovacev Robert Miller & Chevalier Chartered *
Pawlow Jean A Latham & Watkins LLP *	Marshall S Starling Crowell & Moring LLP
Reemer Ellis L DLA Piper LLP (US)	McManus Brian Latham & Watkins LLP *
Rizek Christopher Holland & Knight LLP	McNulty Mary A Holland & Knight LLP
Stark Sanford W Gibson, Dunn & Crutcher LLP *	Mersereau Dwight Eversheds Sutherland (US) LLP *
Band 3	Otero Kevin Covington & Burling LLP *
Bowers Chris Skadden, Arps, Slate, Meagher & Flom *	Paul Sarah E Eversheds Sutherland (US) LLP *
Ciraolo Caroline D. Kostelanetz LLP *	Porter John Baker Botts L.L.P. *
Dillon Sheri A Morgan, Lewis & Bockius LLP	Up-and-coming individuals
Erbsen Diana DLA Piper LLP (US)	Federico Carina Crowell & Moring LLP
Hani George Miller & Chevalier Chartered	Hunter Juliana Skadden, Arps, Slate, Meagher & Flom *
Hill Lawrence Steptoe LLP	Tidwell Royce L Skadden, Arps, Slate, Meagher & Flom *
Kaplan Barbara T Greenberg Traurig, LLP (ORL) ◇	Wirtz Adriana Vinson & Elkins LLP *

The editorial is in alphabetical order by firm name.

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. offers a respected tax practice with significant experience acting for clients in a wide range of tax controversy litigation. Frequently represents clients from the technology, financial services and energy sectors. Noted for its SALT practice as well as its strength in estate tax disputes.

Strengths

“They are fantastic; smart, practical, helpful and very thoughtful in the way they work.”

“The team is incredibly responsive and proactive in keeping clients up to date.”

Work highlights Baker Botts L.L.P. represented

Archrock before the Oklahoma Tax Commission in protesting an unexpected multimillion dollar sales-tax assessment arising from a multi-year sales-and-use tax audit that reversed course on the taxability of natural-gas compression services.

Notable practitioners

John Porter (see p.671) is notable for his experience representing clients in IRS proceedings involving gift and estate tax disputes.

BakerHostetler LLP

What the team is known for BakerHostetler LLP is a significant national firm with experience acting across a full range of controversy matters, including audits, tax credit disputes and regulatory compliance. Notable strength in both domestic and cross-border tax litigation. Offers

further expertise acting in the US Tax Court as well as handling proceedings in federal appellate courts and the US Supreme Court.

Strengths

“They have a very high ability to efficiently handle complex matters.”

“BakerHostetler can handle a wide variety of subjects within the tax space.”

Work highlights BakerHostetler LLP represented Stingray Pressure Pumping in a use tax appeal to the Supreme Court of Ohio.

Notable practitioners

Washington, DC-based Jeffrey Paravano is a key contact.

Baker McKenzie

What the team is known for Baker McKenzie is a leading firm with notable national and interna-

Tax: Fraud
Leading Firms
Band 1
Caplin & Drysdale, Chartered
Chamberlain Hrdlicka
Freeman Law
Hochman Salkin Toscher Perez P.C.
Kostelanetz LLP
Marcus Neiman Rashbaum & Pineiro LLP
Senior Statespeople
Senior Statespeople: distinguished older partners
Bruton, III James A. Williams & Connolly LLP (ORL) ♦
Fink Robert S Akin (ORL) ♦
Namorato Cono R Caplin & Drysdale, Chartered
Leading Individuals
Band 1
Agostino Frank Agostino & Associates (ORL) ♦
Campagna Larry A Chamberlain Hrdlicka
Ciraolo Caroline D. Kostelanetz LLP*
Keneally Kathryn Jones Day
Matthews Mark E Caplin & Drysdale, Chartered
Michel Scott D Caplin & Drysdale, Chartered
Skarlatos Bryan C. Kostelanetz LLP*
Toscher Steven Hochman Salkin Toscher Perez P.C.
Band 2
Brackney Megan L. Kostelanetz LLP*
Freeman Jason B. Freeman Law*
Nanavati Jay R. Kostelanetz LLP*
Neiman Jeffrey Marcus Neiman Rashbaum & Pineiro*
Ostrander Thomas W Duane Morris LLP (ORL) ♦*
Paul Sarah E Eversheds Sutherland (US) LLP*
* Indicates individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

tional strength. Renowned for its sophisticated controversy work across a range of matters, including transfer pricing and audits. Offers a number of partners with significant government experience, including alumni of the IRS and DOJ. Acts for household names such as technology, aerospace and hospitality clients. Equally capable of representing both multinational corporations and individuals.

Strengths

"Baker's advice is timely, thorough, practical and thoughtful. They provide top-shelf advice, and we trust them with our most important matters."

Work highlights Baker McKenzie were successful in obtaining a partial summary judgment for FedEx in a challenge to the validity of a US Treasury regulation.

Notable practitioners

Mark Oates is an experienced tax controversy practitioner with additional expertise in white-collar criminal defense. He has notable expertise in matters with cross-border elements. **Duane Webber** (see p.731) has deep expertise in tax controversy litigation and appeals, and boasts a client roster that includes major manufacturing companies. He is adept at handling complex matters with international components. **Strengths:** "He is a strong and collegial lawyer." **Scott Frewing** is an experienced tax partner who advises clients on transfer pricing, audits and controversy matters both domestically and abroad.

Caplin & Drysdale, Chartered

What the team is known for Caplin & Drysdale is a well-regarded tax boutique with an impressive bench fielding expertise across both civil and criminal proceedings. Experienced in handling audits, voluntary disclosures and criminal inquiries. Regularly acts for clients including leading financial institutions in cross-border disputes such as transfer pricing cases. Strong profile for its representation of US clients with offshore bank accounts. Offers notable experience in the US, Brazilian, Australian and European markets.

Notable practitioners

Cono Namorato is an acknowledged leader in tax controversy law, and brings decades of experience handling a wide variety of issues for individual and corporate clients. **David Rosenbloom** is an esteemed tax controversy attorney and is highlighted for his expertise in international disputes. **Mark Matthews** is lauded for the depth and breadth of his expertise in criminal tax disputes, and offers particular experience in cross-border matters. **Scott Michel** is an experienced counselor to prominent individuals and companies facing criminal tax investigations and related civil proceedings.

Chamberlain Hrdlicka

What the team is known for Chamberlain Hrdlicka fields a respected practice, recognized for its notable state and federal tax litigation practice, which includes criminal proceedings, IRS audits and civil fraud. Regularly acts before federal appellate courts and the US Supreme Court. Expertise covers transfer pricing disputes. Acts for clients such as high net worth individuals, manufacturers and healthcare companies. Houses a number of former IRS and DOJ attorneys.

Strengths

"They have been excellent in helping us through each stage of the dispute process, and very responsive to any questions or concerns that we had."

"The firm has a special strength in the area of tax litigation and enjoys an excellent national reputation in that regard."

"They're excellent tax attorneys. They understood the issues and did a terrific job representing me."

Notable practitioners

David Aughtry draws upon his experience working for the IRS to advise clients facing tax controversy issues and Tax Court litigation. **Larry Campagna** represents clients in all aspects of criminal tax matters, including grand jury investigations and IRS assessments.

Covington & Burling LLP

What the team is known for Covington & Burling LLP is a recognized tax controversy practice with a strong track record acting for individuals and corporations in high-profile disputes. Represents clients in IRS audits and appeals, as well as in the courts. Client base includes a number of household names from a wide range of industries, including technology and sport.

Work highlights Covington represented Amazon.com in litigation involving a state sales tax matter concerning the obligation to collect and remit

sales tax on sales by third-parties using an online marketplace.

Notable practitioners

Sean Akins (see p.489) is highly regarded for his tax litigation practice. He regularly represents clients before the IRS, as well as in the US Tax Court. **Strengths:** "He is very easy to work with and has a good knack for taking complex issues apart and explaining them in a way that is easy to understand." **Kevin Otero** (see p.659) is highly thought of for the quality of his tax controversy practice, which incorporates experience in significant disputes and investigations.

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP has a respected tax controversy practice that represents clients before the IRS and state tax courts. The team advises clients on a wide range of controversy work, transfer pricing issues and appeals.

Strengths

"It is a talented team."

Work highlights Crowell & Moring LLP represented Express Scripts in tax litigation concerning the domestic production activities deduction and other matters.

Notable practitioners

Starling Marshall focuses her practice on tax controversy issues and is experienced in litigation before both the state and federal courts. **Strengths:** "She has a really good demeanor and works well with clients. Starling is really spectacular." **Carina Federico** is an up-and-coming tax controversy attorney. Her practice focuses on a range of matters from IRS audits to litigation. **Strengths:** "She is hard-working and well respected." "She is very on top of things and very smart."

DLA Piper LLP (US)

What the team is known for DLA Piper LLP possesses notable civil and criminal tax expertise with impressive international capabilities. Advises clients on a full range of tax controversy matters spanning audits, appeals and litigation. Offers additional experience in SALT controversy matters. Diverse client roster includes the charity, financial services and food producer sectors, as well as high net worth individuals.

Strengths

"They have a strong ability to handle complex tax issues."

"DLA shows particular acumen in anticipating positions of tax authorities."

"They provide exceptional support for complex multinational issues."

Work highlights DLA Piper LLP represented YA Global in an ongoing case concerning claims that the offshore investors in the fund had income effectively connected with a US trade or business.

Notable practitioners

Ellis Reemer is a tax litigator with experience in state, federal and international disputes. He frequently defends clients in audits and fraud, among other matters. **Diana Erbsen** draws upon impressive government experience to represent clients in a broad range of tax controversy disputes. **Strengths:** "Diana is a very intelligent and

capable practitioner.” *“Diana is an excellent tax practitioner when it comes to controversy matters.”*

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland LLP offers a longstanding tax litigation practice that houses an experienced bench of former IRS attorneys. Particularly adept at insurer representation and state and local tax disputes. Frequently appears before state, federal and administrative courts across the country on high-value controversies. Regularly advises large multinational corporations including Fortune 100 companies. Sector expertise covers e-commerce, technology and telecommunications.

Strengths

“I can always rely on the Eversheds team to get me a thorough answer to my question in a timely manner.”

“The combination of technical, procedural and strategic experience and knowledge is exceptional.”

“They were easy to work with and very professional.”

Work highlights Eversheds Sutherland represented Verizon against the New York State Department of Taxation, which alleged that Verizon owed more than \$12 million in gross receipts taxes relative to digital subscriber line and fiber broadband services.

Notable practitioners

Jerome Libin is held in high regard for his work representing major multinational corporations in complex tax controversy disputes. **David Fischer** (see p.554) is noted for his expertise in tax litigation. He is regularly called upon to represent high net worth individuals and large corporations in various disputes at both a federal and state level.

Strengths: *“He has excellent communication skills and a calm and collected demeanor.”* **“David does a great job of digging into the technical details and getting to the right answer.”** **Jeffrey Friedman** (see p.1324) is widely considered an expert in state and local tax controversy matters. **Dwight Mersereau** (see p.1347) of Eversheds Sutherland LLP represents his clients in significant tax controversy matters at all types of proceedings. **Strengths:** *“Dwight is a reliable wealth of information, strategy and vision.”* **Sarah Paul** (see p.665) draws on her experience as an Assistant US Attorney to advise clients on a wide range of tax controversy matters. She provides additional expertise in tax fraud matters. **Strengths:** *“Sarah Paul is super sharp.”*

Fenwick

What the team is known for Fenwick is a respected West Coast firm with notable skill in domestic and international tax controversy. Brings broad experience in transfer pricing and tax planning-related issues. Further knowledge in corporate and finance disputes as well as state and local tax matters.

Strengths

“Fenwick is a trusted partner. They go above and beyond to support.”

Notable practitioners

James Fuller is a well-regarded tax practitioner and frequently represents large companies in federal tax matters. He is especially noted for his expertise in transfer pricing litigation.

Freeman Law

What the team is known for Freeman Law is a Texas-based boutique with a strong reputation for criminal tax defense. Sought after by both individuals and organizations in disputes with the IRS. Noted for experience in both domestic and cross-border disputes.

Work highlights Freeman Law represented Optimal Wireless in connection with their suing for declaratory judgment and violations of the Anti-Injunction Act related to assessments of the Employer Share Responsibility Payment related to the Affordable Care Act’s Internal Revenue Code provisions

Notable practitioners

Jason Freeman (see p.3222) is highly regarded for his experience in civil and criminal disputes. He acts for clients in IRS audits and advises on regulatory matters, drawing on his background as a CPA.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP has a well-regarded group of tax litigators who advise a broad range of clients in domestic and cross-border tax disputes. The team regularly works on IRS audits and transfer pricing issues, among other matters.

Strengths

“The team performs well. They are diligent, comprehensive and effective.”

“It is clear that responsiveness is a high priority for Gibson. They provide useful and practical suggestions in viewing the project as a whole.”

“The team offers an excellent combination of tax technical expertise partnered with seasoned litigators.”

Work highlights Gibson, Dunn & Crutcher LLP continued to represent The Coca-Cola Company in a transfer pricing case which consisted of \$10 billion in income adjustments and approximately \$3.5 billion in income tax deficiencies.

Notable practitioners

Michael Desmond (see p.540) advises high-profile clients on tax litigation and disputes matters nationwide. He serves as the practice cochair. **Strengths:** *“He is very smart, strategic and knowledgeable of tax law.”* *“His knowledge of complex matters is incredibly valuable. He is responsive and insightful.”* **Sanford Stark** (see p.1366) frequently represents household-name clients in tax controversy disputes and offers particular expertise in transfer pricing matters. **Strengths:** *“He is very comprehensive and good with simplifying complex issues in front of varied audiences.”* *“He understands the business challenges and can distill the overall review into key takeaways.”*

Hochman Salkin Toscher Perez P.C.

What the team is known for Hochman Salkin Toscher Perez P.C. is a respected Beverly Hills tax boutique with recognized controversy expertise at both state and federal level. Bench offers deep governmental experience and additional strength in criminal tax disputes. Broad client base includes public companies and high net worth individuals.

Notable practitioners

Steven Toscher is a well-regarded tax practitioner who advises clients on sensitive issues,

including criminal tax fraud investigations.

Holland & Knight LLP

What the team is known for Holland & Knight LLP offers a well thought-of team with international and domestic tax expertise. Sought after by high-profile clients for matters including refunds, exclusions and tax credits.

Strengths

“They are extremely well skilled. The practical advice they have given us is super helpful.”

“They have an exceptional wealth of knowledge in this area.”

“We have been overwhelmingly impressed with their quality of counsel and their practical application of it. Their commercial acumen is another attribute which we find helpful and useful.”

Notable practitioners

Emily Parker is regularly called upon to represent individuals and companies in complex tax litigation, offering particular expertise in the energy sector. **Christopher Rizek** is considered an expert tax controversy litigator and brings experience in matters including captive insurance disputes and foreign asset reporting issues. **Mary McNulty** has experience in a variety of tax controversy matters, from audits to bankruptcy-related disputes.

Strengths: *“She is very sharp and is relentless.”*

Jones Day

What the team is known for Jones Day boasts a strong team with significant experience representing clients in high-stakes tax litigation. Acts for a variety of clients, including high net worth individuals and large multinational corporations across a range of sectors. Also noted for its capabilities in criminal tax issues and is able to draw on the firm’s white-collar defense practice for further support.

Notable practitioners

Kathryn Keneally is noted for her defense of clients in civil and criminal tax disputes and frequently acts on investigations for clients including high net worth individuals and multinational companies. **Strengths:** *“Kathy is very strong technically and in devising forward strategy.”* *Kathy has been extremely responsive. She’s a strong strategic thinker.”*

Kirkland & Ellis

What the team is known for Kirkland & Ellis’ tax controversy team advise their clients across a variety of issues, from IRS audits to litigation. It has experience before both the state and federal court, representing a range of clients, such as private equity and retail firms.

Work highlights Kirkland advised Darling Ingredients in connection with a dispute with the sellers of Valley Protein regarding computation of a tax benefit in connection with the sale.

Notable practitioners

Richard Hussein (see p.3234) is noted for his expertise in IRS audits, litigation and related appellate matters.

Kostelanetz LLP

What the team is known for Kostelanetz LLP maintains its reputation as an expert tax boutique with significant strength in criminal proceedings.

Also noted for its experience in civil fraud matters. Supports a variety of clients including high net worth individuals and major corporates.

Work highlights Kostelanetz LLP served as tax counsel to First Hawaiian Bank in connection with tax-related fiduciary obligations, applicable periods of limitations, potential tax liabilities and penalties, and impact of Federal Priority Act, 31 USC 3713.

Notable practitioners

Bryan Skarlatos (see p.703) draws widespread acclaim for his work defending both companies and individuals facing a wide variety of complex criminal tax allegations. **Jay Nanavati** (see p.651) offers notable experience defending clients in all stages of criminal tax proceedings. **Caroline Ciraolo** (see p.526) offers impressive governmental experience and is recognized for her adept representation of clients in high-profile criminal tax cases. **Megan Brackney** (see p.511) is well regarded for her handling of both civil and criminal tax controversy issues. She acts for clients in federal district courts as well as the US Tax Court.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP offers an extensive tax controversy practice which is regularly retained to handle major US Tax Court disputes. Also noted for its experience in high-value claims brought before state and federal appeal courts. Additional focus on multi-jurisdictional fraud investigations. An impressive geographical footprint ensures the team is active in all major US markets, with recent successes on behalf of clients in the technology, media and financial services sectors, among others. Able to draw on expertise from strong benefits, white-collar and appellate practices to support on multi-disciplinary matters.

Work highlights Latham represented Netflix in 15 putative class action lawsuits brought by various US cities alleging that Netflix owes franchise fees.

Notable practitioners

Miriam Fisher (see p.1323) chairs the firm's tax controversy group and draws widespread praise for her extensive experience in tax litigation and related appeals. **Strengths:** "Miriam is incredibly good at simplifying complex issues and statements, which helps for strategy." **Jean Pawlow** (see p.665) offers notable expertise in federal and international tax litigation and garners praise for her experience in transfer pricing and state tax issues. **Brian McManus** (see p.639) is increasingly recognized for his work advising clients on a wide range of tax controversy matters. He acts for clients from a variety of industries, including technology and financial services.

Marcus Neiman Rashbaum & Pineiro LLP

What the team is known for Marcus Neiman Rashbaum & Pineiro LLP boasts a highly regarded team sought after for expertise in both international and domestic tax disputes. Noted for high-value tax disputes including IRS enforcement, refunds and disallowances. Additional expertise in whistle-blower tax matters.

Work highlights Marcus Neiman Rashbaum & Pineiro LLP represented Moore Ingram Johnson & Steele LLP in litigation over an IRS summons issued in connection with a Section 6700 penalty investigation.

Notable practitioners

Jeffrey Neiman (see p.1486) defends individuals and companies involved in a broad range of tax disputes, including audits and investigations.

Mayer Brown LLP

What the team is known for Mayer Brown LLP offers a highly accomplished practice with enviable experience in litigating high-stakes controversies before the US Tax Court. Further noted for its strength in international work such as transfer pricing disputes, and offers recognized strength in administrative appeals. Supported by tax offerings in its offices in Europe, South America and Asia. Includes large technology companies and consumer goods manufacturers on its impressive client roster. Also offers excellent state and local tax capabilities.

Strengths

"They are always responsive, organized and knowledgeable. They always exceed my expectations and have a strong sense of managing risk."

Work highlights Mayer Brown secured a retail sales tax exemption and \$18.5 million tax refund for Landis+Gyr.

Notable practitioners

Joel Williamson (see p.1767) is widely considered a prominent tax controversy lawyer with deep experience in government litigation. **Brian Kittle** (see p.609) offers notable expertise representing major financial services companies in tax controversy disputes. **Thomas Kittle-Kamp** (see p.1736) has broad experience in tax disputes and transfer pricing issues, with clients including companies from the energy and medical sectors.

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP is a strong presence in high-value tax disputes across the USA, fielding particular expertise in transfer pricing litigation and SALT work. Acts on behalf of major multinationals such as medical device manufacturers, oil and gas companies and financial institutions. Adeptly advises on base erosion and profit-sharing matters, as well as issues concerning the treatment of foreign earnings.

Work highlights McDermott Will & Emery LLP represented Citgo Petroleum in two cases in the US tax court and federal district court in Texas, both of which address the issue of whether Citgo is entitled to hundreds of millions of dollars related to fuel excise taxes.

Notable practitioners

Catherine Battin and Timothy Shuman are key contacts.

Miller & Chevalier Chartered

What the team is known for Miller & Chevalier is highlighted for its comprehensive civil and criminal tax practice. Advises corporate entities and individual clients on investigations and enforcement proceedings involving matters such as cross-border tax compliance. Offers an

outstanding track record in litigation before the US Tax Court and is also noted for its handling of appeals. Diverse industry expertise spans the energy, financial services, insurance and technology sectors, among others.

Strengths

"Their work was very thorough, very well supported and presented in a very effective manner."

"The firm has a strong bench of experts in a variety of areas. They are incredibly responsive and able to parse issues to identify solutions."

"The combination of the tax controversy expertise layered with the industry expertise has been incredibly valuable"

Work highlights Miller & Chevalier represented British Airways in three tax refund suits related to frequent-flyer miles.

Notable practitioners

Kevin Kenworthy (see p.605) is a noted tax litigator who has expertise in a variety of disputes, including tax refund and tax credit issues, and maintains an impressive client base which includes major energy companies. **George Hani** frequently acts on tax refund litigation for major energy organizations as part of a broader tax controversy practice. **Maria Jones** (see p.598) of Miller & Chevalier Chartered focuses her practice on tax controversy matters, IRS audits and tax litigation. **Strengths:** "Maria provides superior service on very complex and sophisticated matters. Her work product is exceptional and she is incredibly responsive." "She has strong communication skills and provides expert and candid advice."

Robert Kovacev (see p.613) is held in high regard for the quality of his representation in matters concerning tax controversy and tax litigation.

Strengths: "He brings some incredible experience and is responsive to requests."

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP wins broad praise from market observers for its recent performance in the tax controversy space. Offers strength in high-stakes matters at both administrative and judicial court level, including notable expertise in transfer pricing and tax credit disputes. Also offers noted strength in partnership litigation matters. Especially well versed in risk assessment in the tax planning process and economic substance litigation. An impressive client roster includes multinational energy and medical device companies and tax-exempt organizations.

Work highlights Morgan, Lewis & Bockius LLP represented George Weiss Associates in a litigation docketed in the United States Tax Court. The case includes several issues of first impression, including the characterization of barrier option contracts.

Notable practitioners

Sheri Dillon leads on tax planning and controversy matters and advises clients on litigation for a range of business in the tax courts. **Thomas Linguanti** offers experience in tax controversy litigation and related appellate matters. His clients include household-name corporations as well as individuals.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP possesses market-leading strength across an impressive range of tax disputes, both in and out of the US Tax Court. Houses a deep bench of experts with a wealth of government experience. Attracts a raft of blue-chip corporations, including major retailers and insurers. Expertise extends to both trial and appellate cases, with frequent appearances in multi-judicial disputes. Has enviable experience defending large tax-related class actions.

Strengths

"The Skadden team has provided the highest level of responsiveness and service."

"The Skadden team approached a complex case with logic, strategic thinking and reasoned solutions."

"They're highly responsive, engaged and strategic."

Work highlights Skadden represented Amgen in connection with a transfer pricing case in the US Tax Court concerning the licensing of complex biopharmaceutical products from the United States to Amgen's Puerto Rican subsidiary.

Notable practitioners

Fred Goldberg (see p.1327) offers a wealth of experience representing an array of prominent clients involved in serious tax controversy disputes.

Raj Madan (see p.1343) is a highly regarded litigator with notable Tax Court experience and an enviable client roster that includes major global technology companies. **Strengths:** *"Raj is a valued resource for his strategic insight and breadth of experience in respect of tax controversy."*

Armando Gomez (see p.1327) wins praise from across the market for his representation of clients in Tax Court litigation, credit disputes and related appellate matters. **Chris Bowers** (see p.1310) maintains a varied practice which includes the representation of domestic and international clients in tax controversy matters. **Kat Gregor** (see p.574) offers substantial expertise acting for both individuals and corporations in complex tax disputes. A co-founder of the firm's tax controversy group, she has notable experience appearing before the US Tax Court and the US Court of Federal Claims.

Juliana Hunter (see p.591) is an up-and-coming practitioner who regularly handles tax disputes.

Royce Tidwell (see p.1369) is an up-and-coming attorney who regularly handles complex tax controversy matters. **Strengths:** *"He is my top choice tax litigator for complex issues."*

Steptoe LLP

What the team is known for Steptoe LLP houses a strong tax litigation practice that offers experience in handling high-value claims before state and federal judicial and administrative courts. Sector-specific experience pertaining to the energy, insurance, pharmaceutical and biotechnology industries, among others. Also noted for its international expertise.

Strengths

"They have deep experience and very current knowledge of the issues."

Work highlights Steptoe LLP represented Constellis Group in the US Tax Court over the issue of excise tax relating to an employee stock ownership plan.

Notable practitioners

Lawrence Hill has broad experience representing clients in tax litigation before the IRS and in federal and state courts. **Strengths:** *"He is very knowledgeable and always willing to take a phone call. He provides great advice and is a great communicator." "He is technically superb and so knowledgeable. He knows all the details and brings a lot of gravitas."*

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP fields a strong team noted for its expertise in domestic and cross-border tax law. The firm's controversy and litigation attorneys are experienced in a range of industries, including technology, financial services and energy.

Strengths

"We were very impressed by the advice from the team at V&E."

"They're very attentive and very knowledgeable."

"The team's responsiveness, knowledge and commercial approach is exceptional."

Work highlights Vinson & Elkins LLP represented S Crow Collateral Corp in connection with litigation against the United States, seeking punitive damages in connection with the unauthorized disclosure of confidential tax information.

Notable practitioners

George Matthew Gerachis heads the firm's tax group and is recognized for his experience in tax controversy litigation and related appeals.

Strengths: *"He is very personable and easy to work with." "He was very strategic."*

Kathleen Pakenham is noted for her representation of clients in a broad range of tax disputes, including all phases of litigation and related appellate proceedings. **Strengths:** *"She is a master at her craft, with the experience to back it up." "Kathy is a trusted adviser. She is able to provide guidance and direction on complex and complicated matters with the company's best interest in mind." "Kathy is not only knowledgeable, but a pleasure to work with."*

Adriana Wirtz (see p.736) is an up-and-coming tax controversy attorney based in Vinson & Elkins LLP's New York office. She represents her clients in a broad range of matters, including audit and litigation. **Strengths:** *"Adriana is one of our trusted advisers. I always feel that she addresses our questions and concerns promptly and thoroughly. I am very impressed with her quick thinking and arguments." "Adriana is a pleasure to work with. She is always professional and delivers results." "She's extremely responsive and collaborative with strong tax controversy knowledge and experience."*

White & Case LLP

What the team is known for White & Case LLP is notably active in cross-border tax litigation, regularly appearing in transfer pricing disputes on behalf of clients such as financial institutions, investment companies and manufacturers. Strong civil controversy practice complemented by white-collar criminal defense expertise. Extensive experience on international tax disputes, drawing on the firm's impressive global network of offices.

Work highlights White & Case LLP served as co-counsel in consolidated cases in the US Tax Court involving two subsidiaries of Occidental Petroleum.

Notable practitioners

Kim Marie Boylan heads the firm's global tax group and offers notable experience litigating complex tax disputes. Clients may benefit from her expertise as a qualified CPA.

Other Ranked Lawyers

Frank Agostino is an experienced litigator with demonstrable expertise handling a broad range of criminal tax issues.

James Bruton is a highly experienced litigator who enjoys a stellar reputation in the world of civil and criminal tax defense.

Robert Fink is highly respected for his extensive expertise defending individuals facing major allegations of tax fraud.

Charles Hall offers decades of experience litigating cases in the tax controversy arena.

Barbara Kaplan is recognized by the market for her breadth of expertise in tax controversy. She co-chairs the firm's global tax group and offers notable skill representing both corporations and individuals.

Matthew Lerner (see p.620) frequently acts in tax litigation, audits and related appeals for a client base including companies within the technology and transportation sectors. **Strengths:** *"Matt is a very bright and capable practitioner."*

Thomas Ostrander (see p.2973) has a broad practice which encompasses federal and state investigations and complex litigation with the IRS.

Mario Verdolini (see p.727) leads the firm's tax litigation group and offers experience acting across a range of tax disputes including investigations and appeals. **Strengths:** *"Mario has been a tremendous asset."*

Tax Corporate & Finance Nationwide

Tax: Corporate & Finance
Leading Firms
Band 1
Cleary Gottlieb Steen & Hamilton LLP
Cravath, Swaine & Moore LLP
Davis Polk & Wardwell LLP
Kirkland & Ellis
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP
Sullivan & Cromwell LLP
Wachtell, Lipton, Rosen & Katz
Band 2
Debevoise & Plimpton LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Gibson, Dunn & Crutcher LLP
Latham & Watkins LLP
Paul, Weiss, Rifkind, Wharton & Garrison LLP
Weil, Gotshal & Manges LLP
Band 3
Baker McKenzie
Fenwick
Goodwin
Mayer Brown LLP
McDermott Will & Emery LLP
Ropes & Gray LLP
Sidley Austin LLP
Vinson & Elkins LLP
Band 4
Baker Botts L.L.P.
Cadwalader, Wickersham & Taft LLP
Covington & Burling LLP
Eversheds Sutherland (US) LLP
Jones Day
Milbank LLP
Morgan, Lewis & Bockius LLP
Proskauer Rose LLP
White & Case LLP
Willkie Farr & Gallagher LLP
Band 5
A&O Shearman
Akin
Alston & Bird LLP
Clifford Chance US LLP
Dechert LLP
DLA Piper LLP (US)
Miller & Chevalier Chartered
Paul Hastings LLP
Stephens LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Cleary Gottlieb Steen & Hamilton LLP

What the team is known for Cleary Gottlieb Steen & Hamilton LLP attracts acclaim for its expert handling of complex capital markets and M&A transactions. Draws on strong global tax capabilities, offering notable experience in cross-border matters such as multinational joint ventures. Regularly acts for leading financial institutions and technology and pharmaceutical companies. Also noted for its strength in matters pertaining to the investment funds space, acting for a number of private equity funds and hedge funds. Advises major household name clients, including Google and 3M.

Strengths

"They are top of the pack in terms of excellence and responsiveness."

"Not only can they handle complex and sophisticated matters, but they can do so in compressed timeframes while maintaining a high quality."

"They had a lot of experience handling complex transactions."

Work highlights Cleary Gottlieb Steen & Hamilton LLP represented Warburg Pincus in connection with the \$8.9 billion sale of Summit Health-CityMD to VillageMD.

Notable practitioners

New York-based Meyer Fedida is a key contact.

Cravath, Swaine & Moore LLP

What the team is known for Cravath, Swaine & Moore LLP boasts a dominant tax practice that offers high-level expertise across an impressive range of transactions. Held out as a marquee name for public company M&A and capital markets transactions. Attracts high-value mandates from its broad client roster, which includes several high-profile media and technology companies. Offers noted strength in matters with a cross-border dimension. Expertise also covers private equity deals.

Strengths

"The Cravath team has significant depth in tax."

"They have a strong bench with experience across international and US corporate tax. We use Cravath for our most complex tax issues."

"They offer creative solutions to complex problems and a good partnership."

Work highlights Cravath, Swaine & Moore LLP provided tax advice to WestRock Company in connection with its \$20 billion combination with Smurfit Kappa Group.

Notable practitioners

New York-based Lauren Angelilli is a key contact.

Davis Polk & Wardwell LLP

What the team is known for Davis Polk & Wardwell LLP is admired for its sophisticated work across the breadth of domestic and cross-border transactional tax issues. Notable expertise in counseling financial institutions on structured products offerings. Also highlighted for its strength advising on the structuring of complex formations such as spin-mergers. Additional strength in the tax aspects of real estate transactions and frequently acts for the largest international investment banks.

Strengths

"They are unsurpassed in responsiveness, creativity and execution. Their quality of service and responsiveness is the best of any firm I have ever worked with."

"The tax team at Davis Polk is always extremely knowledgeable in the matter at hand, and provides useful explanations and background which helps us assess risk."

"The team has a deep understanding of the subject matter and provide clear communication."

Work highlights Davis Polk & Wardwell LLP advised Livent on its all-stock merger of equals

with Allkem, valuing the combined company at \$10.6 billion.

Notable practitioners

New York-based David Schnabel is a key contact.

Kirkland & Ellis

What the team is known for Kirkland & Ellis is home to highly experienced practitioners noted for their expertise across a broad range of cross-border transactions, including restructurings and financings. Significant private equity capabilities complemented by its strong public company M&A practice. Particularly commended for providing tax advice in complex real estate transactions. Additional strength in ancillary areas such as executive compensation. Works with clients such as pension funds, energy companies and car makers.

Strengths

"They have a strong sense of what's market, and have great client service. They can tailor advice appropriately to what you need."

"The team is thoughtful and respectful. They are experts in their subject matter and they have a strong sense of what is commercial. The teams have great client service and tailor advice appropriately to what you need."

"The Kirkland & Ellis tax team is absolutely superb. They are extremely experienced, effective and commercial."

Work highlights Kirkland & Ellis advised Alpine Investors on the tax aspects of the structuring and formation of Alpine Investors IX, LP, its latest flagship fund with a hard cap of \$4.5 billion.

Notable practitioners

Todd Maynes and Dean Shulman are key contacts.

Simpson Thacher & Bartlett LLP

What the team is known for Simpson Thacher & Bartlett LLP boasts an expert fund formation practice with extensive experience advising sponsors on transactional tax issues. Also advises on areas such as M&A and divestitures for a broad client base, which includes hospitality and technology companies. Noted for its work on high-value capital markets and real estate transactions. Strong skills in handling capital markets-related tax issues. Impressive client roster includes J.P. Morgan, Microsoft and Hilton Worldwide.

Strengths

"They are our most trusted partner when dealing with the most sophisticated transactions."

"They are all extremely smart and practical."

"Their collective knowledge spans across a wide range of tax issues, ensuring a well-rounded approach to our needs."

Notable practitioners

New York-based Nancy Mehlman and Marcy Geller are key contacts.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

What the team is known for Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates houses a deep bench of premier transactional attorneys, regularly called on to advise on the tax implications of

high-value deals. Experience across cross-border and domestic matters such as spinouts and joint ventures, advising clients such as healthcare and technology corporations. Notable REITs expertise. A hugely impressive geographical coverage allows the firm to serve all key US markets.

Strengths

"The tax group is phenomenal and world-class. I would trust them on any tax-related matter to provide helpful, business-friendly advice."

"They offer a strong technical analysis and understanding of the policy underpinnings for a position."

"No matter which team members supported the partner, they were responsive and able to meet our needs to the fullest extent."

Work highlights Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates advised Activision Blizzard on the tax aspects of its \$75 billion acquisition by Microsoft Corporation.

Notable practitioners

Washington, DC-based Eric Sensenbrenner is a key contact.

Sullivan & Cromwell LLP

What the team is known for Sullivan & Cromwell LLP performs consistently well on multibillion-dollar transactions for clients such as luxury goods manufacturers and media and technology companies. Recognized for its creative counsel on the tax implications of sophisticated deals such as M&A and public offerings. Possesses notable capability to handle the tax aspects of cross-border transactions. Other areas of strength include matters relating to the European Commission's state aid rules, and the IRS's debt-equity regulations.

Strengths

"Sullivan & Cromwell is my go-to firm for unique and complex matters. They have the ability to understand the issues at hand quickly and to come up with commercially reasonable solutions."

"They provide creative solutions, have deep experience in the market and can give extensive advice based on those experiences."

Work highlights Sullivan & Cromwell LLP advised AT&T on the tax aspects of the merger of Warner Media and Discovery.

Notable practitioners

New York-based Davis Wang and Isaac Wheeler are key contacts.

Wachtell, Lipton, Rosen & Katz

What the team is known for Wachtell, Lipton, Rosen & Katz offers a long-standing transactional practice housing a deep bench of highly experienced tax attorneys who regularly advise on high-value corporate deals. Highlighted for its frequent representation of multinational companies in cross-border M&A and REIT deals.

Strengths

"It is an outstanding firm."

Work highlights Wachtell, Lipton, Rosen & Katz represented Pfizer in its \$43 billion acquisition of Seagen.

Notable practitioners

New York-based Jodi Schwartz is a key contact.

Band 2

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP maintains an enviable profile for its work advising private equity funds on transactional tax matters, as well as offering broad corporate capabilities. Strong global practice sees it regularly represent its wide-ranging client roster in cross-border M&A and financing transactions. Noted sector-specific experience pertaining to the private equity, technology, pharmaceutical and media industries, among others. Top practice for insurance-related tax advice. Offers capabilities in tax issues concerning hedge fund formation and private financings.

Strengths

"They are unsurpassed in responsiveness, creativity and execution. Their quality of service and responsiveness is the best of any firm I have ever worked with."

"The team has a deep understanding of the subject matter and provide clear communication."

Work highlights Debevoise & Plimpton LLP advised Cladvising Brookfield Reinsurance on its acquisition of American Equity Investment Life Holding Company.

Notable practitioners

New York-based Peter Schuur is a key contact.

Fried, Frank, Harris, Shriver & Jacobson LLP

What the team is known for Fried, Frank, Harris, Shriver & Jacobson LLP offers sophisticated advisers to clients such as real estate companies, financial institutions and healthcare providers. Works with public companies, private equity firms and hedge funds, among others. Extensive transactional practice that regularly advises on tax planning and structuring across cross-border deals. Additional strength in the investment management space, with a strong track record of advising on the tax aspects of fund formation and seeding. Boasts enviable expertise in the capital markets arena, frequently advising on IPOs, high-yield debt offerings and REIT transactions.

Strengths

"I am very pleased with Fried Frank's responsiveness and ability to find solutions in complicated and time-sensitive situations."

Work highlights Fried, Frank, Harris, Shriver & Jacobson LLP was counsel to CVS Health in its approximately \$8 billion acquisition of Signify Health.

Notable practitioners

Washington, DC-based Alan Kaden is a key contact.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is highly regarded for its handling of complex national and international deals. Acts for a notable client roster, which includes entities from the energy and private equity sectors. Regularly advises foreign investors on tax issues arising from multijurisdictional transactions. Also noted for its expertise in real estate transactions and investment fund matters. Standout tax adviser to clients in the oil and gas upstream and

midstream sectors.

Strengths

"Gibson Dunn always impress with their professionalism, dedication and user-friendliness. They deliver advice in a very organized and comprehensive fashion."

Work highlights Gibson, Dunn & Crutcher LLP represented VMware in its acquisition by Broadcom. The transaction was valued at \$61 billion.

Notable practitioners

New York-based Eric Sloan is a key contact.

Latham & Watkins LLP

What the team is known for Latham & Watkins LLP enjoys a superb geographical footprint, fielding skilled practitioners across the US. First-rate choice of counsel for heavyweight tax transactions involving renowned media and pharmaceutical companies as well as energy entities. Regularly appears in complex, cross-border M&A and restructurings. Additional expertise spans corporate finance and investment fund matters. Diverse client portfolio includes domestic and international corporations, private equity firms, compensation committees and individual executives.

Strengths

"They are extremely attentive. They not only know and understand business, but have the client's interests at heart."

Work highlights Latham & Watkins LLP advised on the tax aspects of the formation of a new publicly listed company consisting of both the WWE and UFC.

Notable practitioners

Jiyeon Lee-Lim in New York is a key contact.

Paul, Weiss, Rifkind, Wharton & Garrison LLP

What the team is known for Paul, Weiss, Rifkind, Wharton & Garrison LLP is highly recommended for its expertise in large-scale M&A, as well as areas such as insolvency proceedings. Advises a range of multinationals on complex tax issues arising from high-value transactions, including complex IPOs. Well placed to handle tax issues arising from cross-border deals. Works with clients from a broad swath of industries, including investment, retail and telecommunications. Able to draw upon the firm's complementary expertise in areas such as finance, securities and bankruptcy.

Strengths

"I am always impressed with their valuable advice and ability to explain clearly."

Work highlights Paul, Weiss, Rifkind, Wharton & Garrison LLP advised Amazon on its \$1.4 billion acquisition of iRobot.

Notable practitioners

New York-based practitioners Scott Sontag and Brad Okun cochair the department.

Weil, Gotshal & Manges LLP

What the team is known for Weil, Gotshal & Manges LLP houses highly experienced tax practitioners with notable strength spanning private equity, restructuring, capital markets and M&A. Acts for a broad client base including technology firms, financial services providers and retailers.

Experienced in representing sovereign wealth funds and development finance institutions. Standout adviser in the bankruptcy space and well-versed in restructuring and modifications of debt. Also possesses notable cross-border expertise.

Strengths

"The experience with the tax team has been really good. They understand us very well and are responsive."

Work highlights Weil, Gotshal & Manges LLP advised Altas Partners on the tax matters related to its \$4 billion formation of Altas Partners Holdings III LP.

Notable practitioners

Joseph Pari is a key contact at the firm's Washington, DC office.

Band 3

Baker McKenzie

What the team is known for Baker McKenzie is well-known for its expertise in a number of tax-related areas, including structuring high-value multijurisdictional transactions. Held in high regard for its transfer pricing work. Impressive international footprint, as domestic capabilities are enhanced by strong offerings in Europe, Asia and Australasia. Clients span a broad array of industries from pharmaceuticals to finance. Impressive client roster features big names such as Boeing and Merck.

Strengths

"The team as a whole is outstanding. Baker provides a detailed and client-focused service."

"They have such a large footprint and advisors with strength in every area. We always find we are able to get quality advice in a very short time."

Work highlights Baker McKenzie advised Grupo Traxión, S.A.B. de C.V. on the tax implications of an international equity offering of the company's common stock.

Notable practitioners

Washington, DC-based Salim Rahim is a key contact.

Fenwick

What the team is known for Fenwick fields a strong West Coast group with a high-profile acting for emerging companies on transactions such as M&A, joint ventures and divestitures. It regularly serves as tax counsel on sophisticated cross-border deals. It also offers industry expertise pertaining to the technology and consumer products sectors, among others. Client base includes Fortune 100 companies.

Strengths

"They are always available and prepared to talk through issues. They're calm, considered and helpful."

"Fenwick delivers the results. The members of the team are collaborative with each other and with us as the client."

Notable practitioners

Silicon Valley-based Adam Halpern is a key contact.

Goodwin

What the team is known for Goodwin is a Boston-headquartered firm noted for its experience in M&A-related tax issues. Offers further expertise in corporate transactions such as buyouts and joint ventures. Acts for clients from a wide range of industries, including the real estate, financial services and private equity sectors.

Strengths

"Goodwin has an incredible breadth of experience. The team always bring creativity to any topic in an effort to find the most elegant and effective solution."

"They are extremely strong across the board. It's a one-stop shop with top talent."

Work highlights Goodwin advised Ouraring on its acquisition of Proxy.

Notable practitioners

Neal Sandford is based in Boston and leads the firm's tax group.

Mayer Brown LLP

What the team is known for Mayer Brown LLP offers accomplished advisers on the tax aspects of major transactions, including M&A and structured financings. Also draws on significant strength in structured finance and securitizations, and advises on the tax aspects of capital markets transactions. Regularly works with those in the telecommunications, financial services and pharmaceutical sectors. Clients benefit from close cooperation between a network of global offices.

Strengths

"They have very impressive experts in many areas of law."

"Mayer Brown has very competent tax professionals able to assist and explain very complicated items in an easily understood fashion."

"The advice received from Mayer Brown was thoughtful, detailed and accessible."

Work highlights Mayer Brown LLP secured a retail sales tax exemption and \$18.5 million tax refund for Landis+Gyr.

Notable practitioners

New York-based Jason Bazar is a key contact.

McDermott Will & Emery LLP

What the team is known for McDermott Will & Emery LLP boasts a long-standing corporate tax practice that stands out for the breadth of its transactional experience. Works with an enviable client base that includes financial institutions as well as industrial and consumer goods manufacturers. Particularly adept at handling energy tax matters. Well-known for particular expertise in transfer pricing matters. Robust capabilities in handling state and local tax issues.

Strengths

"The tax team is technically very strong and always responsive. They go above and beyond to understand the transaction and the client's structure to provide the best advice."

"They take great care in providing sound advice, and do a tremendous job in communicating and documenting complex issues to our team."

Work highlights McDermott Will & Emery LLP advised Credit Suisse on the post-merger integration tax issues arising out of its merger with UBS.

Notable practitioners

Washington, DC-based Tim Shuman is a key contact.

Ropes & Gray LLP

What the team is known for Ropes & Gray LLP fields a respected transactional tax group that attracts a broad domestic and international client base. Maintains its strong profile for private equity work, while also advising public companies on transactions such as M&A and joint ventures. Offers recognized expertise in the investment funds space, regularly advising on the tax aspects of fund formations. Expertise also spans tax issues pertaining to investment structures and international financial products. Recognized capacity to advise tax-exempt organizations including hospitals, universities and private foundations.

Strengths

"Ropes & Gray has a deep and broad team that has helped us tackle many complicated and novel products and structures."

"The tax partners I work with at Ropes are extremely commercial and have a very strong sense of market."

Work highlights Ropes & Gray LLP represented Signify Health on the tax matters related to its sale to CVS Health. The sale was an all-cash transaction valued at approximately \$8 billion.

Notable practitioners

Boston-based Elaine Murphy is a key contact.

Sidley Austin LLP

What the team is known for Sidley Austin LLP is well-regarded for its handling of complex transactions in the hedge fund and insurance fields. Sought out for a range of complex deals, including structured financings. Significant experience representing securities firms and REITs. Offers a comprehensive state and local tax practice, with expertise covering all 50 states. Also capable of handling tax components of sophisticated international transactions.

Strengths

"They are outstanding at managing projects and providing practical guidance. They are an excellent technical resource."

Work highlights Sidley Austin LLP represented Lincoln Financial in a \$28 billion reinsurance transaction with Fortitude Re.

Notable practitioners

New York-based Laura Barzilai is a key contact.

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP maintains a strong profile for its handling of transactions involving MLPs and private equity funds. Recognized as a go-to tax practice for deals arising from the energy sector. Additional strength in the investment funds space, with a strong track record of working with private equity firms on fund formation and investment matters. Advises on tax aspects of business reorganizations. Diverse client portfolio spans the shipping, financial services, real estate and healthcare sectors, among others.

Strengths

"Vinson & Elkin's tax department is able to handle the most complex and sophisticated matters."

"The team is always available at all times of night and day to help their clients solve the most complex issues."

"Nothing seems to stump them! They are good at walking through the issues so anyone on the call can understand the tax regulatory issues."

Work highlights Vinson & Elkins LLP advised Chevron Phillips Chemical Company on cross-border tax considerations arising from its joint venture agreement with QatarEnergy to develop an \$8.5 billion integrated polymers facility in Orange, Texas.

Notable practitioners

Houston-based Ryan Carney is a key contact.

Band 4

Baker Botts L.L.P.

What the team is known for Baker Botts L.L.P. has a strong tax offering that regularly represents notable energy and technology companies, among others. Experience extends to a range of high-value transactions, including cross-border M&A. Expert in tax-related capital markets issues in the energy field. Offers ancillary tax controversy and litigation support, as well as a strong bench dedicated to state and local tax issues. Significant MLP practice.

Strengths

"The technical expertise of the firm is extensive. That knowledge allows the firm to not only navigate complex matters, but to also suggest creative solutions."

"Baker Botts has a very deep bench, with subject matter expertise across the firm, that is brought to bear as needed."

"The attorneys I work with at Baker Botts have extensive experience and the technical skills to research, analyze, document and present complex matters in various jurisdictions."

Notable practitioners

Dallas-based Stephen Marcus is a key contact.

Cadwalader, Wickersham & Taft LLP

What the team is known for Cadwalader, Wickersham & Taft LLP draws from a deep bench of experts in UK and US tax law to provide strength across transactions such as cross-border mergers, spinouts and joint ventures. Demonstrates considerable expertise in tax-free and tax-efficient M&A structures. Particular strength in the financial services industry, advising banks, insurance companies and funds in connection with structuring and transactional matters. Notable for providing tax advice to debtors, creditors and investors on large corporate restructurings and bankruptcies. Expertise covers tax issues relating to asset-backed securities, among other financial products.

Strengths

"They have a deep bench which is essential to getting matters handled as quickly and effectively as possible."

Work highlights Cadwalader, Wickersham & Taft LLP represented Integrated Whale Media Investments in the sale of a majority ownership in Forbes Global Media Holdings to an investor group led by Austin Russell. The transaction was

valued at \$800 million.

Notable practitioners

Linda Swartz leads the firm's tax practice and is based in New York.

Covington & Burling LLP

What the team is known for Covington & Burling LLP is highlighted for its strong tax planning on both the national and international scales, as well as its broad corporate transactional expertise. Relied on by a number of financial services providers and US sports leagues. Regularly works with those in the beverage, medical devices and electronics sectors. Also noted for its strength in the regulatory and legislative space, fielding a number of partners who have held senior positions at the IRS and the Treasury Department. Offers capability in tax-efficient fund structures including carry vehicles and employee feeder entities.

Strengths

"Covington do a great job of balancing practical advice with technical ability. They make complicated elements easily digestible."

"Their lawyers are excellent, easy to work with, practical and tenacious."

Work highlights Covington & Burling LLP advised FIFA in connection with the cross-border tax ramifications involved in the hosting and operation of the 2026 World Cup.

Notable practitioners

Washington, DC-based Daniel Luchsinger is a key contact.

Eversheds Sutherland (US) LLP

What the team is known for Eversheds Sutherland (US) LLP is a notable firm with cross-border expertise which sees it regularly advise on transactions for high-profile insurance, pharmaceutical and technology companies, among others. It is able to advise on tax implications of large corporate acquisitions. Its expertise spans international tax planning and an enviable reputation for its handling of state and local tax transactional issues.

Strengths

"The team show great depth and breadth of knowledge and expertise. They are always responsive and helpful."

"Eversheds is aware of what is happening locally, regionally and globally. They follow emerging trends to ensure we get the right advice."

"The team is strong top to bottom and capable of providing deep subject matter expertise on all issues."

Work highlights Eversheds Sutherland (US) LLP advised NextEnergy Capital on the launch of its \$1.5 billion NextPower V ESG fund.

Notable practitioners

Washington, DC-based Robert Chase is a key contact.

Jones Day

What the team is known for Jones Day offers a strong tax group fielding recognized capabilities in M&A transactions. Additional strength in the tax aspects of bankruptcies, restructurings and debt issuances. Counts high-end financial institutions, telecom providers and pharmaceutical

companies on its client roster. Able to act on state tax planning and transactions involving state and local tax credits. Maintains an extensive nationwide presence with offices across the country.

Strengths

"They have the technical knowledge and experience to assist with complicated tax issues."

Work highlights Jones Day advised AAR Corp on its acquisition of Trax USA Corp.

Notable practitioners

Washington, DC-based Joseph Goldman is a key contact.

Milbank LLP

What the team is known for Milbank LLP enjoys an excellent reputation for its bankruptcy and restructuring work. Particularly visible advising on the tax issues arising from aviation finance matters, including debt financing through enhanced equipment trust certificates. Additional areas of expertise include M&A and securities offerings. Regularly handles cross-border tax matters.

Notable practitioners

New York-based Russell Kestenbaum heads the firm's tax group.

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP is noted for its deep experience in advising on the tax aspects of diverse corporate transactions, as well as its strong bench of lawyers. Regularly selected to handle cross-border deals, including M&A, partnerships and joint ventures. Further able to advise on tax aspects of equity and debt securities offerings. Expertise spans a variety of sectors, from energy and life sciences to investment funds. Maintains a strong presence on both coasts.

Strengths

"The Morgan Lewis team is always well prepared and delivers superb results."

"The team always provides reliable guidance in connection with complex and sophisticated matters. They are very commercial in their approach to work."

Notable practitioners

San Francisco-based Barton Bassett is a key contact.

Proskauer Rose LLP

What the team is known for Proskauer Rose LLP boasts a solid tax team with experience spanning cross-border structuring, M&A and financing transactions. Displays particular strength in fund formation and has noted expertise in the REIT space. Expertise covers issues such as transfer pricing, business migration and restructurings. Regularly advises clients from the finance and retail sectors, as well as the sports industry. Network of offices covers both the East and West Coasts.

Strengths

"The Proskauer team showcases a great degree of expertise in sophisticated and complex topics and has the ability to apply their technical knowledge to the matter at hand."

"The team is very responsive."

Work highlights Proskauer Rose LLP advised the Women's Tennis Association on the tax consider-

ations in connection with its strategic partnership with CVC Capital Partners.

Notable practitioners

New York-based Amanda Nussbaum is a key contact.

White & Case LLP

What the team is known for White & Case LLP boasts recognized tax expertise, including a focus on restructuring and integration issues arising after cross-border M&A transactions. Demonstrates strength in tax planning and transfer pricing matters, among others. Regularly works with major entities in the private equity, healthcare, energy and communications fields. Also acts for sovereign wealth funds and government entities.

Strengths

"Their service level is excellent. They provide timely, accurate and concise advice and responses."

"The tax team can apply complicated rules to our facts and address questions, concerns and develop solutions timely, accurately and most importantly, concisely."

Work highlights White & Case LLP advised EchoStar on its \$28.4 billion merger with Dish Network Corporation.

Notable practitioners

New York-based Sang Ji is a key contact.

Willkie Farr & Gallagher LLP

What the team is known for Willkie Farr & Gallagher LLP offers a respected team with notable strength in high-value corporate transactions, including M&A, the creation of joint ventures and investments. Adept at handling issues with cross-border elements and offers significant expertise in real estate, private equity and insurance-related matters, among others. Also able to call on the firm's wider capabilities in dispute resolution.

Strengths

"The team is excellent. They're extremely responsive, knowledgeable and efficient in solving problems. They all act as team players."

"The depth and breadth of the team is impressive. They always have someone available to address our issues, no matter how novel."

"Willkie provides a strong technical team approach and responds quickly and efficiently to our business needs."

Work highlights Willkie Farr & Gallagher LLP advised Ferrara Candy Company on its acquisition of Dori Alimentos.

Notable practitioners

Christopher Peters is a key contact.

Band 5

A&O Shearman

What the team is known for A&O Shearman houses strong tax expertise across a range of transactions, including cross-border M&A and financial offerings. Attracts an impressive mul-

tinational client base, which includes marquee financial institutions and investment groups. Knowledgeable in tax-efficient investment and operating structures. Experienced in advising on tax issues relating to management and employee compensation packages.

On May 1st, 2024, Allen & Overy and Shearman & Sterling merged to form A&O Shearman.

Strengths

"The team is consistently organized and proactive in keeping its work moving forward."

Work highlights The firm advised CVS Health in its agreement to acquire Oak Street Health in an all-cash transaction valued at approximately \$10.6 billion.

Notable practitioners

New York-based Larry Crouch is a key contact.

Akin

What the team is known for Akin fields a well-regarded team with notable expertise in a wide range of tax matters, including advising on M&A, financial products and capital markets transactions. Acts for clients from a variety of sectors, including energy, pharmaceuticals and financial services. Offers strong capabilities in cross-border issues.

Strengths

"They really quickly understand our goals and work very efficiently."

"The Akin team is solutions-oriented."

Notable practitioners

New York-based Patrick Fenn and Stuart Leblang cochair the firm's tax group.

Alston & Bird LLP

What the team is known for Alston & Bird LLP offers a broad corporate practice that demonstrates notable strength in tax issues involving REITs and restructuring transactions. Retained by clients such as global manufacturers and logistics companies to advise on cross-border and domestic deals. Noted experience working with tax-exempt organizations.

Strengths

"Alston & Bird is where we turn when we need someone thinking all the way through our issues."

Notable practitioners

Washington, DC-based Kendall Houghton is a key contact.

Clifford Chance US LLP

What the team is known for Clifford Chance LLP is known for their full range of financial services from REITs to financial products. It also has clients in both the energy and healthcare sectors.

Work highlights Clifford Chance LLP advised OGCI Cl on its inaugural \$1.5 billion Decarbonization Fund.

Notable practitioners

Dechert LLP

What the team is known for Dechert LLP has impressive capabilities in a range of tax matters.

Its lawyers are adept at handling issues relating to midmarket private equity deals, among other transactions.

Notable practitioners

New York-based Joshua Milgrim is a key contact.

DLA Piper LLP (US)

What the team is known for DLA Piper LLP (US) is a respected firm with a strong tax presence in the US. The team has extensive expertise in complex transactions such as M&A and joint ventures.

Strengths

"DLA is able to cut through technical and factual complexity to provide advice that is both timely and concise."

"DLA is very sophisticated, and able to provide practical solutions that take into account our business and structure."

"The DLA team is extremely strong from top to bottom. I am equally impressed with the technical expertise of the team as well as their practical and pragmatic approach to problem-solving."

Work highlights DLA Piper LLP (US) advised Warner Brothers Discovery on the tax aspects of its internal restructuring.

Notable practitioners

Palo Alto-based Stacy Paz is a key contact.

Miller & Chevalier Chartered

What the team is known for Miller & Chevalier Chartered is a DC-based practice with capabilities in handling tax aspects of domestic and cross-border transactions. Expertise covers reorganizations, financial products and transfer pricing. Works with clients from a range of industries, including entities in the fast food, oil and gas, and technology sectors.

Notable practitioners

Washington, DC-based Kevin Kenworthy is a key contact.

Paul Hastings LLP

What the team is known for Paul Hastings LLP has a robust tax team that often advises on complex transactions. The team has a strong presence on both coasts and works with high-profile clients from sectors such as financial services and food and agriculture.

Notable practitioners

New York-based Joseph Opich is a key contact.

Step toe LLP

What the team is known for Steptoe LLP houses a comprehensive tax offering that fields extensive transactional experience. Advises on high-value deals such as spinouts, IPOs and restructurings on behalf of a broad range of domestic and international companies. Works with clients from the technology, e-commerce and banking sectors, among others. Also noted for its strength in tax matters pertaining to the insurance industry.

Notable practitioners

Washington, DC-based Philip West is a key contact.

Transportation Aviation: Finance Nationwide

Transportation: Aviation: Finance
Leading Firms
Band 1
Clifford Chance US LLP
Milbank LLP
Vedder Price PC
Band 2
Debevoise & Plimpton LLP
Holland & Knight LLP
Hughes Hubbard & Reed LLP
Norton Rose Fulbright
Pillsbury
Band 3
Smith, Gambrell & Russell, LLP
White & Case LLP
Band 4
K&L Gates
Katten
O'Melveny & Myers LLP
Vinson & Elkins LLP
Winstead PC
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Clifford Chance US LLP

What the team is known for Clifford Chance is a distinguished aviation finance practice with extensive experience working on aviation capital markets transactions, securitizations, ECA financing and leasing matters. The firm frequently handles EETCs and acquisition financings. The team represents significant clients including government authorities, investment banks and operating lessors. It is able to draw upon resources of the wider firm for tax and corporate expertise.

Strengths

"Clifford Chance is an excellent firm. They have a great bench and are a go-to for clients seeking a finance solution in aviation."

"The firm's lawyers provide quick responses."

"Clifford is an exceptional full-service firm that can handle the most complex matters."

Work highlights Clifford Chance advised True-Noord on a \$275 million term loan used to finance a portfolio of 31 regional jet and turboprop aircraft.

Notable practitioners

John Howitt is a seasoned practitioner who continues to be highly regarded in this space, with a wealth of experience leading financing transactions, including securitizations, as well as handling complex loan restructurings. **Zarrar Sehgal** is one of the foremost experts in issues such as EETCs and structured finance. **Strengths:** "Zarrar is a legend in the space. His knowledge of aircraft finance is outstanding." "Zarrar is detail-oriented, reliable and provides very strong expertise." **Emily Wicker** regularly leads significant aircraft leasing agreements, including AFIC and EETC transactions. **Strengths:** "Emily is always knowledgeable and commercial." "She distills information into commercial language." **Patrick O'Reilly** has a solid practice that includes working on financing and

Transportation: Aviation: Finance
Senior Statespeople
Senior Statespeople: distinguished older partners
Howitt John P. Clifford Chance US LLP
Pritchard John F. Holland & Knight LLP
Leading Individuals
Band 1
Chung Steven. Hughes Hubbard & Reed LLP *
Fine Drew S. Milbank LLP
Lessard Mark N. Pillsbury
Sehgal Zarrar. Clifford Chance US LLP
Veber Jeffrey T. Vedder Price *
Band 2
Beringer Adam. Vedder Price PC *
Brusiloff Paul D. Debevoise & Plimpton LLP
Durham Phillip. Holland & Knight LLP
Gentner Joshua D. Smith, Gambrell & Russell, LLP
Hansen Christian. White & Case LLP *
Kass Geoffrey R. Vedder Price PC *
Liu Brian E. Debevoise & Plimpton LLP
Lynes Timothy J. Katten
Pascale James. Milbank LLP
Vazquez Alyssa. Norton Rose Fulbright
Wicker Emily C. Clifford Chance US LLP
Band 3
Barlow Peter. Smith, Gambrell & Russell, LLP
Johnson Alexandra. Milbank LLP
Jones-Prus Melissa. Pillsbury
Mechlowicz Freyda. Milbank LLP
Miller Madalyn M. Gibson, Dunn & Crutcher LLP (ORL) ◇ *
O'Reilly Patrick. Clifford Chance US LLP
So Jaeyong. Winstead PC
Tenen Jeffrey S. Smith, Gambrell & Russell, LLP
Band 4
Berkery David. Vinson & Elkins LLP
Cevher Conti Mehtap. Hogan Lovells US LLP (ORL) ◇
Darling Amanda. K&L Gates *
Denham Mark. Hughes Hubbard & Reed LLP
Gee Cameron. Vedder Price PC *
Goldstein Jonathan C. Baker Botts L.L.P. (ORL) ◇ *
Henderson Fiona. Norton Rose Fulbright
Jensen Niels. Vinson & Elkins LLP
Johnson Kevin J. Fafinski Mark & Johnson, P.A. (ORL) ◇
Kaplan Jason. O'Melveny & Myers LLP
Lam Le V. Winstead PC
Latman Marc D. Smith, Gambrell & Russell, LLP
Leavitt Nathan. Holland & Knight LLP
Reddy Deepak. McGuireWoods LLP (ORL) ◇ *
Sanders Terry. Hughes Hubbard & Reed LLP
Yoo Jaesuk. Winstead PC
Star associates
Nikolaieva Iryna. Debevoise & Plimpton LLP
Associates to watch
Hueth Demi. Vinson & Elkins LLP *

operating leases. **Strengths:** "He is commercially driven and provides great insight and advice." "Patrick is an excellent lawyer."

Milbank LLP

What the team is known for Milbank LLP boasts a highly respected practice recognized for extensive experience in a broad range of aviation finance matters. Its areas of expertise include Ex-Im bank financing, asset-backed securitiza-

tions and EETC finance, as well as high-value aircraft portfolio M&A work. The team is experienced in handling warehouse and secured portfolio financings. The firm acts for an impressive number of stakeholders, including international banks and private equity firms, aircraft leasing companies and a range of airlines.

Strengths

"Milbank is a global practice with great, experienced practitioners."

"The Milbank team is among the best out there. They are very knowledgeable and creative problem-solvers."

"The firm is one of the best in the space."

Work highlights Milbank LLP advised the lenders in Griffin Global Asset Management's and Palisade Aviation Holdings Warehouse's upsize of their senior secured warehouse facility to \$2 billion, adding new banking partners Citibank and Sumitomo Mitsui Banking as well as an additional commitment from Bank of Montreal.

Notable practitioners

Drew Fine continues to be regarded as one of the most accomplished figures in the field. He is renowned internationally for his expertise in complex aviation financing agreements, including asset-backed securitizations. **Strengths:** "Drew is smart, commercial and a terrific lawyer." **James Pascale** is a capital markets attorney with especial expertise in aviation financing. He is particularly notable for his knowledge and experience of Enhanced Equipment Trust Certificate deals.

Strengths: "Jim is an excellent lawyer." **Alexandra Johnson** leads the firm's Global Transportation and Space Group. She expertly counsels an array of clients including lenders, issuers, borrowers and underwriters in a variety of complex international financial transactions. **Strengths:** "She is a fantastic attorney who is very collaborative." **Freyda Mechlowicz** offers counsel to major banks and investment managers on various debt financings in the aviation sector. She is particularly recommended for her expertise in ABS transactions. **Strengths:** "Freyda is a great lawyer with a good commercial sense." "She is incredibly smart and impressive."

Vedder Price PC

What the team is known for Vedder Price PC is an acclaimed group skilled in an array of aviation finance matters including single-investor operating leases, progress payment facilities and secured loans. The firm is particularly noted for work with export credit agency-based financing transactions. It regularly represents aircraft operating lessors, manufacturers and financial institutions, as well as airlines and commercial banks.

Strengths

"Vedder Price has strong expertise in a wide range of services."

"The team are very commercial and easy to work with."

"Vedder Price is a leading practice in this space."

Work highlights Vedder Price PC represented Macquarie AirFinance in the \$2.2 billion acquisition and financing of over 50 aircraft from

ALAFCO Aviation Lease and Finance Company KSCP.

Notable practitioners

Jeffrey Veber (see p.726) is a noted leader in the field of aviation, with expertise covering the full gamut of financing initiatives. He is a go-to practitioner for matters such as asset-backed securitizations and blockbuster warehouse credit facility deals. **Strengths:** “He is a fantastic and leading lawyer in the finance world.” “He combines his experience, legal knowledge and abilities in a client-friendly way.” **Adam Beringer** (see p.503) advises on warehouse financings and portfolio securitizations, among other matters. **Strengths:** “Adam is a brilliant lawyer with a broad base of knowledge.” “He is very diligent and business-oriented.” **Geoffrey Kass** (see p.602) is head of the firm’s global transportation team. He handles matters such as structured financings and sale and leaseback transactions. **Strengths:** “Geoff is a long-standing and trusted attorney.” “He is a seasoned attorney in aviation finance.” **Cameron Gee** (see p.564) maintains a broad practice that encompasses expertise in leveraged leases, securitizations and warehouse financings. He is active on the domestic and international stages. **Strengths:** “Cam is a very strong lawyer who is commercially driven and understands the nature of deals.” “His breadth of knowledge across a range of topics is outstanding.”

Band 2

Debevoise & Plimpton LLP

What the team is known for Debevoise & Plimpton LLP is a notable practice with experience representing airlines and financial institutions in a variety of aviation finance matters. It has capability in aircraft portfolio restructuring, export credit agency matters and EETC financing. The firm has further specific expertise in business jet purchasing and financing, as well as in airport infrastructure development work. Its client base includes airlines and aviation service providers.

Strengths

“The team are thoughtful and provide strong, flexible guidance and direction.”
“The team at Debevoise & Plimpton are attentive, responsive and timely.”

Work highlights Debevoise & Plimpton LLP advised AAR on the company’s new revolving credit facility.

Notable practitioners

Paul Brusiloff is regularly engaged by the firm’s solid roster of airline and borrower clients for assistance with financings and restructurings. **Strengths:** “Paul is an incredibly gifted leader who is extremely intellectual and personable.” “Paul is very intelligent and empathetic to the client’s needs.” **Brian Liu** focuses on aviation and equipment financing, including advising on securitizations and secured credit facilities. His client base includes leading airlines. **Strengths:** “Brian is a master of his craft and an extremely bright attorney.” “Brian is a brilliant attorney in the airline space.” **Iryna Nikolaieva** is recognized for her work assisting on large aviation financings with particular competence in leasing transactions.

Strengths: “Her business acumen and attention to detail goes above and beyond.” “Iryna is phenomenal; she has a great amount of expertise and institutional knowledge.”

Holland & Knight LLP

What the team is known for Holland & Knight LLP is a prominent practice with a deep bench of experienced practitioners with strong capability in the full range of aviation finance matters. Its areas of expertise include leasing and sales transactions, securitization and debt financing. The firm is recognized for proficiency in cross-border transactions for airlines and jet operators. It works with an impressive client roster that includes airlines, leasing companies and corporate jet operators. The team is able to draw on support from its nationwide network of offices, especially in New York and San Francisco.

Strengths

“The team are very responsive and offer efficient, clear and concise advice in a timely manner.”

“The firm has a strong and hard-working aviation team.”

“Holland & Knight is able to handle complex transactions.”

Work highlights Holland & Knight LLP advised Pegasus Airlines on a \$600 million sustainability-linked loan, which was secured by the support of UK Export Finance to fund ten new Airbus A321neo aircraft.

Notable practitioners

John Pritchard is one of the most esteemed figures in the aviation finance Bar. With over 25 years’ experience in the field, he is held in particularly high regard for his work for significant international lending clients. **Phillip Durham** chairs the asset finance practice at the firm and handles both domestic and international aviation financings. **Strengths:** “Phil is a pleasure to work with. He consistently provides clear, distinct advice with a high level of service.” “He is strong, practical and knows the market very well.” **Nathan Leavitt** is noted for his representation of aircraft leasing companies. He has particular expertise in aviation sector Chapter 11 proceedings. **Strengths:** “Nathan is a strong practitioner in the space.” “Nathan is very commercial and knows how to get deals done.”

Hughes Hubbard & Reed LLP

What the team is known for Hughes Hubbard & Reed LLP is a well-regarded practice with significant experience in asset-backed security transactions, EETC finance and aviation workouts and bankruptcies, among other matters. It is experienced in handling aviation-related M&A. The team offers unique strength advising a number of major global leasing companies, as well as airlines and lenders.

Strengths

“The team at Hughes Hubbard are knowledgeable and proactive.”

“The team are always accessible and return work on or ahead of deadlines.”

“Hughes are an exceptional firm.”

Work highlights Hughes Hubbard & Reed LLP advised Griffin Global Asset Management and borrowers Palisade Aviation Holdings Ware-

house, on a \$2 billion amendment, extension and upsizing transaction for its senior secured financing facility.

Notable practitioners

Steven Chung (see p.526) advises on a range of aviation finance matters, including acquisitions and cross-border financings. His impressive client base includes sponsors and lenders. **Strengths:** “Steven is a top lawyer, both commercially and technically.” “He is very practical, easy to work with and has always been excellent.” **Mark Denham** has a strong practice advising on aircraft leases and loans, warehouse facilities and aircraft sales. His client base includes financial institutions and corporates. **Strengths:** “Mark is fantastic to work with. He is very commercial and has his finger on the pulse of aviation finance.” “He is smart, attentive and understands trends in the space that are important to the client.” **Terry Sanders** represents the full range of sector clients including financing parties, lessors and manufacturers. He has notable expertise across a variety of asset finance transactions. **Strengths:** “Terry is a robust and strong attorney.”

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright represents significant aviation industry clients in matters including aircraft acquisitions, sales, leasing and all types of financing. Its areas of expertise include operating leases and M&A. The firm’s clients include financiers, airlines and brokers. The team is particularly active in the Latin American market, as part of its substantial global presence.

Strengths

“The team consistently delivers and has outstanding service levels.”

“The group really foster close relationships, work collaboratively and are very smart.”

“Norton Rose is a fantastic firm.”

Work highlights Norton Rose Fulbright have advised LATAM Airlines on numerous matters, including the negotiation of long-term leases with a lessor, as well as multiple sales of airframes and engines.

Notable practitioners

Alyssa Vazquez leads the US aviation practice at the firm. She handles the full range of financing matters covering aircraft leasing and acquisition transactions. **Strengths:** “Alyssa has long-standing relationships in the space, gets the deal done for the client and is collaborative.” “Her ability to analyze market trends and provide proactive recommendations adds significant value to the decision-making processes.” **Fiona Henderson** provides deft representation to lenders, investors and issuers in cross-border financing transactions. **Strengths:** “She is practical, has a good business sense and knows how to get deals done.”

Pillsbury

What the team is known for Pillsbury is experienced in debt financing, leasing, aerospace procurements and corporate transactions in the aviation industry. Its clients include USA-based and international airlines, liquidity providers and rating agencies. Its areas of expertise include ECA financings and cross-border leaseings. The

firm also offers services related to lease portfolio securitizations.

Strengths

"Pillsbury is fantastic. The team have built an inspirational practice and have a global reach in classic aircraft finance deals."

"Pillsbury is very knowledgeable and capable with respect to aircraft financing."

"Pillsbury is a great firm with great lawyers."

Work highlights Pillsbury represented Jackson Square Aviation as junior lender in the financing for seven Airbus A320 and four Boeing 737 MAX aircraft on lease to Allegiant.

Notable practitioners

Mark Lessard has a highly acclaimed practice which sees him advise on acquisitions, fund formation and capital markets transactions. **Strengths:** *"Mark is very creative and provides lenders with the protection they need and expect."* **Mark has an excellent reputation in the market.** **Melissa Jones-Prus** has a broad practice, acting for lenders in a full range of aviation finance deals. **Strengths:** *"Melissa is a fantastic practitioner who is great to work with."* *"She is a highly recommended lawyer."*

Band 3

Smith, Gambrell & Russell, LLP

What the team is known for Smith, Gambrell & Russell houses an established aviation finance group, acts for leasing companies and domestic airlines, as well as clients in the banking sector. Advises on operating leases, aircraft portfolio transactions, asset-backed securitizations and refinancings.

Strengths

"The team are very adept at balancing legal issues and the desired commercial result."

"The firm have a deep bench of lawyers that tap into every area of aviation."

"Smith Gambrell have great experience and depth, which is very helpful for their clients."

Work highlights Smith, Gambrell & Russell represented EXIM Bank in connection with the restructuring of an existing facility with respect to six 787 Aircraft and one 777 Aircraft from Kenya Airways to the Kenyan Government.

Notable practitioners

Joshua Gentner is widely recognized in the market for his established transactional practice, representing significant clients in the financial sector, as well as airlines. His expertise covers lease financings and securitizations, among other matters. **Strengths:** *"Joshua is a go-to and trusted counsel."* *"He is very experienced and has good, long-standing relationships."* **Peter Barlow** is commended for his expertise in aviation financings. He has particular experience of aviation sector restructurings and bankruptcy proceedings. He represents leasing companies, airlines and financing parties. **Jeffrey Tenen** is adept at handling issues such as asset-based financings and credit facilities. **Strengths:** *"Jeffrey is highly knowledgeable in aviation finance."* **Marc Latman** handles sale and leaseback transactions on behalf of aircraft leasing companies. He also manages restructurings for sector clients. **Strengths:** *"Marc is user-friendly, client-focused and person-*

able." *"Marc is very strong and experienced in large transactions."*

White & Case LLP

What the team is known for White & Case LLP is a well-known practice with ability in a range of aviation finance matters including EETCs, Ex-Im bank deals and cross-border transactions. It is skilled in representing large domestic and international clients including banks, airlines and private equity interests. It is also well-versed in JOLCO and ANPI financings. The team's clients benefit from the firm's extensive global footprint, with a particular focus on the UK and Asian markets. It is able to advise on the full spectrum of matters, aided by complementary tax, banking, M&A and litigation teams.

Strengths

"The firm is very knowledgeable, experienced and capable of handling complex and multidisciplinary matters."

"White & Case is excellent at providing cross-border advice."

"The firm have an excellent team."

Work highlights White & Case represented Azul Airlines in the \$2.25 billion restructuring of its aircraft lease obligations across its fleet, in addition to a restructuring of its obligations to original equipment manufacturers and existing bondholders.

Notable practitioners

Christian Hansen (see p.578) is highlighted for his established role in the aviation finance market. His client base features a strong list of airline and lessor names and he is particularly experienced in advising on Latin American deals. **Strengths:** *"Christian is a very practical and business-oriented attorney."* *"Christian is a notable lawyer."*

Band 4

K&L Gates

What the team is known for K&L Gates leverages its strong aerospace practice to complement its aviation practice and advise clients on financing and leasing pertaining to hydrogen fuel tanks, magnetic propulsion and acquisitions of aircraft and aerospace technology. The team is adept in representing major domestic and international clients including banks, airlines and technology providers. The firm is well versed in the full range of aviation finance matters.

Strengths

"The team is extremely responsive and can address any issues or concerns."

"The lawyers at K&L Gates are very adaptable, collaborative and explain things appropriately in commercial terms."

Work highlights K&L Gates represented JP Lease Products & Services on three Japanese Operating Lease with Call Option (JOLCO) financing for three Airbus A320 aircrafts with ICBC Financial Leasing as Intermediate Lessee.

Notable practitioners

Amanda Darling (see p.537) is recommended for her asset and project finance expertise in the aviation industry. **Strengths:** *"She has deep insight into the aviation industry and is always able*

to provide helpful feedback." *"Amanda is very user-friendly, knowledgeable and good to work with."*

Katten

What the team is known for Katten represents an impressive roster of clients including banks, airlines and hedge funds on a range of aviation financing matters. It is skilled in emerging market transactions, aircraft acquisitions and leasing structures. The firm has additional expertise in commercial fleet sales and financing. It is particularly active in bankruptcy and insolvency-related work, in addition to handling aircraft portfolio transactions.

Strengths

"Katten has a very efficient team that moves the process along very swiftly."

"The team are constructive, solution-oriented, really fair and good advocates for their clients."

Notable practitioners

Timothy Lynes typically acts for clients such as banks and aircraft manufacturers on financings. **Strengths:** *"Tim is a very notable attorney."*

O'Melveny & Myers LLP

What the team is known for O'Melveny & Myers LLP is a national powerhouse with a strong practice in aviation finance. The group is particularly proficient and skilled in aviation infrastructure and equipment finance. The team advise an array of clients from government agencies and private sponsors to airlines and private equity investors. The firm is further noted for its experience in handling aviation-related M&A.

Strengths

"Working with O'Melveny & Myers is a very positive experience."

"The firm has a very knowledgeable and capable team."

Work highlights O'Melveny & Myers LLP represented Citibank, as facility agent and collateral agent, in connection with a \$1.4 billion term loan credit agreement with a new leasing vehicle and the acquisition of a portfolio of seventy aircraft.

Notable practitioners

Jason Kaplan cochairs the firm's Aviation Group, focusing on equipment finance transactions on behalf of airlines, aircrafts, leasing companies, trustees and private equity investors. **Strengths:** *"Jason is very practical as well as easy and enjoyable to work with."* *"Jason provides a great service."*

Vinson & Elkins LLP

What the team is known for Vinson & Elkins LLP boasts strong capabilities in aviation finance and acts for the full spectrum of sector participants. The team exhibits strength in warehouse facilities, secured notes and restructurings, among other matters.

Strengths

"The firm has an experienced team with deep knowledge of aviation finance matters."

"V&E have a broad base of strong associates and partners."

"The firm has great lawyers."

Work highlights Vinson & Elkins LLP represented Citibank in a \$400 million syndicated asset-based, senior secured revolving credit facility to Alaska Airlines.

Notable practitioners

David Berkery is held in high regard for the quality of his advice in such matters as unsecured loans, warehouse facilities and asset-backed securitizations. He serves as co-head of the firm's aviation finance team. **Strengths:** "David is proactive, approachable and immediately understands what needs to be done." "David is very thorough." **Niels Jensen** offers clients deep expertise in a range of aviation transactions, including structured financings, restructurings and joint ventures. He is co-head of the firm's aviation finance team. **Strengths:** "He understands the motive of the other side, is thoughtful and comes up with very strong concepts that cut to the crux of the issue." "Niels is a very sharp and technical lawyer." **Demi Hueth** (see p.590) is a senior associate with a strong practice in corporate, asset-backed and structured financings.

Winstead PC

What the team is known for Winstead PC represents airlines in matters relating to aircraft leasing and acquisitions. The firm is particularly noted for its work with domestic airlines.

Strengths

"Winstead's strength of client bench gives it a commanding sense of the market."

"The team have a great depth of industry experience."

"Winstead is a fantastic firm."

Notable practitioners

Jaeyong So has an active aviation practice, frequently representing major airlines in direct lease financings. He is noted for handling high-value offerings. **Strengths:** "Jae is thorough, knowledgeable and a master technician." "He is extremely responsive, hard-working and understands the operational side of airlines." **Le Lam** is a go-to for debt and capital market transactions in the aviation industry, regularly advising on unsecured and secured bonds, convertible notes, EETCs and private, as well as syndicated loans. **Strengths:** "Le is very focused on the technical side while finding commercial solutions." "He has a great perspective and is good to deal with." **Jaesuk Yoo** has notable expertise handling loan and debt financing arrangements on behalf of well-known airlines. **Strengths:** "He is very good at negotiating key points and is thoroughly enjoyable to work with." "Jae is a strong and robust practitioner."

Other Ranked Lawyers

Mehtap Cevher Conti of Hogan Lovells maintains a strong asset finance practice in the aviation space. She advises on leases, portfolio acquisitions and secured debt matters, among others. **Strengths:** "She is highly regarded and understands the issues in the space."

Jonathan Goldstein (see p.569) of Baker Botts

LLP has a comprehensive aviation finance practice, advising on a plethora of matters, including asset-based securitizations, structured financings, syndications and secured and unsecured lending. He is also adept in aviation-related M&A and joint ventures. **Strengths:** "He is extremely commercial, hard-working and flexible."

Kevin Johnson of Fafinski Mark & Johnson, P.A. has a notable practice on the commercial side of aviation finance, including leasing, mergers, cross-border transactions and others. **Strengths:** "Kevin has really good rapport and command of the material."

Madalyn Miller (see p.643) of Gibson, Dunn & Crutcher LLP works with clients on a host of transactions, including acquisition financings. **Strengths:** "Madalyn is a great attorney." "She is a strong and recognized lawyer in the asset finance market."

Deepak Reddy (see p.676) of McGuireWoods LLP acts for an impressive roster of clients, including major airlines, private equity firms and investment funds in leasing and refinancing transactions. **Strengths:** "Deepak is an extremely knowledgeable and dedicated attorney who delivers a high-quality service." "He is knowledgeable, collaborative and brilliant to work with."

Transportation Aviation: Litigation Nationwide

Transportation: Aviation: Litigation	
Leading Firms	
Band 1	
Perkins Coie LLP	
Band 2	
Condon & Forsyth LLP	
Holland & Knight LLP	
Band 3	
Clyde & Co LLP	
Hinshaw & Culbertson LLP	
Jackson Walker LLP	
Reed Smith LLP	
Victor Rane	
Band 4	
Arnold & Porter	
Kirkland & Ellis	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Transportation: Aviation: Litigation	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Dillow John Perkins Coie LLP	
Leading Individuals	
Band 1	Raffaele Steve Holland & Knight LLP
Harakas Andrew Clyde & Co LLP	Sundvall Sheila Paul Hastings LLP (ORL) ◇
McQuillen Michael G. Hinshaw & Culbertson LLP	Weiner David Arnold & Porter
Band 2	Westwood Wilson Diane Fox Rothschild (ORL) ◇ *
Bradley Patrick E Reed Smith LLP	Band 4
Christensen Christopher R. Condon & Forsyth LLP	Alexander Barry Victor Rane
Shultz Mack Perkins Coie LLP *	Ellis Jeffrey Clyde & Co LLP
Shupe J. Denny Victor Rane	Guilfoyle Kathleen Campbell Conroy & O'Neil (ORL) ◇
Stern Jonathan M Victor Rane	Knight Christopher E Fowler White Burnett PA (ORL) ◇ *
Band 3	Maggio John Condon & Forsyth LLP
Battista Anthony Condon & Forsyth LLP	Nemsick Judith Holland & Knight LLP
Beiersdorf Oliver Reed Smith LLP	Odell Christopher M Arnold & Porter
Brown Brad Jackson Walker LLP *	Scoville Michael McGuireWoods LLP (ORL) ◇ *
Harrington David J Condon & Forsyth LLP	Staton Katherine Jackson Walker LLP *
Kelly Christopher G Holland & Knight LLP	Sutherland Kevin Clyde & Co US LLP
Koh Steve Perkins Coie LLP *	Woolston V Perkins Coie LLP *
O'Connor William Cooley LLP (ORL) ◇	

Band 1

Perkins Coie LLP

What the team is known for Perkins Coie LLP is a preeminent practice considered a go-to shop for high-profile aviation disputes. It regularly handles complex contentious issues resulting from significant aviation accidents, covering toxic tort and product liability matters. It represents leading aerospace manufacturers in federal and state courts across the US and in foreign jurisdictions. The firm is active in the risk and liability elements of the burgeoning aerial and unmanned technology sector, as well as related regulatory and policy issues.

Strengths

"Perkins Coie has a fantastic group of lawyers."

"Perkins Coie has a large bench of good practitioners."

Work highlights Perkins Coie LLP was retained to represent Boeing in the wrongful death cases arising out of the March 2019 crash of Ethiopian Airlines flight 302 shortly after take-off from Addis Ababa, Ethiopia, and to advise the company on other matters relating to that accident and the Lion Air flight 610 accident.

Notable practitioners

John Dillow has extensive experience representing clients in product liability disputes and class action proceedings. **Strengths:** *"John is a top talent and excellent lawyer."* **Mack Shultz** (see p.701) regularly represents a variety of industry-leading manufacturing clients in product defense cases and air accident litigation. He also counsels clients on litigation avoidance strategies.

Strengths: *"Mack is a very knowledgeable and experienced attorney."* *"Mack is a great attorney."*

Steve Koh (see p.611) has notable experience defending aircraft manufacturers in wrongful death and personal injury claims, as well as complex commercial litigation. **Strengths:** *"Steve is excellent. He has deep institutional market knowledge and knows the aviation space back to front."* *"Steve is collaborative and effective."* **V Woolston** (see p.738) is a well-established product liability litigator, with notable experience defending aviation manufacturers. He is recognized for his expertise in disputes concerning turboprop aircraft, light jets and helicopters. **Strengths:** *"He is very knowledgeable and easy to work with."*

Band 2

Condon & Forsyth LLP

What the team is known for Condon & Forsyth LLP is a highly respected practice with significant experience in the representation of airlines and insurers in aviation accident investigations and litigation. Its areas of expertise include class actions, emergency response and mass disaster litigation. The firm often acts on Montreal Convention-related matters, as well as contractual disputes and regulatory investigations. The team maintains a strong presence on both coasts.

Strengths

"The team are technical and supportive."

"Condon & Forsyth's team are very impressive and knowledgeable of the industry."

"The team find great solutions and do a great job."

Work highlights Condon & Forsyth LLP defended the Broward County Sheriff's Office from claims stemming from the crash of a 1999 Eurocopter EC-135.

Notable practitioners

Christopher Christensen has considerable experience representing a range of domestic and international carriers in high-profile air crash litigation, including managing cross-claims against manufacturers. **Strengths:** *"Chris is a thought leader in the space and is very experienced."* *"He is a very strong lawyer."* **Anthony Battista** has a varied aviation practice, with experience representing airlines and lessors in breach of contract claims and air crash litigation. **Strengths:** *"He works incredibly hard."* *"Anthony does a good job at representing airlines."* **David Harrington** acts on behalf of airlines and helicopter companies in crash litigation and NTSB investigations. **Strengths:** *"David is brilliant. He is a very nuanced, strong attorney that communicates well."* *"He has strong skills in this space."* **John Maggio** is commended for his representation of aviation sector clients in wrongful death and breach of contract litigation. He acts for carriers, manufacturers and insurers.

Holland & Knight LLP

What the team is known for Holland & Knight LLP is a well-regarded aviation practice with significant expertise in handling high-profile contentious matters for US and foreign airline clients. The firm is particularly active in litigation and NTSB and FAA investigations resulting from aircraft accidents and mass disasters. It stands out for involvement in matters involving military accidents and manufacturers of military aircraft and components.

Strengths

"Holland & Knight is a great national firm for aviation defense work with multiple years of experience."

"The firm's lawyers very much understand the space."

"The firm has a good team."

Work highlights Holland & Knight LLP represented Cape Air and their insurers in connection with the NTSB investigation and litigation from the 9/9/21 crash in Provincetown, MA of Cape Air Ft. 2072 en route from Boston.

Notable practitioners

Christopher Kelly handles a variety of personal injury and wrongful death disputes. He represents an impressive roster of domestic and international airlines. **Steve Raffaele** has a strong track record of acting for airlines in high-stakes litigation. His practice includes handling breach of contract claims, putative class actions and fatal accident litigation, as well as NTSB investigations. **Strengths:** *"Steve is great to work with."* *"Steve has a diverse practice and does a good job."* **Judith Nemsick** has experience across a broad range of disputes, from breach of contract and passenger delay, to product liability and wrongful death. **Strengths:** *"She has a lot of experience in airline litigation."*

Band 3

Clyde & Co LLP

What the team is known for Clyde & Co LLP is a sought-after practice with expertise representing a range of aerospace industry entities, including airlines and their insurers, in commercial disputes, as well as those arising from significant aviation disasters. The firm has specific expertise in contract disputes, product liability and Montreal Convention cases. It offers services in litigation concerning employment, financing agreements and security instruments. The team is further noted for an accomplished appellate practice representing clients at all levels up to the US Supreme Court.

Strengths

"The team at Clyde & Co have good industry experience and know-how."

"Clyde & Co's team have experience, quality and are dedicated to this space."

Notable practitioners

Andrew Harakas represents prominent domestic and international airlines in sophisticated litigation. **Strengths:** *"Andrew is a go-to for litigation in this space. Anything related to it, he is a top choice. He is extremely knowledgeable and has fantastic client skills."* *"Andrew is a strong, intellectual lawyer with fantastic abilities."* **Jeffrey Ellis** is recognized for his strong advocacy work representing domestic insurers and carriers. His experience incorporates wrongful death and personal injury claims, as well as appellate and class action cases. **Kevin Sutherland** acts for airlines, manufacturers and insurers in complex litigation. He has experience in wrongful death, personal injury and product liability disputes. **Strengths:** *"Kevin is a very experienced attorney."*

Hinshaw & Culbertson LLP

What the team is known for Hinshaw & Culbertson LLP offers wide-ranging expertise in aviation disputes. Its client base covers a number of industry participants, including airports, manufacturers and domestic and international carriers.

Notable practitioners

Michael McQuillen is a Chicago-based partner, and represents a number of leading domestic airlines and manufacturers in a wide variety of aviation-centric disputes. **Strengths:** *"Michael is a leader in the industry. He is very practical and an excellent attorney."*

Jackson Walker LLP

What the team is known for Jackson Walker LLP boasts broad abilities in aviation disputes. Its lawyers offer consummate representation in litigation concerning product liability, contractual issues and negligence, among other matters.

Strengths

"Jackson Walker has a very strong and knowledgeable team."

"The team at Jackson Walker are very commercial in their approach."

"The Jackson Walker team are highly responsive."

Work highlights Jackson Walker LLP represented Smartwings in a mandamus proceeding in the Fifth Circuit that sought to impose stricter conditions on Boeing in conjunction with the deferred

prosecution of Boeing in the 737 Max cases.

Notable practitioners

Brad Brown (see p.514) acts for a number of industry-leading manufacturers, covering both fixed-wing aircraft and rotorcraft. **Strengths:** "He is always responsive, strategic, business orientated and looks for solutions that are in line with business objectives." "Brad is very practical and smart." **Katherine Staton** (see p.710) has particular experience acting for airlines and aerospace and defense companies in contractual litigation. **Strengths:** "Katherine is a wonderful attorney who is very helpful and commercial." "Katherine is a great attorney."

Reed Smith LLP

What the team is known for Reed Smith LLP is a noteworthy aviation litigation group able to act in all manner of disputes nationwide including passenger claims, injury and wrongful death cases, as well as in commercial disputes. The firm is a popular choice for component manufacturers and domestic airlines.

Strengths

"The in-depth experience and knowledge that each attorney has is exceptional."

"The team are very collaborative and a go-to for litigation in this space."

Notable practitioners

Patrick Bradley has considerable experience acting for component manufacturers in all manner of product liability cases. **Strengths:** "He is a very solid and commercial lawyer with a lot of experience." **Oliver Beiersdorf** is noted for handling cases concerning personal injury, wrongful death and other passenger claims. **Strengths:** "He is an excellent and very sophisticated aviation litigator."

Victor Rane

What the team is known for Victor Rane fields a highly regarded team well-known for its work on behalf of aerospace manufacturers, airlines and insurers. The firm advises on a number of contentious matters, including military air crashes, civil aviation disasters and cargo claims, among others.

Strengths

"The firm have a deep bench of experienced trial attorneys who have very strong knowledge of the aviation industry."

"The team produce fantastic results."

Work highlights Victor Rane represented The Collings Foundation in litigation regarding a Boeing B-17 Flying Fortress crash at Bradley International Airport in Connecticut on October 2019.

Notable practitioners

Denny Shupe is a seasoned aviation litigator. His experience encompasses a myriad of commercial and product liability disputes. **Strengths:** "Denny is client-focused, has deep expertise and knowledge of litigating aviation defense claims."

"Denny is very good to work with." **Jonathan Stern** is engaged by a range of airline and insurer clients to handle personal injury and wrongful death cases. **Strengths:** "Jonathan does excellent coverage defense work." "Jonathan is a very robust and commercial lawyer." **Barry Alexander** is routinely engaged by insurers and airlines to handle accident litigation and punitive damages disputes.

Band 4

Arnold & Porter

What the team is known for Arnold & Porter has an impressive practice with strength in aviation disputes, notably including product liability and mass tort cases. The group leverage their significant trial expertise to assist domestic and international clients.

Strengths

"The team have long-standing experience of major aviation work."

Work highlights Arnold & Porter represented major investors and creditors in the bankruptcy cases of Zetta Jet USA and Zetta Jet Pte, in the US Bankruptcy Court for the Central District of California and in related litigation.

Notable practitioners

David Weiner has a wide-ranging practice, with significant experience handling personal injury and air crash litigation. **Strengths:** "David is a recommended attorney." **Christopher Odell** is a go-to trial lawyer for complex mass tort cases in the aviation industry. **Strengths:** "He has a very strong record."

Kirkland & Ellis

What the team is known for Kirkland & Ellis is a global powerhouse with a broad practice in aviation disputes. The team expertly advises domestic and international clients on complex commercial litigation, including FCC-related claims.

Strengths

"Kirkland & Ellis has excellent practitioners."

Notable practitioners

Michael Slade is a key contact in Chicago.

Other Ranked Lawyers

Kathleen Guilfoyle of Campbell Conroy & O'Neil, P.C. acts for clients including airlines, airports and manufacturers in aviation litigation. **Strengths:** "She is wonderful, responsive and good with clients." "Kathleen is great to work with."

Christopher Knight (see p.1477) of Fowler White Burnett PA has a notable practice primarily in healthcare claims, medical malpractice, as well as wrongful termination cases, among others. **Strengths:** "Chris is an excellent practitioner."

William O'Connor of Cooley LLP has considerable experience acting in rotorcraft-related cases, including wrongful death claims and product liability disputes. **Strengths:** "He is very well-respected within the industry and has a broad knowledge base."

Michael Scoville (see p.695) of McGuire Woods LLP is recognized for his skillful representation of multinational corporations in wrongful death disputes and post-accident litigation. **Strengths:** "Michael is excellent. He knows the facts extremely well, is an excellent writer and offers good advice for negotiations." "Michael is a very good and respected attorney."

Sheila Sundvall of Paul Hastings LLP represents component manufacturers in a diverse range of personal injury and product liability lawsuits. **Strengths:** "Sheila does a good job on behalf of her clients."

Diane Westwood Wilson (see p.734) of Fox Rothschild is an experienced attorney who acts for a range of aviation stakeholders, including airports, airlines and manufacturers. **Strengths:** "Diane's service is invaluable."

Transportation Aviation: Regulatory Nationwide

Transportation: Aviation: Regulatory	
Leading Firms	
Band 1	
Cozen O'Connor	
Hogan Lovells US LLP	
Pillsbury	
Band 2	
Adams and Reese LLP	
Baker McKenzie	
Holland & Knight LLP	
Band 3	
Eckert Seamans Cherin & Mellott, LLC	
Garofalo Goerlich Hainbach PC	
Jenner & Block LLP	
Leading Individuals	
Band 1	
Donley Charles F. Pillsbury	
Heffernan David Cozen O'Connor	
Mosner Anita Holland & Knight LLP	
Band 2	
Ellman Lisa Hogan Lovells US LLP	
Foglia Jonathon H. Cozen O'Connor	
Trock Jennifer E. Baker McKenzie	
Warren Marc Adams and Reese LLP*	
Band 3	
Arshad Amna Crowell & Moring LLP (ORL) ◇	
Connor G Brent Vedder Price (ORL) ◇ *	
Derco Drew M. Eckert Seamans Cherin & Mellott, LLC	
Hainbach Don H. Garofalo Goerlich Hainbach PC	
Jennings Ochoa Laura Pillsbury	
Rizzi Patrick Cozen O'Connor*	
Romanow Josh Pillsbury	
Sahr Evelyn Eckert Seamans Cherin & Mellott, LLC	
Stocum Benjamin Holland & Knight LLP	
Up-and-coming individuals	
Welford Rachel Cozen O'Connor	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Cozen O'Connor

What the team is known for Cozen O'Connor houses a skilled regulatory group, servicing an impressive roster of aerospace manufacturers and trade associations, as well as commercial and cargo carriers. It regularly practices before the FAA, DOT and other government agencies in all matters related to compliance, licensing and rule-making. The team is experienced in counseling a diverse range of industry stakeholders, including a number of private equity companies investing in the aviation industry. The firm's further expertise lies in advising on the regulatory elements of airline joint ventures, alliances and M&A activity, as well as in the formation of new airlines.

Strengths

"Cozen O'Connor's lawyers are a go-to for aviation regulatory work and they are excellent."

"Cozen attorneys are very knowledgeable about aviation regulations and are skilled at drafting effectively."

"The team's skills, research and legal arguments are top-notch."

Work highlights Cozen O'Connor advised the Lufthansa Group's numerous airlines and other aviation industry subsidiaries and affiliates on a wide range of US aviation regulatory issues.

Notable practitioners

David Heffernan is highly respected in the field, and has considerable experience advising a myriad of aviation clients. He regularly handles proceedings before the FAA and DOT. **Strengths:** "He's an encyclopedia of aviation law and has key contacts in the aviation industry." **David is a great lawyer who is easy to work with and knows the sector.** **Jonathon Foglia** is particularly well-versed in issues including licensing, registration and advertising standards. He represents airlines and trade associations, among other industry participants. **Strengths:** "Jonathon is a top-notch regulatory advisor." "He is an expert in the regulatory environment." **Patrick Rizzi** (see p.681) is an experienced regulatory lawyer who acts for an impressive range of clients, including commercial airlines and UAS industry players. **Strengths:** "Patrick is a thorough and detailed professional." "He is a very knowledgeable and experienced attorney." **Rachel Welford** advises a broad client base, including airlines, corporations and non-US carriers, on a range of regulatory and compliance matters. She has experience handling CARES Act work and obtaining authorizations from the DOT. **Strengths:** "Rachel has encyclopedic knowledge." "She has a very pragmatic view of the regulations, drafts incredibly well and is trusted."

Hogan Lovells US LLP

What the team is known for Hogan Lovells has a highly acclaimed regulatory practice working with an impressive client roster comprised of airlines, airports and aviation industry manufacturers, as well as private equity firms and financial institutions. The firm has an excellent capability in acting for clients in compliance and legislation matters before government agencies. The team are frequently engaged in the technological aspects of aviation and offers an excellent unmanned aircraft system (UAS) or drone practice, particularly on behalf of entertainment and media industry clients. It also represents clients seeking regulatory approval for joint ventures in the sector.

Strengths

"The quantity and quality of their bench is one of the most attractive aspects of the firm."

"The team are always detailed, expeditious and timely."

"The firm has a strong team which has deep knowledge across the various regulatory areas within aviation."

Work highlights Hogan Lovells represented Pyka in securing approval from the Federal Aviation Administration to operate its zero-emission automated Pelican Spray uncrewed aircraft commercially nationwide.

Notable practitioners

Lisa Ellman is chair of the firm's global UAS practice. In addition to her role at the firm, she also acts as executive director of the non-profit organi-

zation Commercial Drone Alliance. In private practice, she provides drone-related regulatory advice to numerous industry leaders in the technology, e-commerce and robotics sectors. **Strengths:** "She is well connected with the agencies, makes things happen and understands commercial aviation." "Lisa is a tremendous asset."

Pillsbury

What the team is known for Pillsbury Winthrop Shaw Pittman LLP maintains a distinguished practice with substantial expertise in all aviation regulatory matters, including service negotiations, rulemaking and certification. It is noted for its representation of international airlines, including those in the Asia-Pacific and Latin American markets. The firm also handles regulatory proceedings before the TSA, DOT and DOJ. It offers additional expertise in aviation-related antitrust immunity matters, aircraft safety and management regulations and aviation-related environmental regulatory issues.

Strengths

"Pillsbury offers reliably fast turnaround and good communication."

"Pillsbury has a strong practice, a deep bench and is very efficient."

"Pillsbury's service is outstanding."

Work highlights Pillsbury Winthrop Shaw Pittman LLP served as special regulatory counsel to American Airlines in hundreds of aircraft financings involving Boeing, Airbus, and Bombardier aircraft.

Notable practitioners

Charles Donley is a highly experienced lawyer who ably handles a wide array of regulatory cases, including antitrust immunity applications and TSA investigations. **Strengths:** "Charles is very knowledgeable." "He is easy to work with and very pragmatic." **Laura Jennings Ochoa** is a respected attorney particularly noted for her government agency expertise. She assists airlines in regulatory challenges and petitions to the DOT. **Strengths:** "Laura is great." **Josh Romanow** advises foreign carriers on matters ranging from US market entry to competition law. He is also experienced in handling passenger-related disputes. **Strengths:** "Josh is knowledgeable, responsive and helpful."

Band 2

Adams and Reese LLP

What the team is known for Adams and Reese LLP is recommended for its burgeoning aviation regulatory practice. The firm houses a skilled regulatory group, servicing airlines, trade associations and manufacturers. The team frequently practice before the FAA and other government agencies in all matters related to compliance, licensing and enforcement.

Notable practitioners

Marc Warren (see p.730) is particularly well-known for his excellent FAA practice. He provides expert advice to manufacturing, airline and UAS

clients. **Strengths:** “Marc does excellent work.” “Marc is an expert in this area.”

Baker McKenzie

What the team is known for Baker McKenzie acts for airlines, airports and aerospace manufacturers in a range of aviation regulatory issues including NTSB investigations, conflict zone flight safety and airport access matters. It is particularly recognized for its expertise in advising clients on FAA approvals and on UAS matters. The firm often handles regulatory issues pertaining to airport infrastructure developments.

Strengths

“Baker McKenzie’s team are very knowledgeable on regulations and have solid working relationships with the FAA.”

“The team provides rapid and insightful responses on a range of aviation law issues.”

“The firm is very responsive, efficient and has a high level of relevant and technical know-how.”

Notable practitioners

Jennifer Trock advises clients on a broad range of aviation regulatory and safety issues. She is particularly noted for her agency-facing practice.

Strengths: “Jennifer shows great creativity and diplomacy in her work.”

Holland & Knight LLP

What the team is known for Holland & Knight LLP has an excellent aviation practice servicing a global clientele of high-profile airlines and other industry entities, including manufacturers and cargo carriers. It is well-known for the quality of representation in matters such as alliances, competition, licensing and enforcement defense. The firm offers regulatory expertise across a range of areas including US Open Skies policies and UAS matters. It is capable of handling queries concerning complex and evolving sanctions policies.

Strengths

“Holland & Knight’s team are always responsive and provide stellar legal services.”

Work highlights Holland & Knight LLP advised Volaris on devising strategies to adapt to Mexico’s downgrading to a Category 2 status according to the FAA’s International Aviation Safety Assessment program.

Notable practitioners

Anita Mosner is a premier regulatory lawyer who represents an impressive portfolio of international airlines. She devotes considerable time to regulatory counseling and compliance, often defending clients in enforcement actions before the FAA.

Strengths: “Anita has great insights into the regulators and broad experience which benefits her clients.” “Anita has unique industry knowledge and it is always a pleasure working with her.” **Benjamin**

Slocum regularly assists airlines and foreign air carriers with various regulatory issues before the FAA and DOT. His recent experience includes advising on drone-related matters.

Band 3

Eckert Seamans Cherin & Mellott, LLC

What the team is known for Eckert Seamans Cherin & Mellott, LLC offers a respected practice noted for representing both domestic and foreign airlines, as well as freight forwarders, security companies and travel agents. It often handles matters involving codeshare agreements, anti-trust immunity and passenger rights as well as other regulatory proceedings before US government bodies. The firm is routinely consulted by foreign carriers for assistance with US regulatory requirements.

Strengths

“The team offer excellent capacity and responsiveness.”

“The group are very helpful and supportive in the advice they give.”

“The firm deliver good quality advice.”

Work highlights Eckert Seamans Cherin & Mellott, LLC represented JetSMART in successfully launching a codeshare with American Airlines.

Notable practitioners

Drew Derco handles commercial expansion, international treaty advice and antitrust immunity applications. **Strengths:** “Drew is very experienced.” **Evelyn Sahr** engages in a broad range of regulatory matters, notably advising on the expansion of the US operations of foreign carriers. She also has considerable experience interacting with agencies including the DOT, TSA and FAA. **Strengths:** “Evelyn is well-versed and has great connections.”

Garofalo Goerlich Hainbach PC

What the team is known for Garofalo Goerlich Hainbach PC is a widely respected boutique aviation firm offering expert regulatory counsel to a broad client base of foreign and domestic airlines, aircraft management companies, operators and manufacturers, among others. It regularly represents clients before government agencies

in a suite of issues, including those pertaining to federal rulemaking, compliance, licensing and operations.

Strengths

“Garofalo is a boutique firm with good practitioners.”

Notable practitioners

Don Hainbach represents clients before all manner of regulatory bodies, including the NTSB, TSA and FAA. **Strengths:** “Don is a great lawyer who is very knowledgeable.” “Don is a strong veteran of the space.”

Jenner & Block LLP

What the team is known for Jenner & Block LLP offers capabilities across the gamut of regulatory issues in the aviation industry, including administrative, enforcement and licensing matters. It is well-known for representing the interests of leading airlines, manufacturers, trade associations and UAS operators. The firm is highlighted for its expertise in business aviation matters as they relate to government agency compliance. The team is capable of handling high-stakes litigation and complex arbitration proceedings. It also has a niche practice in advising sports teams on FAA regulatory compliance related to stadium construction.

Notable practitioners

Lauren Watson is a key contact in Chicago.

Other Ranked Lawyers

Amna Arshad of Crowell & Moring LLP handles a wide range of aviation regulatory and compliance issues. She represents both US and foreign carriers, manufacturers, airports and other sector clients. She is particularly notable for her knowledge of the UAS space. Clients benefit from her previous tenure in the Office of Aviation Enforcement and Proceedings. **Strengths:** “She is an excellent aviation regulatory practitioner with invaluable expertise.”

Brent Connor (see p.531) of Vedder Price PC acts for a diverse clientele, including airlines and component manufacturers. His expertise encompasses both aviation regulations and international trade matters, particularly those relating to sanctions. **Strengths:** “Brent is a fantastic lawyer.”

Transportation Aviation: Transactional Nationwide

Transportation: Aviation: Transactional
Leading Firms
Band 1
Sidley Austin LLP
Band 2
Crowell & Moring LLP
Fafinski Mark & Johnson, P.A.
Greenberg Traurig, LLP

Band 1

Sidley Austin LLP

What the team is known for Sidley Austin LLP houses a distinguished transactional practice in the aviation space. The group offers an integrated service, leveraging expertise in M&A, capital markets, energy, restructuring, IP and venture capital to provide thorough representation to airlines and other aviation industry participants.

Strengths

"Sidley Austin has a great team and are a go-to firm for aviation transactional work."

"The team has enormous depth."

Notable practitioners

Bart Biggers is a key contact based in Dallas.

Band 2

Crowell & Moring LLP

What the team is known for Crowell & Moring LLP is highly sought after by major banks and private equity firms in the aviation space. The team provides expertise across the spectrum of transactional matters, counseling on joint ventures, spinoffs and acquisitions related to aircrafts, engines and parts, as well as maintenance facilities.

Strengths

"Crowell & Moring's team are very knowledgeable."

"The firm houses a strong group in the transactional space."

Notable practitioners

Mary-Caitlin Ray is a key contact based in Washington, DC.

Fafinski Mark & Johnson, P.A.

What the team is known for Fafinski Mark & Johnson, P.A. is a recommended boutique firm handling sophisticated transactions in the aviation sector. The group advises a wide array of clients, including financial institutions, airlines and individuals involved in the purchase, sale or financing of an aircraft. The firm is particularly proficient in counseling on bankruptcy matters in the space.

Strengths

"The team is extremely timely in their responses."

"Fafinski Mark & Johnson has a solid team who are easy to work with and are very commercial."

Work highlights Fafinski Mark & Johnson, P.A. represented Cross Ocean Partners in acquiring five Airbus A321 aircraft from five separate sellers with closings in Europe and the US.

Notable practitioners

Kevin Johnson is a key contact based in Minnesota.

Greenberg Traurig, LLP

What the team is known for Greenberg Traurig has a broad and robust practice in the aviation transactional space. The team provides extensive support on all aspects of aircraft ownership and operation, including advice on acquisitions, joint-ownership and financing. The firm also leverages expertise in intellectual property, tax and restructuring to provide a comprehensive service to clients.

Strengths

"The team always provide prompt and well-thought-out responses to questions."

Work highlights Greenberg Traurig represented a nationally-recognized agricultural company in connection with the sale of four Gulfstream mid-sized cabin business aircraft.

Notable practitioners

Jacob Bundick is a key contact based in Nevada.

Transportation NTSB Specialists Nationwide

Transportation: NTSB Specialists
Leading Firms
Band 1
Fox Rothschild
Holland & Knight LLP
Wilson Elser Moskowitz Edelman & Dicker LLP
Leading Individuals
Band 1
Allen Benjamin Holland & Knight LLP
Korapaty Sarah Holland & Knight LLP
Tobin Thomas Wilson Elser Moskowitz Edelman *
Tochen David Fox Rothschild *
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

Band 1

Fox Rothschild

What the team is known for Fox Rothschild is highlighted for its sophisticated NTSB practice, representing clients in complex investigations in the automotive, aviation and railroad sectors, among others.

Notable practitioners

David Tochen (see p.719) is an experienced attorney highly regarded for his expertise in the transportation space. He is particularly notable for his background as a NTSB general counsel, providing significant expertise in investigations.

Strengths: *"David is a go-to attorney for big cases."*

Holland & Knight LLP

What the team is known for Holland & Knight LLP has a NTSB specialist team with deep experience and expertise of handling complex investigations. The firm represents clients in a range of sectors including rail, road, maritime, autonomous vehicles and aviation.

Strengths

"Holland & Knight is an experienced counsel for high pressure and time-sensitive matters."

Work highlights Holland & Knight LLP advised Gulfstream Aerospace Corporation on an accident investigation and related litigation concerning the emergency landing and subsequent crash of Gulfstream GIV-SP at Las Americas International Airport in the Dominican Republic.

Notable practitioners

Benjamin Allen leverages his extensive experience working within the NTSB to expertly advise clients on accident investigation and litigation matters in the maritime, aviation and railroad space. **Strengths:** *"He is a go-to for NTSB matters."* **Sarah Korapaty** is co-leader of the firm's NTSB investigation practice. She regularly counsels clients in accident investigations in the aviation sector. **Strengths:** *"Sarah is very prominent in aviation litigation and NTSB work."* *"Sarah is great to work with."*

Wilson Elser Moskowitz Edelman & Dicker LLP

What the team is known for Wilson Elser Moskowitz Edelman & Dicker LLP has a deep bench of NTSB specialists who advise clients across the spectrum of transportation claims. The team frequently represents transportation providers, manufacturers and pipeline operators in the aviation and marine areas.

Strengths

"Wilson Elser is consistently responsive to

requests.”

Work highlights Wilson Elser Moskowitz Edelman & Dicker LLP represented GATX Corporation in an NTSB investigation of a train derailment in East Palestine, Ohio in February 2023.

Notable practitioners

Thomas Tobin (see p.719), based in New York, is a leading expert in National Transportation Safety Board investigations. He is best known for his work managing business-critical investigations on behalf of pipeline companies following damaging and fatal explosions. He is further able to

draw upon years of experience representing rail and road sector companies in NTSB proceedings. Clients also benefit from his background as a mechanical engineer. **Strengths:** “Tom is a good lawyer.”

Transportation Rail (for Railroads) Nationwide

Transportation: Rail (for Railroads)	
Leading Firms	
Band 1	
Sidley Austin LLP	
Stephoe LLP	
Band 2	
Covington & Burling LLP	
Gibson, Dunn & Crutcher LLP	
Band 3	
Dentons	
Hogan Lovells US LLP	
Holland & Knight LLP	
McGuireWoods LLP	
Leading Individuals	
Band 1	
Atkins Raymond A. Sidley Austin LLP*	
Dupree Jr Thomas Gibson, Dunn & Crutcher LLP*	
LaRocca Anthony J Steptoe LLP	
Rosenthal Michael L Covington & Burling LLP*	
Band 2	
Billik Eric McGuireWoods LLP*	
Byrne William Holland & Knight LLP	
Denton Peter Steptoe LLP	
Hirsh David A Dentons LLP	
Hynes Terence M Sidley Austin LLP*	
Kimball Emily Hogan Lovells US LLP	
Rifkind David F Stinson LLP (ORL) ◇	
Sheys Kevin Law Office of Kevin M Sheys LLP (ORL) ◇	
Stein Linda S Steptoe LLP	
Warren Matthew Sidley Austin LLP*	
Up-and-coming individuals	
Loss-Eaton Tobias Sidley Austin LLP*	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Sidley Austin LLP

What the team is known for Sidley Austin LLP has an esteemed transportation practice noted for its representation of a significant tranche of railroad industry clients across the US. The firm offers expertise in all regulatory, financing and environmental matters and regularly represents clients before the Surface Transportation Board (STB), including on high-value rate dispute proceedings. Clients are able to call on the firm's appellate and tax controversy practices, where the team represents clients at all levels up to the Supreme Court.

It also has experience assisting clients in preemption issues, M&A, antitrust litigation and class action lawsuits. Its clientele also includes trade associations, private equity funds and logistics companies.

Strengths

“Sidley Austin is highly capable of handling complex and sophisticated matters.”

“The firm has a very deep practice in the rail space.”

“Sidley Austin's team are very responsive and provide an excellent work product.”

Work highlights Sidley Austin LLP represented Gulf & Atlantic Railways in its proposed acquisition of the rail assets of Pinsky Railroad.

Notable practitioners

Raymond Atkins (see p.494) is routinely engaged in high-level rail work, including large-scale civil actions and regulatory matters. **Strengths:** “Ray is a font of knowledge in the area of railroad regulatory law.” “Ray is an outstanding brief writer and incredibly knowledgeable about railroad economics and regulation.” **Terence Hynes** (see p.592) represents a range of railroads and investors in a variety of transactional matters. He has particular experience in issues related to the permitting, financing and acquisition of rail lines. **Strengths:** “Terry is a giant in the rail industry, with so much knowledge and experience.” **Matthew Warren** (see p.730) is well-regarded for handling a range of transactional and regulatory matters before the STB, as well as for his work litigating at a state and federal level. **Strengths:** “Matt is a fabulous writer with the rare ability to distill very complex matters into comprehensible filings.” “Matt always has a positive attitude and is helpful and good to work with.” **Tobias Loss-Eaton** (see p.626) is an up-and-coming attorney with impressive experience advising some of the largest railroad companies in the United States. **Strengths:** “Tobias is an excellent, commercial and strong practitioner who is a key specialist in the space.” “Tobias provides great client service and is easy to work with.”

Stephoe LLP

What the team is known for Steptoe LLP is noted for its work in regulatory proceedings and litigation for large railroad clients, construction companies and trade associations. It is involved in matters such as line construction projects, high-value commercial disputes and representation before the STB. The firm is particularly recog-

nized for skills in federal preemption, on which the team has frequently advised. The team also has noted expertise in safety and environmental work, including issues under the NEPA.

Strengths

“The team's availability, responsiveness and service are top-notch.”

“Steptoe is a fantastic practice and a go-to shop for railroad regulatory work.”

“The team are timely in their responses and provide well-thought-out solutions.”

Notable practitioners

Anthony LaRocca has a broad practice which includes preemption matters, high-value railroad acquisitions and antitrust issues. **Strengths:** “Tony is alert to innovative ways to approach a problem and knows how to develop solutions that are consistent with his clients' interests.” “Tony is an incredibly deep thinker who is an excellent resource for working through complex regulatory issues.” **Peter Denton** has a strong practice handling railroad-related regulatory and legislative concerns. He has further expertise in mergers and acquisitions involving railroad property, as well as in STB proceedings concerning the construction and abandonment of rail lines. **Strengths:** “Peter is very experienced and one of the major experts in the regulations of Class I and II railroads.” “Peter is responsive, quickly determines the issues and provides solutions that benefit the client's needs.” **Linda Stein** has notable experience in litigation, arbitration and a range of STB proceedings including rail rate reasonableness cases and railroad construction concerns. **Strengths:** “Linda is very experienced and has an excellent reputation.”

Band 2

Covington & Burling LLP

What the team is known for Covington & Burling LLP is a highly esteemed practice with experience working in transactional, antitrust, regulatory and government relations matters for rail clients. The firm frequently represents railroad interests in litigation, arbitration and mediation proceedings before the STB, with noted prowess in issues concerning rulemaking, rate challenges and abandonment proceedings. It is experienced in counseling clients on a range of operational, safety and security requirements.

Strengths

"The team have long-time expertise in the space with a very good railroad reputation."

"Covington & Burling is a great firm."

Notable practitioners

Michael Rosenthal (see p.683) continues to represent leading railroads in various regulatory matters before the STB. He also deftly handles arbitration proceedings. **Strengths:** *"Michael is a fabulous attorney with great knowledge and experience."* *"Michael is an excellent attorney."*

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP is a strong practice known for its work with a roster of class one railroads. It routinely represents clients in cases involving proposed regulatory requirements for the rail industry, as well as large class action lawsuits. The firm has a notable appellate practice that sees the group engaged in cases at a federal, state and Supreme Court level.

Strengths

"The team is easy to work with, very pleasant and collegial in their approach."

"The firm has a very strong bench."

Work highlights Gibson, Dunn & Crutcher LLP, were retained to challenge, on behalf of the entire North American railroad industry, a new Ohio law requiring a minimum of two crew members on every train.

Notable practitioners

Thomas Dupree Jr (see p.545) routinely represents leading railroads in key rulemakings before the STB, and has argued appeals at all levels, including the US Supreme Court. **Strengths:** *"He is absolutely brilliant at advocacy and presents to the court in an engaging way."* *"Tom is very strong in high-profile litigation."*

Band 3

Dentons

What the team is known for Dentons is recognized for its regulatory expertise in matters before the STB, including issues relating to interactions between passenger and freight railroads. It is well placed to advise on freight rate, antitrust, railroad construction and access issues. The firm

acts for a range of national and regional railroads. It has notable expertise in cases involving the construction, sale and abandonment of rail lines.

Work highlights Dentons represented the Vitales in their effort to enforce a 1986 agreement between them and CSX Transportation.

Notable practitioners

David Hirsh handles both regulatory and business issues, and is particularly commended for his knowledge of the freight rail hosting of passenger rail services. **Strengths:** *"David is easy to work with and highly thought of."*

Hogan Lovells US LLP

What the team is known for Hogan Lovells has strong capabilities handling complex transactional and regulatory matters for a variety of railroad clients. It regularly appears before the STB, DOT, FRA and other agencies. The team demonstrates particular expertise in passenger railroad matters, often advising on complex projects in the sector. The firm is also noted for deep knowledge of the issues affecting the railroad supplier industry.

Strengths

"The firm has extensive knowledge of the industry and has extensive regulatory contacts."

"The team know the industry well."

"The team have great business sense, are timely, understand urgency and respond accordingly."

Work highlights Hogan Lovells served as bond counsel for Washington Metropolitan Area Transit Authority and Denver Regional Transportation District, providing a legal opinion that the issuer is authorized to issue the proposed municipal securities and has met all legal and procedural requirements necessary for issuance.

Notable practitioners

Emily Kimball is particularly experienced in matters of regulatory compliance and enforcement. She has represented clients in matters before the STB and PHMSA. **Strengths:** *"Emily is very responsive and service-orientated."*

Holland & Knight LLP

What the team is known for Holland & Knight LLP's practice runs the full gamut of railroad transaction mandates, representing clients in M&A as well as contractual issues. The team is also noted for its regulatory and litigation exper-

tise and counsels clients across a range of industries including construction, environment and financial services.

Strengths

"The team are very responsive and accommodating to schedules."

"The firm has subject matter experts in rail and a deep bench."

"The firm is very responsive and timely in reviewing and drafting agreements."

Notable practitioners

William Byrne has experience representing railroad and shipper clients in both litigation and transactional matters. He routinely handles cases involving the sale, purchase and leasing of railroad lines. **Strengths:** *"Bill has a broad knowledge base and is a strong advocate."* *"He is an excellent attorney."*

McGuireWoods LLP

What the team is known for McGuireWoods LLP is recommended for its expertise handling complex regulatory and litigation matters for a plethora of railroad clients. The firm is further noted for its experience in the transactional rail space, advising on financing, M&A and contractual agreements.

Notable practitioners

Eric Bilik (see p.505) has a broad and long-standing commercial litigation practice, advising national and regional clients in the rail space.

Other Ranked Lawyers

David Rifkind of Stinson LLP is regularly retained by railroads in cases before the STB, including rate reasonableness challenges. He also has a strong practice assisting railroad companies in the negotiation of rail corridor sales. **Strengths:** *"David is knowledgeable, understands the agencies and is very experienced in railroad matters."*

Kevin Sheys routinely represents railroads, suppliers, and shippers in major railroad transactions and related regulatory issues. **Strengths:** *"Kevin gets to the bottom line, has a good understanding of the space and communicates very well."*

Transportation Rail (for Shippers) Nationwide

Transportation: Rail (for Shippers)	
Leading Firms	
Band 1	
Slover & Loftus LLP	
Thompson Hine LLP	
Band 2	
GKG Law, P.C.	
Van Ness Feldman LLP	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
LeSeur John H. Slover & Loftus LLP	
Leading Individuals	
Band 1	
Booth Karyn A. Thompson Hine LLP	
McBride Michael F. Van Ness Feldman LLP	
Pföhl Peter A. Slover & Loftus LLP	
Rosenberg Robert. Slover & Loftus LLP	
Wilcox Thomas W. Law Office of Thomas W. (ORL) ◇	
Band 2	
Brown Sandra L. Thompson Hine LLP	
Elliott, III Daniel. GKG Law, P.C.	
Jaffe Daniel. Slover & Loftus LLP	
Moreno Jeffrey O. Thompson Hine LLP	
Pergolizzi Frank J. Slover & Loftus LLP	
Up-and-coming individuals	
Tutrone Jason. Thompson Hine LLP	
Associates to watch	
Little Kristine. Holland & Knight LLP (ORL) ◇	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Slover & Loftus LLP

What the team is known for Slover & Loftus LLP is a highly respected firm with a strong stable of attorneys representing a large number of significant railroad shippers and other railroad customers from a wide range of industries. It is known for its expertise in representing clients before the Surface Transportation Board (STB) in such matters as unreasonable practice disputes and rail rate reasonableness challenges. The firm is also active in contract litigation before state and federal courts. It is further noted for representing clients before the Interstate Commerce Commission.

Strengths

"The team provide quick responses and are commercial in their approach."

"The Slover & Loftus team has a wealth of knowledge and resources."

Work highlights Slover & Loftus LLP represented Navajo Transitional Energy Company in a multitude of rail-service disputes with BNSF Railway Company, regarding deficient transportation of client's export coal shipments.

Notable practitioners

John LeSeur is well-regarded for the strength of his practice in fuel surcharge litigation cases. He represents clients from a range of sectors, including energy and steel. **Peter Pföhl** advises shippers from a multitude of industry sectors in matters such as rail contract disputes and fuel

surcharge litigation. **Strengths:** *"Peter is the full package. He is very knowledgeable on the substance of regulation and a really good strategist."*

Robert Rosenberg advises clients on a range of matters before the STB, such as rail rate cases and rail abandonment issues. **Strengths:** *"Robert has a deep and comprehensive knowledge of the rail sector." "Robert is a terrific and excellent attorney."*

Daniel Jaffe has an active regulatory and litigation practice, advising clients on rail operation matters, rail spur construction and issues arising from rail service disruption. **Strengths:** *"Daniel has a very balanced and commercially savvy approach."* **Frank Pergolizzi** represents shippers in litigation at both a federal and state level, and also maintains an active regulatory practice. He is experienced in rail contract disputes and negotiations regarding transportation and fuel supply rates.

Thompson Hine LLP

What the team is known for Thompson Hine LLP represents manufacturers, utilities and chemical companies, among other clients, in significant rail rate cases before the STB. It is heavily involved in significant legislative issues relating to rail regulatory reform on behalf of trade organizations. The team offers notable expertise in the regulatory environment surrounding the transportation of hazardous materials, while also advising on matters involving access rights, surcharges and rail abandonment. The firm also possesses significant experience in demurrage and rail car storage charge cases.

Strengths

"Thompson Hine is well-equipped to handle complex and sophisticated matters in relation to the railroad industry."

"The team is extremely responsive and proactive."

Work highlights Thompson Hine LLP represented Delta Troy Interests in matters before federal and state governing bodies related to a proposed Dallas-to-Houston high-speed passenger rail project.

Notable practitioners

Karyn Booth represents trade associations, large corporations and shippers in commercial railroad disputes and regulatory matters. **Strengths:** *"Karyn is fabulous. Her technical expertise is top-notch and she has great connections." "Karyn is an invaluable asset on matters."* **Sandra Brown** has a strong practice in regulatory rail issues, including rail transportation and abandonment contract negotiation. **Strengths:** *"Sandra consistently displays exceptional expertise and attentiveness to clients' needs."* **Jeffrey Moreno** represents a variety of clients drawn from the utility, agricultural and chemical sectors. He regularly advises on matters involving rail rate regulation as well as handling general regulatory investigations. **Strengths:** *"Jeffrey is a great counsel and is very informed."*

Jason Tutrone is an up-and-coming practitioner noted for his work advising clients on regulatory and transactional freight rail matters. He represents clients in rate cases and rulemakings before the STB as well as FRA enforcement actions. **Strengths:** *"Jason is an excellent attorney."*

Band 2

GKG Law, P.C.

What the team is known for GKG Law, P.C. represents a broad client base including shippers, utilities, chemical manufacturers and certain state government departments. It deftly handles railcar leases, rail transportation contracts, services and charges issues and regulatory counseling on FRA and AAR rules and regulations.

Notable practitioners

Daniel Elliott III's former experience as chairman of the STB means that he is well placed to advise clients on regulatory and transactional matters pertaining to railroads. **Strengths:** *"Dan is a very strong attorney." "He is an excellent counsel with a great practice."*

Van Ness Feldman LLP

What the team is known for Van Ness Feldman LLP has a dedicated focus on representing freight railroad customers in contract issues and dispute resolution. The team is experienced in acting for industry associations on the full range of legislative and regulatory matters affecting the freight railroad industry. Its other noted capabilities include permitting and financing issues, as well as ADR, particularly in cases with limited STB relief availability. It is capable of advising on issues pertaining to the transportation of crude oil by railroad, including federal regulation issues and contractual matters.

Work highlights Van Ness Feldman LLP filed a complaint on behalf of Olin Corporation at the Surface Transportation Board, challenging unreasonable charges imposed by Union Pacific Railroad Company on the transportation of Olin's tank cars.

Notable practitioners

Michael McBride has broad-based expertise which extends to transport-related litigation, as well as regulatory matters before the STB. **Strengths:** *"Michael has a strong practice."*

Other Ranked Lawyers

Kristine Little of Holland & Knight LLP is an associate commended for her work assisting clients with regulatory compliance advice. She is particularly noted for her knowledge of STB and FRA policy.

Thomas Wilcox of Law Office of Thomas W. Wilcox, LLC routinely advises transport associations and industry bodies on rail charge cases and demurrage concerns. He frequently appears before the STB on complex proceedings. **Strengths:** *"Tom is an excellent attorney with a robust shipper practice." "Tom is absolutely a go-to on the shipper side for rail regulation."*

Transportation Road (Automotive) Nationwide

Transportation: Road (Automotive)	
Leading Firms	
Band 1	
Hogan Lovells US LLP	
Band 2	
ArentFox Schiff LLP	
BakerHostetler LLP	
Foley & Lardner LLP	
King & Spalding LLP	
Mayer Brown LLP	
Nelson Mullins Riley & Scarborough LLP	
Seyfarth Shaw LLP	
Band 3	
Barack Ferrazzano Kirschbaum & Nagelberg LLP	
Dykema Gossett PLLC	
Gibson, Dunn & Crutcher LLP	
Morgan, Lewis & Bockius LLP	
Shook, Hardy & Bacon LLP	
Sidley Austin LLP	
Thompson Hine LLP	
Venable LLP	
Senior Statespeople	
Senior Statespeople: distinguished older partners	
Chiappa Carl Hogan Lovells US LLP	
Leading Individuals	
Star individuals	
Jones Erika Z Mayer Brown LLP*	
Band 1	
Grigorian Christopher Foley & Lardner LLP	
Jacoby Aaron ArentFox Schiff LLP	
Ludwizewski Raymond B Gibson, Dunn & Crutcher*	
McKelvey, Jr. Steven Nelson Mullins Riley	
Band 2	
Bertron Andy Nelson Mullins Riley & Scarborough LLP	
Donley Billy M BakerHostetler LLP*	
McGrath James Seyfarth Shaw LLP	
McNellie Elizabeth BakerHostetler LLP*	
Moran Colm Shook, Hardy & Bacon LLP*	
Nakayama Granta Y King & Spalding LLP*	
Sullivan John J Hogan Lovells US LLP	
Band 3	
Bernstein Sarah M. Barack Ferrazzano Kirschbaum*	
Hemmersbaugh Paul DLA Piper LLP (US) (ORL) ◇*	
Kidney Michael L Hogan Lovells US LLP	
Miller Vanessa Foley & Lardner LLP	
Montague R Latane Morgan, Lewis & Bockius LLP	
Otera Richard Nelson Mullins Riley & Scarborough LLP	
Rotondi Joanne Hogan Lovells US LLP	
Savage Justin Sidley Austin LLP*	
Skelton John R Seyfarth Shaw LLP	
Wolf Ariel Venable LLP	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Hogan Lovells US LLP

What the team is known for Hogan Lovells has an impressive practice with strength in automotive issues, notably including safety and environmental compliance matters. It is a broad practice with particular proficiency in automotive franchising, advising on corporate agreements and commercial expansion, as well as representing

manufacturers in lawsuits with retailers and dealerships. The team also excels in advising on technological evolution in the automotive sector, particularly concerning privacy laws and autonomous vehicles. The firm regularly represents global automotive manufacturers, trade associations and technology companies.

Strengths

"Hogan Lovells has the ability to handle complex and sophisticated matters."

"Hogan Lovells provide excellent guidance in the regulatory space."

"Hogan Lovells is a very well-respected practice. The team are a go-to in this space."

Work highlights Hogan Lovells advised indie Semiconductor, an autotech solutions innovator, in a definitive agreement to purchase GEO Semiconductor.

Notable practitioners

Carl Chiappa has a market-leading practice advising automotive franchise networks on dealership agreements, business strategy and regulatory compliance. **Strengths:** *"Carl is an idol in the space."* **John Sullivan** is an experienced commercial litigator, recognized for his representation of major automotive clients in franchising disputes with dealerships. He has notably represented US divisions of international automotive companies. **Michael Kidney** is highlighted for his expert representation of clients in complex automotive litigation. He has particular expertise in emissions warranty laws and large class actions. **Strengths:** *"Michael is very thoughtful and innovative in the space."* **Joanne Rotondi** taps into her environmental expertise to adeptly assist clients on compliance and reporting requirements in the automotive industry. She also regularly provides advice on class actions involving electric and hybrid vehicles. **Strengths:** *"She has great relationships with a number of regulators."*

Band 2

ArentFox Schiff LLP

What the team is known for ArentFox Schiff LLP is a well-regarded pure automotive practice with significant experience advising industry clients on franchising, regulatory compliance, environmental concerns and M&A. The team represents clients from across the US and is highlighted for its representation of dealership groups. The firm is able to advise on autonomous vehicle regulatory issues, and also handles class actions and government investigations.

Strengths

"ArentFox Schiff is an excellent firm."

Work highlights ArentFox Schiff LLP defended the Napleton Automotive Group, an affiliated West Palm Beach Hyundai dealership and several employees in litigation against Hyundai Motor America, in the Southern District of Florida in connection with allegations of fraud and RICO violations.

Notable practitioners

Aaron Jacoby represents a range of dealership

and technology clients, providing both regulatory advice and representation in commercial negotiations and transactional mandates. **Strengths:** *"Aaron is a very experienced lawyer."* *"Aaron is very collaborative and protects his clients' interests."*

BakerHostetler LLP

What the team is known for BakerHostetler LLP is a recognized automotive practice group, adroit at handling a range of matters covering franchising, commercial disputes and vehicle regulatory compliance. The firm is notable for its role in the consolidation and growth of the manufacturing arm of the sector, advising on business strategy and operations, and contract negotiations.

Strengths

"The BakerHostetler team regularly provides advice on complex and novel matters."

"The BakerHostetler attorneys are all well experienced and are more than capable of handling complex and sophisticated legal matters."

Work highlights BakerHostetler LLP advised Lucid Motors in developing its sales and service model and implementing it across the US.

Notable practitioners

Billy Donley (see p.543) frequently acts for manufacturers in vehicle franchise litigation and provides advice on regulatory enforcement proceedings and business strategy. **Strengths:** *"Billy consistently goes above and beyond."* *"He is extremely knowledgeable and has the business acumen to provide a balanced view of options and direction."* **Elizabeth McNellie** (see p.639) is sought after by manufacturers and distributors, offering expertise in complex dealership and franchise agreements. **Strengths:** *"Elizabeth is a strong attorney."* *"Elizabeth has an excellent reputation in the industry."*

Foley & Lardner LLP

What the team is known for Foley & Lardner LLP has a comprehensive automotive practice, representing an impressive portfolio of clients including assemblers, manufacturers, suppliers and distributors. The team has notable experience handling automotive safety, EPA emissions, NHSTA and standards compliance matters, as well as defect investigations.

Strengths

"The firm houses excellent lawyers."

"Foley & Lardner is a great full-service firm that has excellent automotive expertise."

"Foley's partners are consistently available on very short notice to address whatever concerns arise."

Work highlights Foley & Lardner LLP advised Lightning eMotors on litigation related to quality and supply issues with Lightning eMotors' battery pack supplier.

Notable practitioners

Christopher Grigorian represents clients in a range of regulatory cases, with particular expertise in motor vehicle safety law. He frequently appears before the National Highway Traffic Safety Administration in cases involving safety standards and policy formulation. **Strengths:** *"Chris is extremely knowledgeable and accessible."*

"Chris is incredibly knowledgeable. He is a go-to on automotive issues." **Vanessa Miller** is a go-to for complex disputes concerning breach of contract, supply chain issues, product liability and trade secret claims in the automotive industry. **Strengths:** *"Vanessa consistently provides exceptional services and brings a wealth of commercial legal knowledge to discussions."* *"Vanessa is a great lawyer who is responsive, knowledgeable, attentive and thorough."*

King & Spalding LLP

What the team is known for King & Spalding LLP is a dynamic automotive sector group, focusing on environmental compliance investigations and product defense cases. The firm is particularly proficient and skilled in litigation, handling a number of high-profile class actions, as well as personal injury lawsuits. The team is experienced in providing regulatory advice for sector innovation, notably in autonomous vehicle technology. Its clientele includes global automotive manufacturers, technology companies and trade associations.

Strengths

"King & Spalding is a premier litigation firm."

"King & Spalding is a terrific firm that does sophisticated work throughout the industry."

"The team offer superb client service and excellent, strategic thinking on all matters."

Work highlights King & Spalding LLP represented Porsche Cars North America in litigation brought by the State of Texas and thirty Texas counties concerning alleged tampering of Volkswagen, Audi and Porsche diesel vehicles in Texas.

Notable practitioners

Granta Nakayama (see p.1349) is an experienced attorney who is engaged by a number of industry-leading manufacturers in complex environmental regulatory investigations. **Strengths:** *"Granta is a fantastic practitioner with great environmental knowledge in the automotive space."*

Mayer Brown LLP

What the team is known for Mayer Brown LLP is an automotive specialist with a particular focus on product safety and environmental compliance matters. The firm often handles litigation, especially class actions, as well as regulatory matters involving autonomous vehicle technology. The group frequently acts for a diverse range of manufacturers and trade associations, in addition to clients leading technological innovation in the sector.

Strengths

"Mayer Brown is an excellent firm in the automotive industry."

Notable practitioners

Erika Jones (see p.598) is a renowned regulatory attorney, noted for advising on automotive safety regulations and compliance. **Strengths:** *"Erika is a go-to on a range of unique automotive issues."* *"Erika is a zealous advocate for her clients."*

Nelson Mullins Riley & Scarborough LLP

What the team is known for Nelson Mullins Riley & Scarborough LLP is a resourceful automotive group, noted particularly for its comprehensive

franchise and dealership-focused capabilities. The team is experienced in advising on commercial expansion and disputes, as well as handling bankruptcy proceedings and regulatory compliance. The firm also acts in product liability lawsuits and investigations.

Strengths

"The Nelson Mullins team is sophisticated, responsive and covers a broad range of topics and jurisdictions."

"The team has a wealth of knowledge and has the ability to handle any issue related to the automotive industry."

"The firm's attorneys are always very fast with their responsiveness and are extremely thorough."

Work highlights Nelson Mullins Riley & Scarborough LLP assisted Alfa Romeo and Maserati in their desire to have an exclusive Alfa Romeo and Maserati dealership operating out of a newly approved location in the US.

Notable practitioners

Steven McKelvey Jr regularly advises on issues relating to franchising and dealerships, including commercial litigation, ownership transfers and licensing. **Strengths:** *"Steve is very collaborative and great to work with."* **Andy Bertron** undertakes all manner of franchising matters for automotive manufacturers and distributors. **Strengths:** *"Andy is very knowledgeable and knows the automotive landscape very well."* **Richard Otera** is sought after by a host of automotive manufacturers for his expertise in new vehicle rollouts, as well as disputes with dealers. **Strengths:** *"Richard is very strategic and commercially minded."* *"Richard is a strong attorney."*

Seyfarth Shaw LLP

What the team is known for Seyfarth Shaw LLP has a specialized automotive group with particular expertise in dealership litigation. It provides skillful representation of major manufacturers and rental companies in franchise litigation, putative class actions and product defect disputes. The team draws on additional experience handling emissions-related matters, and offers clients broad compliance counsel.

Strengths

"The team provide good support and are very effective."

"Seyfarth Shaw has outstanding lawyers who know the industry well."

"The team is exceptionally smart and knowledgeable."

Work highlights Seyfarth Shaw LLP represented Mitsubishi Motors North America in an administrative protest before the California New Motor Vehicle Board filed by a dealer challenging Mitsubishi's notice of termination.

Notable practitioners

James McGrath undertakes courtroom advocacy, as well as a broad range of road franchise advisory work. He regularly counsels clients on relationship management and risk mitigation. **Strengths:** *"He is very concise, to the point and understands the subject matter well."* **John Skelton** is cochair of the firm's franchise & distribution group. His practice focuses on complex automotive disputes where he is able to draw on his extensive experience of franchise, antitrust, distribution and trial

capability to adeptly represent clients.

Band 3

Barack Ferrazzano Kirschbaum & Nagelberg LLP

What the team is known for Barack Ferrazzano Kirschbaum & Nagelberg LLP is a go-to automotive practice, noted for its franchise and dealership-focused capabilities. The team expertly advise on disputes and transactions, as well as regulatory compliance and intellectual property concerns.

Strengths

"Both the depth and breadth of the firm's ability to handle complex legal matters is outstanding."

"The firm has a wide reach of expertise and knowledge."

"The team is extremely responsive and thorough."

Work highlights Barack Ferrazzano Kirschbaum & Nagelberg LLP represented Navistar in a matter before the Arkansas Motor Vehicle Commission, where it was alleged that it had not properly allocated trucks to a dealer as required by Arkansas law.

Notable practitioners

Sarah Bernstein (see p.504) cochairs the firm's motor vehicle group and leads the group's transactional practice. She frequently counsels vehicle manufacturers on sale and distribution, franchise and dealer networks, as well as regulatory concerns. **Strengths:** *"Sarah is timely, provides superb counsel and is a pleasure to work with."*

Dykema Gossett PLLC

What the team is known for Dykema Gossett PLLC houses a comprehensive automotive practice, advising suppliers and manufacturers across the spectrum of litigation matters. The team frequently defends major clients in product liability, property damage and wrongful death lawsuits. The group is also recommended for its transactional expertise, regularly representing companies in strategic alliance and supply agreements related to emerging technologies.

Strengths

"The firm has a very deep bench of knowledgeable trial lawyers."

"The team are knowledgeable and provide very practical advice."

Work highlights Dykema Gossett PLLC defended Tesla against a plaintiff who alleged her autopilot and airbag systems malfunctioned in her Tesla 2016 Model S.

Notable practitioners

Michael Carey is a key contact in Minneapolis.

Gibson, Dunn & Crutcher LLP

What the team is known for Gibson, Dunn & Crutcher LLP offers expertise across a broad range of industry matters, including environment, antitrust, franchising and international trade issues, particularly concerning litigation and appeals. It represents an impressive portfolio of automotive corporations, component manufacturers, trade associations and technology companies. The team is noted for its experience handling class action litigation, including labor

and employment-related issues within the auto industry.

Strengths

"The firm is excellent."

Work highlights Gibson, Dunn & Crutcher LLP represented Mitsubishi Motors in post-trial motions and the potential appeal of *Amagasu v. Fred Beans Family of Dealerships*, in which plaintiffs alleged serious injury due to an allegedly defective seatbelt in a 1992 Mitsubishi model 3000GT sports car.

Notable practitioners

Raymond Ludwiszewski (see p.1343) represents an array of manufacturers and trade associations, providing compliance advice and courtroom advocacy, particularly in matters relating to environmental regulations. He is noted for his governmental background and experience in enforcement. **Strengths:** *"Ray is a very experienced attorney."*

Morgan, Lewis & Bockius LLP

What the team is known for Morgan, Lewis & Bockius LLP leverages its deep bench in the energy sector to provide deft representation to clients in the automotive space, with notable strength in electric vehicles. The group advises across a spectrum of matters including labor and employment, litigation, corporate transactions, energy regulation and intellectual property concerns.

Strengths

"Morgan Lewis is a very strong partner."

"The team are all super knowledgeable, well-prepared and personable."

"The firm is excellent."

Work highlights Morgan, Lewis & Bockius LLP represented a nationwide US retailer in its efforts to develop, own and operate publicly-available electric vehicle charging infrastructure.

Notable practitioners

Daniel Savrin is a key contact at the firm.

Latane Montague has notable regulatory expertise, advising on both safety and environmental regulation of the automotive industry. He is also adept at counseling clients on EPA and National Highway Traffic Safety Administration compliance. **Strengths:** *"Latane is really excellent in the automotive regulatory space. He is knowledgeable, highly experienced and provides clear writing."*

Shook, Hardy & Bacon LLP

What the team is known for Shook, Hardy & Bacon LLP has a sophisticated automotive practice, particularly in the litigation space, where its team brings extensive trial experience to the table to adeptly represent clients. The team handles a

range of matters, including warranty, product liability, consumer fraud claims and dealer-franchise disputes. The firm also counsels clients on risk mitigation, exposure and regulatory developments.

Strengths

"Shook, Hardy & Bacon is always extremely responsive."

"The firm offers a great service."

"The team produce an excellent work product."

Work highlights Shook, Hardy & Bacon LLP defended American Honda in a nationwide class action lawsuit concerning alleged sudden deceleration in Acura vehicles due to alleged miscommunications between the engine, powertrain and transmission control modules.

Notable practitioners

Colm Moran (see p.646) focuses his practice on automotive franchising, regularly representing manufacturers in disputes with dealerships, as well as defending clients in class action proceedings. **Strengths:** *"He is a trusted advisor."* *"Colm is very easy to work with."*

Sidley Austin LLP

What the team is known for Sidley Austin LLP is a national powerhouse with a broad practice in automotive matters. The team expertly represents clients in complex regulatory, litigation and transactional cases. The firm is able to leverage its international trade, intellectual property and tax capabilities to assist in automotive related matters. Its clients include OEMs, Tier 1 suppliers, innovative technology startups and investors.

Strengths

"The team have a solid sense of what is happening in the industry and what direction issues are taking."

Work highlights Sidley Austin LLP represented Allkem, a global lithium chemicals company, in its all-stock merger of equals with Livent Corporation.

Notable practitioners

Justin Savage (see p.1360) is the global leader of the firm's automotive and mobility group. He is noted for his extensive experience representing companies, boards and senior executives in litigation, enforcement, investigations and compliance matters. **Strengths:** *"Justin has a deep sense of where regulators are heading and a strategic ability to help companies resolve complex and difficult matters."* *"Justin is a good lawyer and easy to work with."*

Thompson Hine LLP

What the team is known for Thompson Hine LLP leverages its strong environmental practice to complement its NHTSA practice and advise cli-

ents on regulatory issues pertaining to the Clean Air Act and CARB mobile source emission regulations. The team is adept at handling complex NHTSA and DOT litigation and defending clients against various enforcement actions. The firm also taps into its corporate expertise to counsel clients on safety programs and mitigate enforcement risk.

Notable practitioners

Will Godfrey is a key contact in Washington, DC.

Venable LLP

What the team is known for Venable LLP is a recommended automotive group, noted particularly for its comprehensive practice in emerging mobility technology. The group frequently advises on issues arising at the crossroads of automation, connectivity, electrification and safety. The firm represents an array of clients from startups and technology companies to Tier 1 suppliers and component manufacturers.

Strengths

"The Venable team are great to with. They are very responsive and knowledgeable in the subject area."

"Venable has a team with significant experience."

Work highlights Venable LLP served as general counsel to the Association to Advance Zero Emission Commercial Vehicles, providing legal and policy counsel on state and federal charging, infrastructure, and ZEV issues.

Notable practitioners

Ariel Wolf leads the firm's autonomous and connected mobility group. He is well-versed in advising on transportation innovations, particularly autonomous and electric vehicles.

Strengths: *"Ariel is a phenomenal resource, a brilliant problem solver and astute political operative."* *"Ariel provides superb client services. His depth of political, public policy and legal experience allows him to provide wise strategic counsel."*

Other Ranked Lawyers

Paul Hemmersbaugh (see p.582) of DLA Piper LLP (US) leverages his extensive experience as former Chief Counsel to the federal auto safety regulator to expertly advise clients on a diverse range of commercial and regulatory litigation, as well as investigations in the automotive space. **Strengths:** *"Paul has a calm demeanor, is very helpful and can keep on top of fast emerging regulations and issues."* *"Paul knows all the people and has a lot of government experience."*

Transportation Road (Carriage/Logistics) Nationwide

Transportation: Road (Carriage/Logistics)

Leading Firms

Band 1

Benesch

Holland & Knight LLP

Band 2

McCarter & English, LLP

Scopelitis, Garvin, Light & Hanson, P.C.

Thompson Hine LLP

Leading Individuals

Band 1

Blubaugh Marc Benesch

Byrne William Holland & Knight LLP

Leibman Ronald McCarter & English, LLP

Todd Jonathan Benesch

Band 2

Booth Karyn A. Thompson Hine LLP

Feary Greg Scopelitis, Garvin, Light & Hanson, P.C.

Rice Jameson B. Holland & Knight LLP

Sharma Prasad Scopelitis, Garvin, Light & Hanson, P.C.

Zalud Eric Benesch

Up-and-coming individuals

Mulrane Kelly E. Benesch

Tutrone Jason Thompson Hine LLP

Alphabetical order within each band. Band 1 is highest.

Band 1

Benesch

What the team is known for Benesch is a well-respected transportation group which regularly advises a cross-section of logistics providers, manufacturers, retailers and trade associations. Its services include negotiating transportation contracts, regulatory compliance and disputes. The firm houses IP, labor and employment, real estate and litigation expertise within the transportation practice.

Strengths

"The firm has transportation lawyers with real-world experience, adding value in commercial transactions and disputes."

"The team is extremely responsive and timely."

"Benesch is the premier resource for industry-leading transportation counsel."

Work highlights Benesch advised Omni Logistics in their \$3.2 billion merger with Forward Air.

Notable practitioners

Marc Blubaugh has a broad transportation practice, advising on commercial agreements and assisting clients in navigating the regulatory landscape. He also represents clients in a range of contentious proceedings. **Strengths:** *"Marc is a fantastic attorney. He is highly responsive, extremely knowledgeable and gives great guidance."* *"Marc has a very strong reputation and is a fabulous attorney."* **Jonathan Todd** regularly engages in transactional and regulatory mandates, with significant experience negotiating and reviewing commercial contracts. **Strengths:** *"Jonathan brings industry perspective and thorough legal knowledge to the process."* **Eric Zalud** represents commerce and logistics clients in a range of contentious matters, including negligence cases, insurance coverage disputes and class actions.

He also has significant experience advising on transactional and general commercial matters.

Strengths: *"Eric is a seasoned litigator who has a deep understanding of businesses and the law."*

"Eric is a foundational presence in the transportation arena." **Kelly Mulrane** frequently advises clients on a range of regulatory and contentious commercial matters. She is particularly adept in disputes relating to transportation contracts, freight and warehousing issues.

Holland & Knight LLP

What the team is known for Holland & Knight LLP offers significant experience in representing trucking companies in all aspects of transportation law, including contractual and regulatory work as well as litigation. The firm is knowledgeable in issues facing intermodal or multimodal clients in the road transport space. The team is called upon by manufacturers and transport companies to assist with disputes, investigations and governmental relations. It continues to be engaged for representation in a multitude of employee misclassification lawsuits, representing trucking and supply chain companies, as well as other logistical entities.

Strengths

"The team's broad knowledge base in the carrier and logistics industry adds to the firm's strong legal judgment and well-crafted deliverables."

"The team is very responsive and make themselves available."

"The team are very deep and experienced in commercial transportation matters."

Work highlights Holland & Knight LLP represented XPO Global Forwarding in a contentious lawsuit concerning services rendered with partial payments and counterclaims as to a customs fine imposed for the logistics undertakings.

Notable practitioners

William Byrne acts for an impressive roster of freight and distribution clients, at both established and startup level. He lends his skills to both contentious and noncontentious matters, with particular proficiency in regulatory and intermodal issues. **Strengths:** *"Bill has tremendous experience and depth of knowledge within the world of freight transportation law and practice."* *"Bill has unique commercial awareness of the logistics industry as a whole."* **Jameson Rice** is experienced in negotiating transportation contracts on behalf of shippers and manufacturers, alongside various intermodal agreements. **Strengths:** *"Jameson is very responsive."*

Band 2

McCarter & English, LLP

What the team is known for McCarter & English, LLP's practice runs the full gamut of supply chain matters. Its services include corporate and technology supply chain issues as well as advice pertaining to M&A and customs and trade-related matters. The firm leverages its international expertise to advise on cross-border equipment

and purchasing, leasing and financing transactions. The team also has a notable litigation, investigation and enforcement practice.

Strengths

"McCarter & English has industry-leading professionals."

"The team are always on top of responses and timelines."

"The team make themselves available and are very client-focused."

Work highlights McCarter & English, LLP advised Kodiak Robotics in negotiating agreements with online and traditional retailers, motor carriers and freight brokers for beta testing its for-hire motor carrier services in the southern US and regarding the installation and maintenance of its vehicles, as well as hardware and software in vehicles.

Notable practitioners

Ronald Leibman is valued by clients for his advice on freight service negotiations, business strategy and supply chain management. **Strengths:** *"Ron is extraordinarily knowledgeable."* *"Ron is extremely responsive and always offers excellent advice."*

Scopelitis, Garvin, Light & Hanson, P.C.

What the team is known for Scopelitis, Garvin, Light & Hanson, P.C. is a boutique trucking firm with a strong market reputation for its carriage and logistics practice. It regularly advises logistics and trucking companies on a range of regulatory compliance and litigation matters, including class actions.

Strengths

"Scopelitis is very good in their representation of motor carriers."

"Scopelitis is an excellent firm. The team have a very talented bench."

Notable practitioners

Greg Feary is renowned for his long-established regulatory transportation practice. He provides advice to trucking and logistics providers on a range of matters, including insurance audits, legislative issues and sector-specific employment law. **Strengths:** *"Greg is a very experienced and very good motor carrier lawyer."* *"Greg is highly respected in the trucking world and is very collaborative."* **Prasad Sharma's** former experience as general counsel for the US Trucking Association means that he is well placed to assist clients on transportation and logistics matters. **Strengths:** *"Prasad is an excellent attorney in the trucking space."* *"He is highly respected and collaborative."*

Thompson Hine LLP

What the team is known for Thompson Hine LLP has a strong practice with expertise in regulatory rule-making, federal preemption litigation and freight forwarder contracts. It represents clients before the Department of Transportation and the Federal Motor Carrier Safety Administration. The firm houses a dedicated motor carrier emergency response team and subsequent experience in major accident litigation for trucking companies. It is regularly retained by a number of industry associations, advising on government policy

development and regulatory regime change. The team is also notable for its representation of major motoring customer groups.

Strengths

"Thompson Hine houses a robust practice with a good team."

"The team are very thorough and knowledgeable about US logistics regulations."

"Thompson Hine is a strong, well-respected firm with some very talented attorneys."

Work highlights Thompson Hine LLP represented

the National Industrial Transportation League in numerous matters including advising on supply chain disruptions that continued throughout late 2021 and 2022, including challenges with port drayage services caused by driver and chassis shortages.

Notable practitioners

Karyn Booth is renowned for her impressive roster of carrier clients and provides broad regulatory and compliance advice. She is particularly noted for advising on safety and environmental

issues. **Strengths:** *"Karyn is fabulous. Her technical expertise is top-notch and she has great connections."* **Jason Tutrone** offers particular expertise in the trucking sector. He advises on carriage regulations, including the hours of service rules, and works with trade associations as well as carrier companies. **Strengths:** *"Jason gets to know the clients' businesses very well. He provides great advice and really understands pressure points and agreements."*

Transportation Shipping/Maritime: Finance Nationwide

Transportation Shipping/Maritime: Finance
Leading Firms
Band 1
Seward & Kissel LLP
Band 2
Cozen O'Connor
Norton Rose Fulbright
Watson Farley & Williams (New York) LLP
Band 3
Blank Rome LLP
Holland & Knight LLP
Jones Walker LLP
Reed Smith LLP
Vedder Price PC
Leading Individuals
Band 1
Rodgers Daniel Baker, Donelson, Bearman (ORL) ◇
Timpone Michael Seward & Kissel LLP
Band 2
Chase Greg Limbo (ORL) ◇
Devine Brian Norton Rose Fulbright
Ferrer Geoffrey D Cozen O'Connor
Salgado Anthony Blank Rome LLP
Tenev Jovi Holland & Knight LLP
Band 3
Baldwin William Jones Walker LLP
Belisle Christopher Watson Farley & Williams (New York)
Benson John Watson Farley & Williams (New York) LLP
Billotti Keith Seward & Kissel LLP *
Hollander Steven Watson Farley & Williams (New York)
Horton Edward S Seward & Kissel LLP
Nam Hoyoon Vedder Price *
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Seward & Kissel LLP

What the team is known for Seward & Kissel LLP has an esteemed maritime finance practice that regularly handles high-profile transactions for significant international clients. The team is well-known for being highly capable in private

equity, capital markets and complex commercial financing transactions. The firm offers further notable expertise in US flag, tax and bankruptcy matters and is utilized by entities operating in the shipping, offshore and logistics sectors.

Strengths

"The team offer a very high degree of responsiveness."

"The firm has great capital markets abilities in shipping."

"Seward & Kissel is absolutely excellent and a go-to firm in the US."

Work highlights Seward & Kissel LLP represented Crédit Agricole in a senior secured term loan and revolving credit facility, secured by ten Bahamian flagged modern very large gas carriers.

Notable practitioners

Michael Timpone is particularly recognized for his expertise in the financing and acquisition of vessels. His clients include prominent banks and shipping operators. **Strengths:** *"Mike is incredibly easy to work with, understands the time-sensitive nature of matters and takes a view based on the commercial reality."* *"Mike is extremely knowledgeable."* **Keith Billotti** (see p.505) is recommended for his extensive expertise in capital markets and M&A transactions in the shipping space. **Strengths:** *"He is a go-to for large finance queries in shipping."* *"Keith is always available."* **Edward Horton** is a capital markets partner with significant experience acting for issuers and underwriters active in the shipping sector. He deftly handles large initial and secondary offerings as well as private placements and financing arrangements arising out of bankruptcy proceedings. **Strengths:** *"He is focused, knowledgeable and definitely someone to contact in this space."* *"Edward is commercial and very good with clients."*

Band 2

Cozen O'Connor

What the team is known for Cozen O'Connor is a strong group noted for advising vessel owners and operators, as well as financial institutions and

investors, on a host of shipping finance issues. The firm regularly acts on issues involving leasing transactions, credit facilities, maritime M&A and restructuring. The team boasts US flag shipping expertise, including guaranteed loans and Jones Act issues. The firm is further noted for competencies in Marshall Islands and Liberian law.

Strengths

"Cozen O'Connors' team always provides very fast responses."

"The firm has a wide range of industry experts."

Work highlights Cozen O'Connor represented Easterly Tankers Holders and its Marshall Islands subsidiaries in connection with a senior secured loan of up to \$75 million provided by Macquarie Bank.

Notable practitioners

Geoffrey Ferrer handles shipping finance matters for a range of owner, operator and financial institution clients. **Strengths:** *"Geoffrey is a wonderful practitioner."* *"He is smart, reliable and easy to work with."*

Norton Rose Fulbright

What the team is known for Norton Rose Fulbright provides shipping finance counsel to a client base composed of foreign and domestic financial institutions, shipowners and energy companies. The firm possesses expertise in a variety of shipping transactions, including debt and equity placements, M&A and restructuring work. The team has a noted focus on the offshore oil and gas industry, particularly in Latin America and the Gulf of Mexico. It is also experienced in cross-border matters covering jurisdictions including the Marshall Islands, Greece and Bermuda.

Strengths

"The team are always responsive and to the point."

"The team consistently brings expertise to matters."

Work highlights Norton Rose Fulbright advised Credit Agricole on obtaining a senior secured amended credit facility of up to \$485 million, comprised of a \$300 million term loan and a \$185 million revolving credit facility.

Notable practitioners

Brian Devine is highly regarded for his representation of both lenders and borrowers in asset-backed financings. He is also well placed to advise in corporate transactions. He is an internationally renowned shipping expert with leading knowledge of Marshall Islands and Liberian law. **Strengths:** "Brian is incredibly helpful, has fantastic connections and is very capable." "Brian is a strong lawyer who is very experienced and has a great practice."

Watson Farley & Williams (New York) LLP

What the team is known for Watson Farley & Williams has a hugely sophisticated practice focused on the representation of financial institutions and major owners and operators in all aspects of shipping finance, including capital markets, private equity and restructuring. The firm's expertise extends across numerous jurisdictions, including matters involving Marshall Islands, Vanuatu and Liberian maritime law. The team has experience in asset financing, refinancing transactions and is able to draw on resources from across its international offices.

Strengths

"The team is very strong and always responsive."

"The firm is very capable with structuring and executing maritime finance deals."

Work highlights Watson Farley & Williams advised Pangaea Logistics Solutions on its acquisition of marine port terminal operations in Port Everglades/Fort Lauderdale and Port of Palm Beach in Florida, and the Port of Baltimore, Maryland from Host Terminals LLC in an all-cash transaction.

Notable practitioners

Christopher Belisle handles a range of corporate and finance structuring transactions for maritime industry clients operating coastwise. **Strengths:** "Chris is a very experienced and knowledgeable maritime lawyer, with particular expertise in vessel finance." "Chris is creative and responsive." **John Benson** handles asset-backed transactions for domestic and international corporates and financial institutions involved in the shipping industry. He is additionally admitted to practice in the Marshall Islands. **Strengths:** "John is highly sophisticated and has a strong awareness of the market." "He is knowledgeable, knows his way around the documents and understands the wider market."

Steven Hollander is commended for his expertise across a range of securities and capital markets matters in the shipping sector. He is noted for his particular capabilities in the Marshall Islands, where he is also licensed to practice. **Strengths:** "He is smart, commercial, always gets the job done effectively and is a strong advocate." "Steven is very responsive."

Band 3

Blank Rome LLP

What the team is known for Blank Rome LLP has a sophisticated shipping finance practice,

representing a range of clients in M&A, restructuring and tax-related matters. Its clients include shipowners, vessel operators, cargo owners and transportation companies, among others.

Strengths

"The team is very knowledgeable and detail-oriented."

"The firm offers excellent client service and is very responsive."

"The team have so much expertise and fantastic connections."

Work highlights Blank Rome LLP advised American Shipping Company on the negotiation and documentation of new three-year bareboat charters of three US flag tankers.

Notable practitioners

Anthony Salgado handles a vast array of shipping finance transactions for shipowners, shipyards and cargo interests. **Strengths:** "Tony is a fantastic practitioner and a complete expert."

Holland & Knight LLP

What the team is known for Holland & Knight LLP is a highly regarded practice working in a range of shipping finance areas, including offshore energy financing, shipping group restructuring and foreign flag matters. The firm also has expertise in tax rules and private equity transactions, among other matters. It stands out for its experience in the Gulf of Mexico energy market, with significant experience in tax structuring involving Liberia and the Marshall Islands.

Strengths

"The team is always responsive."

"Holland & Knight is a strong firm."

"The team is attentive and provide initiative."

Work highlights Holland & Knight LLP represented International Seaways in various senior secured financings marine integration activities following its merger with Diamond S Shipping.

Notable practitioners

Jovi Tenev advises banks and financial institutions on an array of financial matters including debt and equity issuances, private equity-backed transactions and cross-border vessel leasing. **Strengths:** "Jovi demonstrates exceptional skills." "Jovi is very strong in this space."

Jones Walker LLP

What the team is known for Jones Walker LLP is well-equipped to advise maritime clients on a wide range of financing deals and other transactions, including restructuring matters. The team is sought out by both US-based and international clients for its expertise in both drillrigs and blue water vessels.

Strengths

"The team have a great handle on the market and are very proficient in this area."

"Jones Walker has an excellent team of experienced lawyers."

"Jones Walker is a really strong firm."

Notable practitioners

William Baldwin heads up the firm's maritime transactions team. He is recognized for his

extensive experience advising clients across the full range of shipping financings. He is equally at home representing borrowers, lenders and agents. **Strengths:** "Bill is extremely competent and responsive." "He is a very good, collaborative lawyer with a broad maritime practice."

Reed Smith LLP

What the team is known for Reed Smith LLP offers significant expertise to lenders in transactions financing vessels, offshore assets and maritime equipment. The firm is knowledgeable in sale-leasebacks, securities and other structured financings. It also notably handles matters pertaining to US and internationally flagged shipping.

Notable practitioners

Vedder Price PC

What the team is known for Vedder Price PC is notable for offering advice across a broad scope of shipping finance matters, including in leveraged leases, operating lease charters, sale and leaseback transactions and government-supported and guaranteed financing. It is sought out by a host of foreign and domestic owners, operators, lenders and government agencies. The practice also includes ship registration across a number of open registry jurisdictions.

Work highlights Vedder Price PC advised Hafnia on US securities law in its admission to trading in the United States on the OTCQX market.

Notable practitioners

Hoyoon Nam (see p.651) is highlighted for his expert representation of a range of clients in complex financing structures, including sale-leasebacks, intercreditor arrangements and ECA matters. **Strengths:** "Hoyoon is very collaborative and good to work with."

Other Ranked Lawyers

Greg Chase handles international and domestic financing transactions for a variety of lender and lessor clients. **Strengths:** "Greg is a very strong attorney."

Daniel Rodgers of Baker, Donelson, Bearman, Caldwell & Berkowitz, PC is praised for his broad finance practice where he advises clients on a variety of matters including asset-based lending, structured financings and capital markets transactions. He's also highly knowledgeable of Marshall Islands, Liberia and Vanuatu maritime law. **Strengths:** "Daniel is a tremendous and well-respected lawyer. His knowledge and abilities in this area are excellent."

Transportation Shipping/Maritime: Litigation (New York) Nationwide

Transportation Shipping/Maritime: Litigation (New York)	
Leading Firms	
Band 1	
Blank Rome LLP	
Freehill Hogan & Mahar LLP	
Band 2	
Clyde & Co LLP	
Holland & Knight LLP	
Band 3	
Cozen O'Connor	
Floyd Zadkovich	
Hill, Betts & Nash LLP	
Hill Rivkins LLP	
Lennon, Murphy & Phillips LLC	
Montgomery McCracken Walker & Rhoads, LLP	
Senior Statespeople & Eminent Practitioners	
Senior Statespeople: distinguished older partners	
DeOrchis Vincent M. Montgomery, McCracken, Walker	
Eminent Practitioners	
Meehan Wayne D. Freehill Hogan & Mahar LLP	
Leading Individuals	
Band 1	
Gutowski Peter. Freehill Hogan & Mahar LLP	
Kimball John D. Blank Rome LLP	
Woods John. Clyde & Co LLP	
Band 2	
Belknap Jr Thomas H. Blank Rome LLP	
Heard Keith W. Lennon, Murphy & Phillips LLC	
Lennon Patrick F. Lennon, Murphy & Phillips LLC	
Mazaroli David. David L. Mazaroli (ORL) ◇	
Murnane, Jr. Don P. Freehill Hogan & Mahar LLP	
Nolan Christopher R. Holland & Knight LLP	
Paulsen Bruce G. Seward & Kissel LLP (ORL) ◇	
Band 3	
Bennett William R. Blank Rome LLP	
Frevola Michael J. Holland & Knight LLP	
Greenwald Corey. Clyde & Co LLP	
Keough John. Clyde & Co LLP	
Kontakis George. K&L Gates (ORL) ◇ *	
O'Connor Eugene J. Montgomery, McCracken, Walker	
Paré Jr Armand M. McLaughlin & Stern LLP (ORL) ◇	
Band 4	
Chalos Michael G. Chalos & Co, P.C. (ORL) ◇	
Fernandez Michael. Freehill Hogan & Mahar LLP	
Fitzgerald Daniel. Freehill Hogan & Mahar LLP	
Floyd Ed. Floyd Zadkovich	
Foley Vincent J. Holland & Knight LLP	
Loh David. KMA Zuckert LLC (ORL) ◇	
McDermott Daniel. Marshall Dennehey (ORL) ◇	
O'Neill Gregory W. Hill, Betts & Nash LLP	
Quartaro Neil A. Cozen O'Connor	
Saville Jr James A. Hill Rivkins LLP	
Singleton Richard. Blank Rome LLP	
Wilgus Lauren. Blank Rome LLP	
Zadkovich Luke. Floyd Zadkovich	
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Blank Rome LLP

What the team is known for Blank Rome LLP has an esteemed practice with significant experience handling high-profile maritime litigation for national and international clients, including P&I clubs, shipping companies and owners. The firm is highly regarded for crisis response and offering additional expertise in alternative dispute resolution. It maintains an excellent reputation for advising maritime industry entities in federal investigations arising from intentional misconduct allegations and casualty events, as well as in a host of cybersecurity issues. The firm has been recently active on a range of fuel contamination, cargo loss, salvage and collision cases.

Strengths

"Blank Rome has an excellent team that is very incisive."

"Blank Rome's team showcases good commercial awareness thanks to their extensive industry experience."

"The team's service levels are very strong."

Work highlights Blank Rome LLP represented the UK P&I Club in an insurance case concerning an explosion on a barge off the coast of Texas.

Notable practitioners

John Kimball frequently assists clients with maritime casualty disputes including ship fires, collisions and sinkings. He is also adept at handling shipping arbitrations. **Strengths:** "John is able to pull together a strong team to respond to every aspect of a major incident." "John is very well known in the industry." **Thomas Belknap** has deep expertise in shipping litigation with significant capabilities in cargo damage claims and contract and salvage disputes. **Strengths:** "Tom is commercial and easy to work with." "He is a strong litigator." **William Bennett** is well known for his strong shipping practice, typically advising clients on maritime casualties resulting from collisions, groundings and sinkings. He is also well placed to handle maritime-related fraud disputes. **Strengths:** "Bill is great to work with. He is a smart and assertive litigator." "Bill is a leader who knows how to set strategy and execute on it." **Richard Singleton** is known for his abilities in shipping litigation and arbitration. He typically assists clients with maritime casualty as well as charter party and contractual disputes. He advises both domestic and international clients. **Strengths:** "Richard is an impressive attorney." **Lauren Wilgus** works on a variety of international maritime litigation matters. Her practice covers charter party disputes, cargo damage, and loss and marine casualty investigations including collisions. **Strengths:** "Lauren is an excellent lawyer who consistently delivers an outstanding work product." "Lauren is very responsive and commercial."

Freehill Hogan & Mahar LLP

What the team is known for Freehill Hogan & Mahar LLP is a highly respected maritime litigation

boutique firm with expertise covering areas such as maritime protection and indemnity, casualty, cargo damage and demurrage claims. It represents a client base composed of ship owners and insurers, including all major P&I clubs. The firm has lawyers with expertise in maritime personal injury claims, workers' compensation claims and occupational disease cases.

Strengths

"Freehill is excellent. The firm has a very knowledgeable group of attorneys with experience in all maritime matters."

"Freehill's team brings top-notch legal knowledge to matters."

"The team is always prompt and professional."

Work highlights Freehill Hogan & Mahar LLP represented the owner/operator of the 'Sandy Ground' in connection with the salvage claims and ongoing USCG and NTSB marine casualty investigation following an incident on board.

Notable practitioners

Wayne Meehan is a highly experienced shipping practitioner who is well versed in major shipping casualty cases including collisions, fire and explosions. He also handles cargo claims and charter party disputes. **Peter Gutowski** is particularly expert in charter party disputes, representing a wide range of clients. He is also adept at handling cargo loss and damage and maritime casualties.

Strengths: "Peter is an excellent partner." **Don Murnane** has a wealth of expertise in maritime law. He is noted for his abilities in vessel and marine terminal casualties. **Strengths:** "Don is a good lawyer and is easy to work with." **Michael Fernandez** offers significant expertise handling marine casualties, including vessel damages, as well as vessel seizures and related investigations.

Strengths: "Michael is a very strong lawyer in maritime work." **Daniel Fitzgerald** has a diverse litigation practice which includes expertise in pollution response, personal injury and maritime criminal defense. **Strengths:** "Daniel is an excellent lawyer who is very experienced and knowledgeable in maritime matters." "He is a good adviser, gets straight to the point and has impeccable practical knowledge."

Band 2

Clyde & Co LLP

What the team is known for Clyde & Co LLP is a global firm with a notable marine insurance practice in New York. It is well placed to handle cargo and insolvency-related litigation, as well as casualty, trade sanctions and environmental cases. The team regularly acts for domestic and international insurers, vessel operators and fuel companies.

Strengths

"The firm stays on top of issues and is well staffed to handle complex matters."

"The team is a great asset for tricky maritime issues and is entrenched in the US maritime industry."

"Clyde & Co has a large team that can quickly turn

assignments around."

Notable practitioners

John Woods acts for both US and foreign insurers in high-stakes litigation and arbitrations. **Strengths:** "John is well versed in this space." **Corey Greenwald** has a broad practice as a litigator, regularly working with insurers and reinsurers in complex coverage disputes. He has notable experience in the maritime sector handling insurance-related litigation as well as casualty and other litigation. **Strengths:** "Corey is a great attorney to work with and comes highly recommended." "Corey is a pleasure to work with."

John Keough acts for a variety of clients including ship owners, traders, charterers and insurers. He is knowledgeable of maritime insolvency, financings and trade disputes. **Strengths:** "John is very experienced and great for clients." "John is always responsive."

Holland & Knight LLP

What the team is known for Holland & Knight LLP is a full-service national firm with good geographic spread and experience in a swath of litigation matters in the shipping industry. The team is well known for representing domestic and international clients in dispute arbitrations. It also had a noted concentration on insolvency and bankruptcy-related litigation in the maritime context. Additionally, the firm handles cargo, casualty, charter party and personal injury cases.

Strengths

"The firm is very responsive and service-oriented."

"The Holland & Knight team has the depth of expertise to find solutions for complex matters."

"The group are on top of their briefs, responsive and drive matters forward."

Work highlights Holland & Knight LLP represented Duron in a multiparty and multijurisdictional dispute relating to a failed commodities transaction involving a cargo of wheat.

Notable practitioners

Christopher Nolan comes recommended for his shipping litigation practice. His recent mandates include charter party, cargo and maritime casualty disputes, and he often acts for underwriters and P&I clubs. **Strengths:** "Chris supplies thorough, researched and well-reasoned arguments. He is very responsive and able to explain complex legal situations." "He is strategic, efficient and gives very good advice." **Michael Frevola** has an extensive shipping and maritime practice advising clients on charter party, bankruptcy and maritime employment disputes. **Strengths:** "Mike is a great lawyer to instruct. He displays commercial acumen, which he combines with his in-depth legal knowledge."

Vincent Foley has a broad transportation-focused practice with expertise across the full range of maritime disputes. He is particularly knowledgeable on matters affecting terminal operators. **Strengths:** "Vincent is a fantastic maritime lawyer. He has deep knowledge of maritime law and is an effective litigator." "Vincent is a good, service-oriented lawyer."

Band 3

Cozen O'Connor

What the team is known for Cozen O'Connor houses a comprehensive litigation practice in the shipping space, frequently advising an array of clients, including ocean carriers, P&I clubs and terminal operators. The group offers expertise in all manner of marine casualty, personal injury and wrongful death matters. The firm is further noted for its experience advising on commercial disputes arising from construction, shipbuilding contracts and charter parties.

Strengths

"The team is always easy to work with and readily available to take questions."

"The firm's lawyers have deep knowledge of the laws and regulations."

Work highlights Cozen O'Connor defended Hapag-Lloyd in a claim by a customer for reimbursement of charges that are alleged to be unlawful under the US Shipping Act of 1984.

Notable practitioners

Neil Quartaro is a notable maritime litigator, adept at representing clients in a range of matters including vessel and aircraft foreclosure, and charter and aircraft lease disputes. **Strengths:** "Neil's breadth of knowledge is vast." "Neil is experienced, thoughtful in his advice and has extensive knowledge of maritime law."

Floyd Zadkovich

What the team is known for Zeiler Floyd Zadkovich is a boutique firm with specialist expertise in maritime and admiralty law. The firm is developing its strengths across a variety of shipping disputes including charter party, cargo damage and maritime collisions. It stands out in the market for its combined focus on English and US maritime logistics and trading cases.

Notable practitioners

Ed Floyd has noteworthy experience advising clients on maritime and trading law. His broad practice covers cargo damage and loss, charter party disputes and sanctions advice. **Luke Zadkovich** is frequently engaged in complex cargo disputes as part of his broader shipping and maritime practice. He also provides strong guidance to clients on English maritime law.

Hill, Betts & Nash LLP

What the team is known for Hill, Betts & Nash LLP fields strong experience in a plethora of litigation matters in the shipping industry. The team is well regarded for representing major companies in cargo, casualty, salvage and personal injury matters. The firm also has expertise in bad faith claims, trade sanctions and environmental cases.

Strengths

"Hill, Betts & Nash is a well-known litigation firm in New York."

Notable practitioners

Gregory O'Neill is experienced in cargo damage and recovery. His clients include marine operators, insurers and municipalities. **Strengths:** "Gregory is a very experienced attorney."

Hill Rivkins LLP

What the team is known for Hill Rivkins LLP houses a well-regarded group with experience in a vast spectrum of blue and brown-water maritime matters, with noted strength in handling cargo claims, liability defense, maritime disaster litigation and vessel collision issues. It represents significant domestic and international maritime entities.

Notable practitioners

James Saville handles a wide range of maritime and shipping disputes at trial and appellate levels.

Lennon, Murphy & Phillips LLC

What the team is known for Lennon, Murphy & Phillips LLC is a well-known group that is able to advise on a broad range of disputes including charter party, cargo loss and damage, and maritime arrest and attachment. It offers representation to US and international clients including vessel owners, charterers and P&I clubs.

Notable practitioners

Keith Heard is held in high regard for his practice in maritime and shipping litigation, where he acts for both ship owners and charterers. He is particularly adept at handling cargo damage and loss, collisions and charter party disputes.

Patrick Lennon has a broad shipping law practice covering maritime casualties, cargo damage and loss, and charter party disputes. He regularly acts for international and domestic ship owners and charterers.

Montgomery McCracken Walker & Rhoads, LLP

What the team is known for Montgomery, McCracken, Walker & Rhoads LLP is a notable name in the maritime and transportation space with expertise in areas such as major casualty litigation and cargo defense. It offers experience in marine pollution incidents and agency investigations. The firm represents a broad range of clients, including ship owners, operators and insurers.

Strengths

"Montgomery McCracken is a strong shop in the space."

Notable practitioners

Vincent DeOrchis continues his role as cochair of the firm's maritime and transportation practice. He is widely recognized for his work on cargo issues in both arbitration and litigation. **Strengths:** "He is a very strong lawyer and has been involved in extremely prominent matters." "Vincent is an excellent attorney." **Eugene O'Connor** brings a wealth of experience in maritime and environmental law to his practice. He has a particular focus on cargo defense work, as well as marine pollution matters and ship casualty cases.

Other Ranked Lawyers

Michael Chalos of Chalos & Co, P.C. regularly handles all matter of maritime disputes including collisions, groundings and cargo damage. He also advises clients on environmental matters including oil pollution incidents. **Strengths:** "Michael is a very experienced attorney."

George Kontakis (see p.612) of K&L Gates is well

regarded for his advice surrounding environmental compliance in the maritime sector. He also advises on charter party disputes, collisions, and vessel sales and purchases.

David Loh of KMA Zuckert LLC covers all manner of disputes including trade and charter party issues. He often acts on behalf of ocean carriers and insurers. **Strengths:** “David is a very experienced and strong lawyer.” “David is a great lawyer.” **David Mazaroli** is notable for his adept handling of shipping and maritime disputes. He has a particularly strong reputation for cargo issues.

Strengths: “David is a very good practical lawyer.”

Daniel McDermott of Marshall Dennehey Warner Coleman & Goggin, P.C. handles work across the broad spectrum of shipping and maritime law, acting on behalf of contractors and vessel owners. He advises on matters at the intersection between maritime law and New York labor law.

Armand Paré of McLaughlin & Stern LLP has an expansive practice which covers a range of maritime casualties including groundings, sinkings and explosions. He is also skilled in insurance coverage disputes, oil pollution cases and bankruptcy

issues.

Bruce Paulsen of Seward & Kissel LLP has particular expertise in finance and securities litigation in the shipping industry. He acts for a wide variety of clients including bondholders, secured lenders, shipowners and charterers. **Strengths:** “He is very experienced and brings a wealth of knowledge to maritime matters.” “Bruce is thoughtful, calm and deeply experienced.”

Transportation Shipping/Maritime: Litigation (outside New York) Nationwide

Transportation Shipping/Maritime Litigation (outside New York)	Transportation Shipping/Maritime Litigation (outside New York)
Leading Firms	Senior Statespeople
Band 1	Senior Statespeople: distinguished older partners
Blank Rome LLP	Fowler, III George J. Jones Walker LLP
Jones Walker LLP	Parrish Robert B. Moseley Prichard Parrish Knight & Jones
Liskow	Leading Individuals
Moseley Prichard Parrish Knight & Jones	Band 1
Phelps Dunbar LLP	Bell Michael Blank Rome LLP
Band 2	De Leo Charles G. De Leo, Kuylensstierna & Little (ORL) ◇
Chaffe McCall, LLP	Letourneau Keith B. Blank Rome LLP
Collier Walsh Nakazawa LLP	Moseley Jr James F. Moseley Prichard Parrish Knight
Kennedys	Walsh II Joseph A. Collier Walsh Nakazawa LLP
Murphy, Rogers, Sloss, Gambel & Tompkins	Band 2
Peacock Piper LLP	Cicala Conte Withers Bergman LLP (ORL) ◇ *
Wilson Elser Moskowitz Edelman & Dicker LLP	Hemphill Gary Phelps Dunbar LLP *
* Indicates individual with profile.	Hurley Grady Jones Walker LLP
◇ (ORL) = Other Ranked Lawyer.	Kavanagh John Burr & Forman LLP (ORL) ◇
Alphabetical order within each band. Band 1 is highest.	LaVie Kevin Phelps Dunbar LLP
Band 1	Port Andrew Gordon Rees Scully Mansukhani (ORL) ◇ *
Blank Rome LLP	Reisman David Liskow
What the team is known for Blank Rome LLP has a distinguished team with substantial experience across the full suite of contentious issues in the maritime sector. The firm has a deep bench of expert lawyers routinely engaged to act on behalf of significant ship owners and operators, P&I clubs and energy companies. Blank Rome's impressive nationwide footprint complements the firm's Gulf Coast-focused practice and strong Houston-based offering. It also boasts a dedicated maritime emergency response team to respond to casualties and pollution-related incidents.	Rodriguez Antonio J. Wilson Elser Moskowitz Edelman
Strengths	Rodriguez Ivan M. Phelps Dunbar LLP
“The team provides clients with immediate attention.”	Shoemaker Douglas Blank Rome LLP
“Blank Rome is an excellent firm with good lawyers who have great abilities.”	Band 3
“The team's tenacity, creativity and knowledge of	Giles Alexander M. Tydings (ORL) ◇
	Golemi Michael Liskow
	Harowski Michael Wilson Elser Moskowitz Edelman
	Hines Julius “Sam” Hines Law LLC (ORL) ◇
	Holland Barbara Collier Walsh Nakazawa LLP
	Hurley James Fowler White Burnett PA (ORL) ◇ *
	Murphy Robert Murphy, Rogers, Sloss, Gambel
	Rodriguez Jake Wilson Elser Moskowitz Edelman
	Schultz Pamela Kennedys
	Waid Raymond T. Liskow
	Watson Hal Chaffe McCall, LLP

the space allows them to navigate difficult situations.”

Work highlights Blank Rome LLP defended Valero Marketing and Supply Company in a freight claim

brought by plaintiff Milos Tankers, which was not paid by charterers for the carriage of cargo belonging to Valero Marketing and Supply Company.

Notable practitioners

Michael Bell has extensive experience in the space and is a seasoned shipping litigator. He skillfully advises clients on a range of maritime casualties including collisions, sinkings, explosions and fires. **Strengths:** “He is calm, smart and concise.” **Keith Letourneau** provides guidance on a range of issues including vessel arrests, maritime collisions and insurance coverage disputes. **Douglas Shoemaker** is highly regarded for his shipping and maritime expertise with capabilities litigating maritime personal injury, property damage and seizure proceedings. **Strengths:** “Doug is a very strong attorney.”

Jones Walker LLP

What the team is known for Jones Walker LLP has a dedicated group of attorneys able to handle complex shipping and maritime disputes. The firm demonstrates capabilities across a broad range of matters including vessel casualties, environmental damage claims, and vessel attachments and arrests. Its clients include terminals, barge lines and vessel owners.

Strengths

“The team demonstrates the highest level of competence and professionalism.”

“Jones Walker is a well-established firm with a vibrant practice.”

“The firm houses an excellent group of lawyers.”

Notable practitioners

George Fowler advises on a variety of shipping disputes in connection with product liability, personal injury and property damage claims. He has years of experience appearing before juries in high-stakes trials. **Strengths:** “George is a great lawyer.” **Grady Hurley** has a broad maritime practice and has experience representing clients

in contractual indemnity and product liability matters, as well as issues relating to Safety and Environmental Management Systems. **Strengths:** *"Grady is a go-to in the space." "Grady is a strong lawyer with international capabilities."*

Liskow

What the team is known for Liskow is a prominent New Orleans-based practice that is particularly recognized for maritime work in the offshore sector. The firm is highly regarded for handling large exposure litigation arising out of offshore disasters. The team is also noted for handling maritime collision, personal injury and toxic tort disputes.

Strengths

"The Liskow team is extremely strong at all levels."

"The team is very well geared up for major litigation."

"Liskow has a very large bench and the team are all first-rate lawyers."

Notable practitioners

David Reisman has significant experience representing clients in the full range of contentious matters in the maritime space. He is noted for his background in-house at a salvor. **Strengths:** *"David is very good to work with. He is knowledgeable, knows the industry well and is user-friendly."*

Michael Golemi handles a broad variety of shipping litigation including marine casualties, product liability and insurance coverage disputes. He is particularly noted for his representation of energy companies in maritime matters. **Raymond Waid** leverages his experience as a former naval officer to expertly assist companies with a range of litigation matters, including collision, pollution, salvage and personal injury cases. His practice is complemented by his expertise in the energy sector. **Strengths:** *"He is very smart and his briefing is excellent." "He is very user-friendly."*

Moseley Prichard Parrish Knight & Jones

What the team is known for Moseley Prichard Parrish Knight & Jones has an impressive practice with an excellent pedigree for representing maritime sector interests in a vast spectrum of litigious matters, including personal injury, environmental issues and insurance defense. The firm's top-quality reputation extends across its native Southeastern region and beyond.

Strengths

"Moseley Prichard is a very experienced, excellent firm."

Notable practitioners

Robert Parrish is noted for his broad shipping practice, which incorporates environmental issues such as oil spills and pollution incidents. He is also adept at handling maritime casualties and insurance coverage disputes. **Strengths:** *"Robert is a really strong lawyer." James Moseley is a leading shipping and maritime litigator who focuses his practice on personal injury and insurance disputes. He is at home guiding matters through trial and appellate courts. Strengths: "Jim does an excellent job in the maritime space." "He has a great reputation."*

Phelps Dunbar LLP

What the team is known for Phelps Dunbar LLP has an accomplished maritime litigation group with deep industry expertise, sought after by multinational companies, ship owners and underwriters, including major P&I clubs. The team works extensively across myriad contentious matters including personal injury claims, contractual disputes, environmental issues and maritime disasters. The firm has a formidable presence in the Gulf Coast region, particularly regarding issues involving the oil industry, and boasts both brown-water and blue-water capacity.

Strengths

"Phelps Dunbar is an excellent firm."

Notable practitioners

Gary Hemphill (see p.582) handles disputes including maritime personal injury, cargo damage and loss and collisions. **Strengths:** *"He is an excellent attorney." "Gary is a very fine attorney."*

Kevin LaVie deftly handles a vast range of maritime environmental damages disputes. He also holds significant experience in dealing with maritime casualties including sinkings and collisions. **Strengths:** *"Kevin is a great lawyer in this space."*

Ivan Rodriguez is commended for his work representing clients in environmental and personal injury claims in the maritime space. His practice extends to include insurance defense and coverage disputes. **Strengths:** *"Ivan is an excellent lawyer."*

Band 2

Chaffe McCall, LLP

What the team is known for Chaffe McCall, LLP offers expertise across a wide range of blue and brown-water matters, including coverage claims, contract disputes and environmental issues. The firm is active on behalf of operators, charterers, ship owners and insurers, including P&I clubs. The team's Gulf Coast presence is enhanced by impressive international capabilities, particularly in litigation in the Caribbean and Latin America.

Strengths

"The firm is very good and has strong lawyers."

Work highlights Chaffe McCall, LLP advised Clarendon National Insurance Company on defense and indemnity claims brought by multiple plaintiffs in connection with an underlying construction defect suit.

Notable practitioners

Hal Watson has a wealth of experience handling high-stakes shipping litigation covering the USA and foreign jurisdictions. He is valued for his expertise in insurance coverage disputes and maritime personal injury claims at both state and federal levels. **Strengths:** *"He is always practical and well prepared."*

Collier Walsh Nakazawa LLP

What the team is known for Collier Walsh Nakazawa LLP is a full-service shipping and maritime practice. The firm offers considerable experience with litigation arising from oil and chemical spills, and maritime and industrial casualties. The team's additional experience includes handling charter party disputes and enforcement proceedings.

Notable practitioners

Joseph Walsh maintains a broad shipping practice that includes advising on environment-related litigation. He is considered a go-to attorney for a range of clients, including multinational shipping companies. **Strengths:** *"Joe is a very good lawyer with a robust practice." "Joe is a strong adviser."*

Barbara Holland acts for an impressive roster of clients, including underwriters and vessel owners and operators, and advises on an array of commercial and regulatory issues. She also assists clients with environmental matters. **Strengths:** *"Barbara has a great reputation."*

Kennedys

What the team is known for Kennedys is a national firm with a burgeoning marine insurance practice. The group is well placed to handle coverage, personal injury and bad faith cases. The firm is also adept at complex ship repair claims.

Strengths

"The firm's attorneys are exceptional at handling complex defense and coverage litigation, including taking cases to trial."

"The team offers a prompt and professional service."

"The team has strong knowledge."

Work highlights Kennedys counseled 55 insurers of the owners of \$39 million of lost and damaged cargo that was aboard the container ship 'ONE APUS'.

Notable practitioners

Pamela Schultz is an experienced maritime attorney noted for her accomplished handling of sophisticated litigation in the space. She is particularly recognized for her expertise in cargo claims. **Strengths:** *"She is an excellent counsel." "Pamela is extremely helpful."*

Murphy, Rogers, Sloss, Gambel & Tompkins

What the team is known for Murphy, Rogers, Sloss, Gambel & Tompkins is a notable boutique firm with an impressive practice in the maritime space. The firm is active on a host of maritime matters, including personal injury claims as well as commercial and insurance disputes.

Strengths

"Murphy Rogers is an excellent firm."

Notable practitioners

Robert Murphy is a highly regarded shipping attorney well known for handling marine casualties of all kinds. **Strengths:** *"Robert is a very experienced attorney." "Robert is a good lawyer."*

Peacock Piper LLP

What the team is known for Peacock Piper LLP is a boutique firm with a notable marine litigation practice in California. The group is well placed to advise vessels, charterers, operators and managers in high-stakes trials. The firm frequently counsels on personal injury, cargo and casualty claims. It also offers experience in crisis response and investigations.

Strengths

"Peacock Piper is a strong boutique maritime firm."

Notable practitioners

Albert Peacock and Glen Piper in Long Beach, California are key contacts for the practice.

Wilson Elser Moskowitz Edelman & Dicker LLP

What the team is known for Wilson Elser Moskowitz Edelman & Dicker LLP is a sophisticated defense litigation firm drawing on its nationwide maritime expertise to adeptly represent clients. The team has extensive trial capabilities and is highlighted for its counseling of clients in complex coverage and casualty response cases.

Work highlights Wilson Elser Moskowitz Edelman & Dicker LLP defended Donjon Marine in connection with personal injury and death claims arising from the April 13, 2021 Seacor Power casualty in the Gulf of Mexico.

Notable practitioners

Antonio Rodriguez is well regarded for his work advising P&I clubs, vessel owners and energy companies. His expertise spans collisions, product liability and insurance coverage disputes. **Strengths:** “Antonio is a very strong and professional attorney.” **Michael Harowski’s** maritime practice is complemented by his insurance and environmental expertise. He regularly advises clients on maritime casualties, collision pollution, fire, personal injury and complex maritime product liability. Harowski is adept at handling both litigation and transactional matters. **Strengths:** “Michael is a very knowledgeable, practical attorney who knows the regulations like the

back of his hand.” “Michael has great expertise and he’s very thorough and client-focused.” **Jake Rodriguez** represents clients across the intersection of maritime, environmental and energy matters. He regularly advises on pollution casualties, marine environmental regulations, personal injury and ship construction cases.

Other Ranked Lawyers

Conte Cicala (see p.526) of Withers LLP has experience handling complex charter party and insurance coverage disputes. **Strengths:** “Conte is impressive, innovative and creative in his solutions.” “Conte is a very smart, commercial maritime lawyer.”

Charles De Leo of De Leo, Kuylenstierna & Little, P.A. is a highly respected lawyer who acts across a broad range of shipping disputes. His expertise spans marine casualties, natural resource damages and maritime personal injury claims. He regularly acts for vessel owners, operators and P&I clubs. **Strengths:** “Charles is calm and very smart. He’s a go-to.”

Alexander Giles of Tydings is recommended for his broad expertise in marine litigation. He regularly counsels clients on personal injury, collision, cargo and product liability claims. **Strengths:** “He

is a very experienced litigator.” “Alex is great. He is very practical and efficient.”

Sam Hines of Hines Law LLC advises vessel operators and other marine clients on cargo loss and damage, pollution incidents and vessel arrests.

James Hurley (see p.591) of Fowler White Burnett PA is a knowledgeable shipping and maritime practitioner who both represents clients in disputes and handles regulatory compliance work. His broad sector experience spans the purchasing and financing of vessels, property damage claims and personal injury issues.

John Kavanagh of Burr & Forman LLP is cochair of the firm’s transportation and maritime practice. He assists clients with shipping disputes arising from maritime personal injury and product liability claims. **Strengths:** “John’s support is phenomenal.”

Andrew Port (see p.671) of Gordon Rees Scully Mansukhani, LLP is noted for his long-standing experience as a litigator in the maritime space. He handles the full range of sector disputes, covering both wet and dry shipping matters, with particular expertise in marine personal injury and toxic tort.

Strengths: “Andrew has excellent knowledge of the industry. He is a great asset for legal and practical information.”

Transportation Shipping/Maritime: Regulatory Nationwide

Transportation Shipping/Maritime: Regulatory
Leading Firms
Band 1
Blank Rome LLP
Cozen O’Connor
K&L Gates
Winston & Strawn LLP
Band 2
Holland & Knight LLP
Jones Walker LLP
Venable LLP
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Blank Rome LLP

What the team is known for Blank Rome LLP has a highly acclaimed practice well known for its representation of significant shipping clients in a range of regulatory matters. It has expertise in Jones Act compliance, environmental investigation defense of companies and individuals, and government relations including legislative advice. The firm advises on maritime cybersecurity

issues, including attacks and security breach avoidance. It has further strength in counseling ship owners and operators on US trade sanction issues. The team offers wider industry expertise in shipping within the context of offshore oil, gas and wind energy compliance matters.

Strengths

“The team is knowledgeable and responsive.”

“Blank Rome is renowned in the maritime regulatory field.”

Work highlights Blank Rome LLP acted as maritime counsel to Dominion Energy in connection with the building, charter parties, crewing and citizenship of an \$8 billion financing for a wind turbine installation vessel to be built in the USA.

Notable practitioners

Jeanne Grasso is held in high esteem for her representation of owners, cargo interests and operators. She advises clients on general regulatory compliance as well as investigations and enforcement proceedings. **Strengths:** “Jeanne knows the industry. She provides novel legal interpretation and is extremely reliable.” “Jeanne is a fantastic practitioner.” **Jonathan Waldron** has an impressive reputation for his work in maritime envi-

ronmental compliance, international trade and Jones Act work. Clients additionally benefit from his 20 years of service in the US Coast Guard.

Strengths: “Jonathan is an absolutely outstanding attorney.” “He is very good on the intricacies of federal maritime law.” **Matthew Thomas** represents all manner of maritime industry participants including ship owners, insurers, ports and marine terminal operators. An expert in maritime logistics, he is particularly recognized for his expertise in trade sanctions issues concerning sector clients. **Strengths:** “Matt is an excellent lawyer and a pleasure to work with.”

Cozen O’Connor

What the team is known for Cozen O’Connor has an excellent maritime practice with a solid reputation for advising clients on issues including US sanctions, regulatory compliance and cabotage laws, among others. It is experienced in representing client interests in matters under the jurisdiction of the Coast Guard, the FMC, the Maritime Administration and a host of other regulating agencies. The firm is also active advising on regulatory issues arising from maritime industry M&A.

Transportation
Shipping/Maritime: Regulatory
Senior Statespeople
Senior Statespeople: distinguished older partners
Benner C Jonathan <i>Thompson Coburn LLP (ORL) ♦</i>
Leading Individuals
Star individuals
Papavizas Constantine G <i>Winston & Strawn LLP *</i>
Band 1
Grasso Jeanne <i>Blank Rome LLP</i>
Lawrence Jeffrey F <i>Cozen O'Connor</i>
Waldron Jonathan K <i>Blank Rome LLP</i>
Band 2
Craig Ashley <i>Venable LLP *</i>
Gardner Bryant <i>Winston & Strawn LLP *</i>
Myhre William N. <i>K&L Gates *</i>
Ruge Mark <i>K&L Gates *</i>
Thomas Matthew J <i>Blank Rome LLP</i>
Band 3
Booth Karyn A <i>Thompson Hine LLP (ORL) ♦</i>
Jenkins Scott <i>Jones Walker LLP</i>
Morrissey Gerald <i>Holland & Knight LLP</i>
Rohde Wayne <i>Cozen O'Connor</i>
Romero Jorge <i>Limbo (ORL) ♦</i>
Rouvelas Emanuel L <i>K&L Gates *</i>
Scanlon Michael <i>K&L Gates *</i>
Vogel Jeff R. <i>Cozen O'Connor</i>
Up-and-coming individuals
Lowe Elizabeth <i>Venable LLP</i>
<i>* Indicates individual with profile.</i>
<i>♦ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

The team also has expertise representing various clients such as carrier alliances, shipping trade associations and joint ventures.

Strengths

"The team brings a deep industry knowledge to matters with a pragmatic approach."

"The team is extremely quick to respond."

"Cozen O'Connor has fantastic relationships and wide-reaching capabilities in the industry."

Work highlights Cozen O'Connor acted as outside counsel to Consolidated Chassis Management, advising on a range of regulatory issues, with a focus on federal maritime, truck safety and competition law issues.

Notable practitioners

Jeffrey Lawrence offers market-leading expertise in shipping and trade law to clients including ship owners, vessel alliances and terminals. He is recognized for his US agency-facing practice as well as his work before international bodies.

Strengths: *"Jeffrey is a brilliant lawyer. He knows the regulatory world inside out and is a good strategist."* *"He is absolutely outstanding."* **Wayne Rohde**

advises maritime clients on a wide variety of regulatory and commercial matters. He is particularly reputable for his work counseling shipping industry clients on Federal Maritime Commission requirements. **Strengths:** *"Wayne is a very capable practitioner who is well positioned to help clients."*

"Wayne is a subject matter expert." **Jeff Vogel** regularly counsels a range of clients on complex regulatory and contractual issues arising under maritime legislation, including the Jones Act and American Fisheries Act. Active across a range of industries including aviation, defense, engi-

neering and healthcare. **Strengths:** *"Jeff is a well-known and strong attorney."*

K&L Gates

What the team is known for K&L Gates is well regarded for work in a range of areas related to regulatory compliance in the shipping space, including safety, environmental and Jones Act rules. It has expertise representing a domestic and international client base before the FMC, the Coast Guard and other federal agencies. The firm is particularly well known for advising on legislative strategy. It is also known for acting on anti-trust issues and export restrictions, in addition to increased activity advising clients on infrastructure developments and their associated regulatory concerns. The team represents significant cruise operators, maritime coalitions, port interests and tanker operations.

Strengths

"The K&L Gates team is very strong."

"The team understands the industry, its threats and economic drivers."

Work highlights K&L Gates advised Norwegian Cruise Line Holdings with respect to the US regulation of its fleet and in particular its US-flag operations.

Notable practitioners

William Myhre (see p.650) has significant experience representing industry clients before US agencies and government bodies including the FMC, the National Marine Fisheries Service and the US Coast Guard. **Strengths:** *"He is a great all-around lawyer."* *"He is a go-to lawyer."* **Mark Ruge**

(see p.686) is acknowledged for his knowledge of maritime policy, often appearing before Congress on behalf of significant maritime industry interests. **Strengths:** *"Mark is thoughtful, insightful, strategic and highly responsive."* *"His connections and thoughtfulness on how he approaches issues is incredibly effective."* **Emanuel Rouvelas** (see p.684) is highly thought of for advising on all aspects of US and foreign legislation related to international trade and maritime law. International shipping companies benefit from his decades of experience at the forefront of US maritime policy.

Strengths: *"Emanuel has an incredible depth of knowledge and a lot of respect from his time in government."* *"He has a very strong reputation and is incredibly experienced."* **Michael Scanlon** (see p.691) provides regulatory counseling shipping companies and cruise operators, among other clients in the maritime sector. He regularly deals with the Federal Maritime Commission and other regulatory agencies.

Winston & Strawn LLP **What the team is known for** Winston & Strawn LLP has an esteemed practice working with large shipping clients on regulatory issues such as the Jones Act, environmental regulations and other matters. The firm has a good depth of experience in US law and international treaties affecting coastal and international shipping. The team is also recommended for its capabilities in legislative drafting, and maintains strong agency and government relationships.

Strengths *"Winston & Strawn is a great team that supports*

our needs as a client."

"The team demonstrates excellent knowledge of the space."

Work highlights Winston & Strawn LLP advised American Cruise Lines on the regulatory parameters applicable to the charter of a US-flag cruise vessel to a foreign company.

Notable practitioners

Constantine Papavizas (see p.661) is widely considered a market-leading expert in US shipping regulations, with particular expertise in the Jones Act. **Strengths:** *"Charlie is very knowledgeable, always available, enjoys challenging situations and is well respected in the maritime industry."*

"Charlie is right at the forefront of these issues, has strong connections and is excellent at what he does." **Bryant Gardner** (see p.563) is praised for his broad experience in maritime law, regularly managing US flag, MARPOL and government contract issues. **Strengths:** *"Bryant is fantastic to work with. He is extremely knowledgeable, readily available and has a positive, can-do work ethic."*

Band 2

Holland & Knight LLP

What the team is known for Holland & Knight LLP's practice runs the full gamut of regulatory maritime issues, with attorneys advising on numerous mandates. Expertise includes advice pertaining to the Federal Maritime Commission, Coast Guard matters, customs and border protection and embargo issues, among other areas.

Strengths

"Holland & Knight is a great firm with a lot of breadth."

"The firm has a very good team with great clients and connections."

"The team are timely, thorough and consistently concise in their responses."

Work highlights Holland & Knight LLP represented Crowley Maritime Corporation in connection with California air emissions regulations issued by California Air Resources Board.

Notable practitioners

Gerald Morrissey is an experienced attorney noted for his broad practice advising maritime clients on regulatory compliance at an operational and transactional level. He is also knowledgeable of related international trade matters.

Jones Walker LLP

What the team is known for Jones Walker LLP is noted for its comprehensive maritime regulatory practice, counseling clients on compliance and in investigations. The members of the firm regularly appear before the full range of maritime regulatory agencies and government bodies. The firm has particular experience representing clients on the Gulf Coast and out of the port of New Orleans.

Strengths

"Jones Walker is an excellent firm with a fantastic team."

"The group is adequately staffed to address all needs and concerns."

Notable practitioners

Scott Jenkins is highlighted for his expert representation of clients in a variety of compliance

issues. Expertise includes advice on coastwise trade, security citizenship, manning and general vessel and operational compliance. **Strengths:** “Scott is a subject matter expert in this area.” “Scott is extremely helpful on regulatory issues.”

Venable LLP

What the team is known for Venable LLP has a substantial shipping and maritime practice with expertise in representing a range of international carriers and logistics providers. It demonstrates expertise in export controls, economic and trade sanctions, and antitrust issues, as well as enforcement relating to the Shipping Act. It is adept at handling Federal Maritime Commission matters.

Strengths

“Venable has a very responsive and dedicated team.”

“The team has a wealth of knowledge and is on top of industry developments and trends.”

Work highlights Venable LLP advised Siem Car Carrier A/S on all operational issues, including legal and regulatory advice, and dealings with and proceedings before the FMC and other agencies.

Notable practitioners

Ashley Craig (see p.533) is respected for his expertise in maritime legislative and regulatory matters. He has particular experience in issues related to trade and customs rules. He represents clients before both US agencies and foreign government bodies. **Strengths:** “Ashley is a very good lawyer.” “Ashley has a wealth of experience, knowledge and connections in the industry that help to resolve issues.” **Elizabeth Lowe** is an up-and-coming practitioner noted for her strength in all manner of regulatory issues arising from marine logistics into and out of the USA. **Strengths:** “She has a real wealth of knowledge.” “Elizabeth is a valued service provider.”

Other Ranked Lawyers

Jonathan Benner of Thompson Coburn LLP handles a broad range of regulatory matters for significant shipping industry clients. He has particular expertise in port infrastructure and maritime environmental regulations. **Strengths:** “Jonathan is a fantastic lawyer who is great to work with.”

Karyn Booth of Thompson Hine LLP is an experienced transportation attorney with a prominent maritime regulatory practice, advising clients before the Federal Maritime Commission and other agencies. **Strengths:** “Karyn is fabulous. She has great connections.”

Jorge Romero has notable expertise counseling ship owners on vessel financing and ownership laws. **Strengths:** “Jorge does exceptional work. He has really deep subject matter expertise.”

Leaders’ Profiles in – Nationwide

A LEWIS, Claudia

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Claudia Lewis, co-chair of Venable’s FDA Group, counsels clients on matters involving Food and Drug Administration (FDA) regulation, labeling, and marketing of foods, over-the-counter (OTC) drugs, medical devices, and other products. With deep knowledge of dietary supplement labeling regulations, Claudia represents scientists, physicians, nutritionists, healthcare associations, and citizen groups. She has also aided international clients in establishing a U.S. market for their products. She has prepared and presented constitutional and administrative law cases before the FDA, Federal Trade Commission (FTC), Department of Justice (DOJ), Bureau of Land Management (BLM), and Environmental Protection Agency (EPA).

AARON, Wayne

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Leveraging considerable experience, Wayne Aaron helps broker-dealers, other market participants and their management stay ahead of ever-changing financial services regulatory requirements. He is committed to excellent client service, whether in providing ongoing regulatory counsel and analysis, managing regulatory and internal investigations deftly, or navigat-

ing complex regulatory or enforcement proceedings. Wayne provides counsel on various broker-dealer regulation and enforcement matters, investment adviser issues, government and internal investigations, market structure and trading matters, fintech issues, and financial services firm acquisitions. He has deep relationships at the Securities and Exchange Commission (SEC) and the Financial Industry Regulatory Authority (FINRA), well-positioning him to advise broker-dealers, fintech firms and other market participants on applicable rules and regulations, and market practices relating to sales and trading and market-making practices, electronic trading and order routing, research publication and conflicts of interest, raising capital and other market activities. For firms required to become FINRA members and comply with FINRA requirements, Wayne is a go-to resource for that process.

Professional Memberships: Securities Industry and Financial Markets Association, Member; New State Bar Association

Personal: Hofstra School of Law, JD; Tufts University, BS

ABBOTT, Derek C

Morris, Nichols, Arsh & Tunnell LLP, Wilmington
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Featured in Bankruptcy/Restructuring (Delaware), Bankruptcy/Restructuring (USA – Nationwide)

See under Delaware for profile.

ABIKOFF, Kevin T

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Featured in FCPA (USA – Nationwide)

Practice Areas: Areas of Concentration -- Deputy Chair of Hughes Hubbard & Reed LLP -- Co-chairman, Anti-Corruption & Internal Investigations practice group -- Co-chairman, Securities Litigation practice group -- Executive Committee member -- Securities and white-collar criminal litigation, enforcement, regulation and counseling with an emphasis on the representation of corporations, individuals and other entities in anti-corruption (including Foreign Corrupt Practices Act [FCPA]) matters (investigations, due diligence and counseling), securities and insurance litigation, regulatory, enforcement and arbitration proceedings, particularly class-action litigation, securities disclosure counseling, and designing and implementing insurance and securities compliance policies, procedures and programs -- World Bank Group and other international financial institutions sanctions matters, including compliance, inspections, investigations, settlements, cooperation, coordination with monitors, and litigating contested sanctions proceedings -- Corporate governance with an emphasis on shareholder derivative proceedings, conducting internal investigations, counseling board committees, and designing and implementing corporate compliance program Professional Activities -- Member, B20 Integrity and Compliance Taskforce, Indonesia 2022 --

Member, B20 Integrity and Compliance Taskforce, Argentina 2018 -- Member, B20 Anti-Corruption Taskforce, Germany 2017 -- Representative, B20 Energy, Climate, & Resource Efficiency Taskforce, 2016 -- Member, B20 Anti-Corruption Taskforce, China 2016 -- Member, B20 Anti-Corruption Taskforce, Turkey 2015 -- Super Lawyers, Criminal Defense: White Collar, 2012 -- 2020 (published by Washington Post Magazine) -- Faculty member, TRACE Anti-Bribery Specialist Accreditation Program (current) -- Steering Committee member, American Bar Association (ABA) International Law Section, Anti-Corruption Committee -- Current member, Certification Committee of ETHIC Intelligence International, Paris (First US Member) 2010 -- Editorial board, eSecurities (Leader Publications), 1998 -- 2002 -- Editorial board, Federal Regulation of Securities, (Lawyers Cooperative Publishing), 1994 -- 1997 -- Member, Market Conduct Committee, American Council of Life Insurers, 1999 -- 2001 -- Board of directors, Holocaust Museum (Houston), 2000 -- 2001 -- Board of directors, Greater Houston Business Ethics Roundtable, 1999 -- 2001 Previous Experience -- Law clerk, the Honorable Collins J. Seitz, United States Court of Appeals for the 3rd Circuit, 1988 -- 1989 -- Senior Vice President and General Counsel, Corporate and Compliance, American General Corporation (AGC), 1998 -- 2001 -- Senior officer with staff of over 40, directly responsible for all corporate legal functions and select shared services functions, including securities matters (filings and

compliance), mergers and acquisitions, broker-dealer compliance, corporate ethics and responsibility, field audit, insurance holding company matters, privacy compliance, shareholder services, intellectual property and corporate contracting -- Matrix responsibility for entire compliance environment (over 100 people) enterprise-wide (across all four of the company's operational divisions: life insurance, retirement services, investment management and consumer finance) with responsibility for oversight of compliance policies and procedures, analysis of leading and lagging compliance indicators, and coordination of compliance initiatives and responses to significant regulatory matters. Routinely reported to the Audit Committee of the board of directors of American General Corp. related to securities disclosure issues, corporate governance, compliance and other matters

ADAMS, Ama

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Featured in International Trade (USA - Nationwide)

Practice Areas: Ama Adams is managing partner of the Washington, D.C. office and a partner in the firm's Litigation and Enforcement practice. She has over 20 years of experience advising clients on international transactions and the U.S. government's regulation of trade and investment. This includes most notably export controls, economic sanctions, anti-corruption and anti-money laundering, foreign direct investment and customs laws and regulations. She advises clients on these complex issues in a range of industries, including the financial services, aviation, biotechnology, life sciences, oil and gas, manufacturing, technology, and chemical sectors. In addition to advising clients on the application of international trade regulations to their global business operations, Ms. Adams also assists clients in developing compliance programs, handling pre-and post-acquisition due diligence, conducting internal investigations relating to potential violations of trade laws and representing clients before the U.S. government agencies in connection with, license requests, enforcement matters, and government inquiries. She also advises clients on cross-border investment and national security matters, including national security reviews and investigations before the Committee on Foreign Investment in the United States (CFIUS). Ms. Adams has successfully represented a number of foreign and domestic clients through the CFIUS clearance process and regularly advises clients on managing CFIUS risks across investment scenarios.

ADAMS, Bert

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Featured in Insurance (USA - Nationwide), Insurance (New York)

See under New York for profile.

ADAMS, Daniel P

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Featured in REITs (USA - Nationwide)

Practice Areas: Daniel Adams is a partner in the firm's Business Law Department, where he is a member of the REITs and Real Estate M&A practices. Mr. Adams focuses primarily on public and private offerings of securities, corporate governance, securities law compliance for public companies, executive compensation and other matters of general corporate and securities law. **Personal:** JD, Harvard Law School 1999 (magna cum laude); BA, Tufts University 1996

ADDUCCI, Steven

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Steve Adducci focuses on energy and administrative law, with an emphasis on crude oil, petroleum products, electricity, and natural gas regulatory matters. Steve has distinguished himself as a lead regulatory and litigation shipper attorney in crude oil, petroleum products, and natural gas liquid (NGL) pipeline-related cases before the Federal Energy Regulatory Commission (FERC). He has played key roles in nearly every major disputed crude oil, petroleum product, or NGL pipeline rate or tariff proceeding in the United States. He also supports Venable's representation of trade associations active in the energy industry.

ADKINS, Jessica N

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Featured in Projects (USA - Nationwide)

Practice Areas: JESSICA ADKINS focuses her practice on power, renewable and energy transition matters. She advises clients on a wide range of transactions, including the development, acquisition, financing, disposition, and restructuring of energy and infrastructure projects, as well as complex structured commodity and hedging matters. An engineer by training, Jessica's practice is characterized by legal advice that is rooted in a technical and commercial understanding of the energy markets and her clients' businesses. Her clients -- private equity funds, independent power producers, trading and marketing companies, and financial institutions, among others -- have noted her creative and business-minded approach to the resolution of complex legal issues. Jessica is a frequent speaker on power, renewable and energy transition topics.

AGOGLIA, Michael J

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Michael has for over three decades represented a wide variety of financial services and other companies in a range of complex consumer and commercial litigation, government enforcement, internal investigation, and ADR contexts. He has been engaged repeatedly -- often by industry trade associations -- to act as lead or national coordinating counsel in large, multiparty, and multiforum cases. He has helped national and regional banks, payment processors, asset-based lenders, mortgage originators and servicers, insurers, hedge funds, fintech companies, and retailers successfully resolve a broad array of regulatory, unfair practices, contract, privacy, preemption, credit reporting, discrimination, and numerous other legal challenges.

AHLERS, Werner Federico

Sullivan & Cromwell LLP, New York
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Featured in Projects (USA - Nationwide)

Practice Areas: Capital Markets; Credit & Leveraged Finance; Energy & Natural Resources; Credit & Leveraged Finance; Energy Transition; Environmental, Social and Governance (ESG); Infrastructure; Latin America; Mergers & Acquisitions; Mining & Metals; Oil & Gas; Private Equity; Project Development & Finance

Career: Partner in S&C's Mergers & Acquisitions and Finance and Restructuring Groups. Co-head of S&C's Latin America practice. Practice includes a range of cross-border M&A and JVs, as well as a variety of corporate and project financings. Particular experience advising strategic and financial investors in investments in countries across Latin America in the energy, natural resources and infrastructure sectors, as well as in highly regulated industries. Selected representations include: CMPC in several sustainability-linked and other corporate financings; Government of Belize in a "debt-for-nature" swap restructuring of its external commercial debt and the underwriters in several other sovereign financings; SoftBank Latin America Fund in several equity investments; TheNotCompany's JV with Kraft Heinz; AT&T's sale of Vrio Corp. to Grupo Wertheim and acquisitions of Iusacell and Nextel Mexico; N&P Holdings' sale of its interest in Major League Soccer team Inter Miami F.C.; Grupo Carrefour Brasil's acquisition of Grupo BIG Brasil; Grupo SURA in CD-PQ's acquisition of a strategic minority interest in Grupo SURA's subsidiary SURA Asset Management; Delta Air Lines' strategic partnership with LATAM Airlines; State Grid's acquisition of CPFL; and various project development/finance representations in Mexico, Chile, Peru, Ecuador, Colombia.

Professional Memberships: Chair of the Latin America Sub-Committee, of the Cyrus R. Vance Center for International Justice; The NYCB and the Mexican Bar Association Foundation's Joint Committee to Protect the Rule of Law; Council on Foreign Relations.

Publications: "The Guide to Corporate Crisis Management," "Private Equity Reference," co-editor, Latin Lawyer.

Personal: Yale Law (JD, 2005); Harvard University (BA, 1999). Spanish, Portuguese.

AJIASHVILI, Nathan

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Nathan Ajiashvili advises public and private companies on corporate and securities law matters, with an emphasis on public and private financings for healthcare and technology companies. He also regularly represents underwriters and financial institutions in securities offerings. Mr. Ajiashvili applies a hands-on approach to help clients successfully navigate financings and strategic transactions at every stage of their life cycles. His work spans dozens of initial public offerings (IPOs), including a number of dual listings involving diverse jurisdictions. Mr. Ajiashvili complements his breadth of IPO work with various types of financing transactions, such as high yield debt offerings, public and private equity offerings, venture capital financings, leveraged buyouts, debt exchange offers, tender offers, and consent solicitations. A trusted strategic advisor, Mr. Ajiashvili also counsels clients on general corporate and securities matters, including corporate governance issues, public company reporting obligations, and stock exchange rules and requirements. He is the former Co-Chair of the New York Corporate Department.

AKINS, Sean

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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

Practice Areas: Sean Akins litigates complex federal and state tax matters on behalf of some of the most prominent companies, organizations, and high net worth individuals in the world. He has extensive experience trying cases before the U.S. Tax Court, the Court of Federal Claims, U.S. District and Appellate Courts, and state courts. In addition to litigating tax matters, Mr. Akins advises clients with respect to administrative tax controversies before the Internal Revenue Service and state taxing authorities, as well as with respect to Congressional tax investigations and hearings. He is the author of *Litigation of Federal Civil Tax Controversies*, the leading multi-volume treatise on the litigation of tax cases in the United States, in addition to numerous other articles and publications.

Publications: Most prominently, Mr. Akins is co-author of *Kafka, Cavanagh, & Akins, Litigation of Federal Civil Tax Controversies*, 2d ed., the leading two-volume treatise on the litigation of tax cases in the United States, and co-author of Chapter 7 of *Effectively Representing Your Taxpayer* before the IRS, Tax Court Litigation.

AL-RASHID, Meriam N
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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Meriam advises on complex international disputes with a focus on public international law, including issues related to human rights, international investment arbitration, international commercial arbitration, and foreign investor risk management. Her practice covers various sectors, including mining, TMT, infrastructure, energy, textiles and hospitality. With well over a decade of experience, Meriam has established herself as one of the world's foremost international arbitration and human rights practitioners, serving as lead counsel on an impressively diverse portfolio, including growing a group with extensive experience in Business and Human Rights. Shortly after her arrival to Eversheds Sutherland in March 2020, Meriam helped form one of the world's largest full-service International Arbitration groups and was quickly elected Global Co-Chair of the practice and Co-Chair of the Latin America Arbitration Group. As Global Co-Chair, Meriam leads with a commitment to fostering diversity, social advocacy, gender and racial equality, and openly advocates on all available platforms for changing the official rules of all International Arbitration Institutions to make inclusion of women on every arbitral panel mandatory. Clients actively seek out Meriam to use her voice in the international legal community in both public and private international law, and on international human rights issues, and Business and Human Rights, as she leads with an emphasis on justice, equality, diversity and inclusion.

ALEXANDER, Alan
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Featured in Projects (USA – Nationwide), Construction (Texas)
See under Texas for profile.

ALEXIS, Anthony
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Anthony Alexis is a partner in Goodwin's Complex Business Litigation and Dispute Resolution and Financial Industry Litigation practices focusing on Consumer Financial Services Litigation and serves as the head of the firm's Consumer Financial

Services Enforcement practice. Anthony's practice focuses on representing financial services institutions and litigation matters, with a focus on class action litigation and government and regulatory investigations. Prior to joining Goodwin in 2017, Anthony served as Assistant Director and Head of the Office of Enforcement at the Consumer Financial Protection Bureau (CFPB), where he developed and managed the CFPB's enforcement strategy, consumer financial investigations and litigation. He coordinated strategy, investigations and litigation in areas such as fair lending, payday/short-term loans, mortgage origination, mortgage servicing, credit cards, credit reporting, debt collection, student and automobile lending, and payments systems with leaders of the enforcement and regulation departments at the Department of Justice (DOJ), US Attorneys' Offices, state attorneys general, US Securities and Exchange Commission (SEC), the US Commodity Futures Trading Commission (CFTC), the Federal Deposit Insurance Corporation (FDIC), the Office of the Comptroller of Currency (OCC), the California Department of Business Oversight and the New York State Department of Financial Services (NYDFS).

Personal: JD, Howard University School of Law 1984; BA, The George Washington University 1981

ALLISON, Alix Dean
Vartabedian Hester & Haynes LLP, Fort Worth

Featured in Litigation (USA – Nationwide)

Practice Areas: Alix Dean Allison focuses her practice on oil and gas litigation, representing clients in lease termination, royalty litigation, contract disputes, and trespass-to-try-title suits. She has brought cases before both state and federal courts and also has experience in employment complex commercial disputes.

ALOVISETTI, Charles
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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: –Commercial Transactions –Corporate & Business –Entheogens & Emerging Therapies –Insolvency & State Receivership –International Transactions

Career: Charlie Alovisetti is a partner at Vicente LLP and chair of the firm's Corporate Department. Recognized by Chambers & Partners as one of the top cannabis lawyers in the United States, he is also co-author of *The Business of Cannabis: Understanding Law, Finance, and Governance in America's Newest Industry*. Charlie focuses his practice on advising investors, companies, and other law firms on the nuances of executing corporate transactions involving licensed and ancillary cannabis companies. With experience working on licensed transactions in all major cannabis markets in the United States, Charlie has a deep understanding of the

state and local issues that commonly arise in stock and asset acquisitions and issues involved in management companies and other alternative structures. This experience and knowledge make him a vital resource for clients. He also has experience counseling portfolio and emerging growth companies with respect to general corporate and commercial matters and compensation arrangements. In addition to his corporate practice, Charlie provides specialized cannabis counsel to non-cannabis companies seeking to evaluate the risks of entering the cannabis space and structure their investments to reduce risks. Prior to joining Vicente LLP, Charlie worked as an associate in the New York offices of Latham & Watkins and Goodwin, where he represented public companies and private equity sponsors and their portfolio companies in a range of corporate transactions. Charlie holds a Bachelor of Arts, with honors, from McGill University and a law degree from Columbia Law School, where he was a Harlan Fiske Stone Scholar. He is admitted to practice in Colorado, Massachusetts, and New York. Recognized as a thought leader and experienced practitioner in the areas of cannabis M&A and financings, Charlie is an author and frequent speaker at events. In addition to his recognition by Chambers, he was named one of Boston's Top Lawyers by Boston magazine in 2021 and 2022. During his time practicing in Colorado, Charlie participated in a number of working groups related to the cannabis industry, including the group focused on HB19-1090 – the bill that permitted public company investment.

Publications: Books: Co-author, *The Cannabis Business: Understanding Law, Finance, and Governance in America's Newest Industry*, Routledge Publishing, 2020 Vicente Insights: Co-author, "Raising Capital for Maryland Social Equity Cannabis Businesses," May 7, 2024 Author, "Forming Psychedelic Companies: 10 Lessons from the Cannabis Industry," March 22, 2023 Co-author, "Functional Mushrooms: The Difference Between Regulation as a Food, Food Additive, or Dietary Supplement," March 3, 2023 Co-author, "Understanding the Current Legal Status of Psychedelics in the United States," May 27, 2022 Co-author, "Financing New Ventures: 10 Key Considerations to Structure an Equity Raise for a New Company," May 10, 2022

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Featured in ERISA Litigation (USA – Nationwide)

Practice Areas: Amanda S. Amert is a partner in the Litigation Department and Chair of the ERISA Litigation Group, based in the firm's Chicago office. She focuses her practice on ERISA litigation and has a wide variety of business litigation, appellate and arbitration experience. Businesses rely on her for help with ERISA litigation and counseling, contract disputes and financial

services litigation. She has represented employers in federal courts around the country at the trial and appellate levels, in both individual and class-action lawsuits, and in disputes with the U.S. Department of Labor. Amanda's experience in business litigation ranges from contract disputes to financial industry cases to employment litigation. Her ERISA litigation experience includes representing employers and ERISA plan service providers in federal courts around the country at the trial and appellate levels, in both individual and class action lawsuits, as well as counseling clients regarding developing practices designed to avoid fiduciary litigation. Most recently, Amanda led a team that secured a complete dismissal of an ERISA class action against a multi-national corporation, and is defending class actions around recordkeeping fees, target date funds and proprietary funds in defined contribution plans. Amanda has also handled ERISA class action settlements, plan audits and investigations, and disputes between ERISA plan sponsors and service providers. Amanda writes and speaks on ERISA litigation topics and, with partner Craig C. Martin, is a co-author of PLI's *ERISA Benefits Litigation Answer Book*. Chambers USA ranks Amanda among the leading practitioners nationally in the area of ERISA litigation, and Legal 500 has recognized her for her work in labor and employment. Law360 has recognized Amanda as an "MVP" in Benefits for her ERISA litigation work, as well as a "Rising Legal Star," and as one of "five employment lawyers under the age of 40 to watch," noting her "deep expertise in ERISA law." In 2018, 2022 and again in 2024, Crain's named Amanda among Chicago's "Notable Women Lawyers." Amanda maintains an active pro bono practice, which has included a range of civil, criminal and counseling matters. Amanda received a JD, cum laude, from Duke University School of Law in 2000 and a BA, cum laude, from Williams College in 1997.

Professional Memberships: Amanda is vice chair of the board of the Legal Aid Society of Metropolitan Family Services of Chicago, one of the first organizations in the United States to provide legal services regardless of an individual's ability to pay. She is a former longtime board member of Chicago Debates, whose mission is to advance the academic achievement and life success of Chicago's urban youth through academic debate. Amanda is an alum of Leadership Greater Chicago, a 30-year-old non-profit organization that cultivates Chicago's business, public and civic leaders through a deeper understanding of the issues facing the Chicago community.

AMINIAN BAGHAI, Arash
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Arash Aminian Baghai is a partner in the Los Angeles office of Latham & Watkins. He is a corporate finance and securities law attorney, focusing in particular on complex equity derivative transactions. Mr. Aminian Baghai has advised clients on: •Capital markets transactions, including initial public offerings, follow-on offerings of convertible debt, straight debt, and equity, contingent equity facilities, and equity forward transactions •Structuring unique securities products, such as mandatorily convertible equity units and "common-tracking" preferred, including in connection with business combination transactions •Debt and capital restructuring transactions, including tender and exchange offers, accelerated share repurchases, and stock splits •Disclosure and reporting obligations under US federal securities laws •Corporate governance matters, including Sarbanes-Oxley Act compliance •Listed company obligations under stock exchange rules

AMOONA, Jonathan

Winston & Strawn LLP, New York

Featured in Sports Law (USA - Nationwide)

Practice Areas: "One of sports law's rising litigators" and "brightest stars," according to Forbes, Jonathan Amoon has served as counsel in some of the most significant sports legal matters in recent history and has successfully represented numerous athletes, players unions, sports agents, and agencies. Jonathan has successfully represented the top sports agents and agencies in the world in high-stakes litigation and arbitration. His clients include Klutch Sports Group, MVP Sports Group, and WME Sports. Also a leading lawyer in the industry for transactional work, Jonathan has negotiated nearly \$200 million in guaranteed compensation for sports agents across all major sports, including agents at WME Sports, Athletes First, Octagon, and CAA. Jonathan also regularly represents the National Football League Players Association and NFL players. In connection with these representations, Jonathan served as counsel in the Bounty, Ray Rice, Adrian Peterson, Tom Brady, and Ezekiel Elliott litigations and arbitrations. Jonathan has also served as counsel for the National Basketball Players Association and NBA Players, and he has represented scores of other professional athletes in adversarial proceedings.

AMOROSI, Mark

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Mark Amorosi is a partner in the firm's asset management and investment funds practice group and is based in the firm's Washington, DC office. Mark also serves as one of three practice area leaders of the firm's financial services practice. He has been practicing for approximately 25 years in the areas of investment management and securities law, and focuses his

practice on representing investment advisers, mutual funds and exchange-traded funds (ETFs), private and alternative investment funds, insurance companies, fund boards, broker-dealers, banks, and other financial institutions. He has extensive experience with fund formations and securities offerings by retail and alternative fund complexes, global fund regulation, complex regulatory and compliance matters, portfolio management and transactional matters, governance matters, variable insurance product regulation, and matters relating to mergers and acquisitions of investment adviser and fund businesses. Prior to joining the firm in 2000, he served on the staff of the U.S. Securities and Exchange Commission for five years working in the SEC's Division of Investment Management. Mark works with investment advisers and fund complexes of all sizes and regularly deals with regulatory authorities on a wide range of matters, including interpretive requests, registration statements, exemptive applications, and inspections and examinations. His clients include some of the largest asset managers in the world as well as start-up and emerging investment advisers, fund complexes, and other intermediaries. He regularly works with clients in connection with forming new investment funds and developing new and novel investment products, in addition to providing them with ongoing representation on a variety of matters, including structuring new advisory entities, new retail and private fund offerings, global product distribution matters, portfolio management compliance issues, mergers and acquisitions of advisory and fund businesses, and implementation of compliance programs. Based on feedback from clients, peers, and other industry professionals, Mark has been recognized by multiple legal ranking organizations, including Chambers and The Legal 500, with clients referring to him as an "extremely good" lawyer and a "standout" in the legal profession for his expertise with investment advisers and investment companies.

Professional Memberships:

American Bar Association Member of the Committee on Federal Regulation of Securities, Subcommittee on Investment Companies and Investment Advisers, Subcommittee on Private Investment Vehicles, and Subcommittee on the Securities Activities of Insurance Companies Federal Bar Association International Bar Association Member of the Investment Funds Committee
Publications: "Overview of How Insurance Dedicated Funds Offer the Returns of Private Funds With the Favorable Tax Treatment of Insurance Products," Private Equity Law Report, 27 July 2021 "Navigating the US Securities and Exchange Commission's Evolving Expectations for Cybersecurity Preparedness," Journal of Securities Operations & Custody, Vol. 9 No. 1, 19 October 2016

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Featured in Appellate Law (USA - Nationwide)

Career: Ginger Anders is a complex litigation and appellate partner who most often represents clients in patent and regulatory matters. Based in the Washington, D.C., office of Munger, Tolles & Olson, Ms. Anders has argued 18 cases before the U.S. Supreme Court. Ms. Anders joined the firm from the U.S. Department of Justice, where she served as an Assistant to the U.S. Solicitor General and a Deputy Assistant Attorney General in the Office of Legal Counsel. During her nearly eight-year tenure as an Assistant to the Solicitor General, Ms. Anders represented the United States before the U.S. Supreme Court in a wide range of noteworthy cases, formulating the United States' position before the High Court and consulting on the government's appellate strategy in the lower courts. She has extensive experience in intellectual property law, particularly patent law, as well as transnational litigation and the Foreign Sovereign Immunities Act, administrative law and constitutional law. In addition to her numerous arguments before the U.S. Supreme Court, Ms. Anders authored the government's briefs in 35 cases at the merits stage and in hundreds of cases at the certiorari stage.

ANDERSON, Anna

Chapman and Cutler LLP, Chicago

Featured in Capital Markets (USA - Nationwide)

Practice Areas: Anna is a partner in Chapman's Asset Securitization Department. She works primarily with commercial banks and financial institutions in asset securitization transactions and structured financings, with a focus in the area of corporate trust. In this area Anna represents such banks and institutions in their roles as indenture trustee, back-up servicer, collateral agent, custodian, paying agent, calculation agent and similar capacities involving various asset classes, including auto loans, equipment lease receivables, timeshare interests, student loans, commercial loans, solar loans and assets and data centers. Anns also has experience in real estate-related finance matters including construction, acquisition and permanent financing for a variety of types of real estate.

Professional Memberships:

Alliance for Women Committee American Bar Association Chicago Bar Association National Association of Women Lawyers Structured Finance Association Trustee Committee

ANDERSON, James E

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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Partner in Asset Management Department and Chair of the Regulatory and Enforcement practice. Practice covers the entire range of securities regulation, advising investment advisers, hedge funds, private equity funds, mutual funds, banks and broker-dealers. Advises clients in the purchase and sale of investment advisers and funds, compliance matters and in examination and enforcement-related inquiries by self-regulatory organizations and the SEC. Former Staff Attorney in the SEC's Office of Investment Company Regulation of the Division of Investment Management.
Personal: JD, Brigham Young University Law School, 1992; BA, University of Utah, 1988. See: <https://www.willkie.com/professionals/a/anderson%20james>

ANDERSON, Jarryd

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/jarryd-e-anderson>

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Featured in Energy & Natural Resources (USA - Nationwide), Private Equity (Texas)

See under Texas for profile.

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Featured in FCPA (USA - Nationwide), Litigation (New York)

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Featured in Technology (Texas), Outsourcing (USA - Nationwide)

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

APPLEBAUM, David

Baker Botts L.L.P., Houston

Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: David Applebaum's practice focuses on energy industry enforcement, compliance, internal investigations, audits, litigation, regulatory, and policy matters. He regularly advises on proposed energy market transactions to mitigate enforcement risk from FERC (Federal Energy Regulatory Commission), CFTC (Commodity Futures Trading Commission), NERC (North American Electric Reliability Corporation), state public utility commissions (PUCs), antitrust enforcers, and RTO (Regional Transmission Organization)

market monitors. David has successfully represented clients on a broad range of enforcement investigations and surveillance inquiries alleging market manipulation. David is the former head of FERC's Division of Investigations, where he managed all aspects of the Division, including decisions on opening, conducting, and resolving investigations, settlements, enforcement actions, trials, and electric reliability inquiries. He also led the Division in coordination efforts with the CFTC on market manipulation investigations. During his government service, David was a member of the Office of Enforcement senior management team and was a key advisor to Commissioners' Offices and senior staff on enforcement matters.

Career: David Applebaum's practice focuses on energy industry enforcement, government investigations, internal investigations, litigation, audits, electric reliability inquiries, compliance, regulatory, and policy matters. He advises clients on proposed energy market transactions and trading strategies to avoid or mitigate enforcement risk from FERC, the CFTC, NERC, state PUCs, antitrust enforcers, and RTO market monitors. David is the former head of the Federal Energy Regulatory Commission's Division of Investigations, where he managed all aspects of the Division, including complex decisions related to opening, conducting, and resolving investigations, settlements, enforcement actions, trials, and electric reliability inquiries. Since leaving FERC, David has successfully represented clients on a broad range of enforcement investigations and surveillance inquiries alleging market manipulation.

Professional Memberships: State Bar of Texas District of Columbia Bar New York State Bar Member, Editorial Board, Energy Law Journal Chair, Compliance & Enforcement Committee, Energy Bar Association Former Vice Chair, ABA Antitrust Section's Civil Practice & Procedure Committee Fellow, Texas Bar Foundation

Personal: J.D., Vanderbilt University Law School 1999 Editor-in-Chief, Vanderbilt Journal of Transactional Law B.A., History, University of Pennsylvania 1996 magna cum laude Phi Beta Kappa

ARANOFF, Shara
Covington & Burling LLP, Washington, DC
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Featured in International Trade (USA – Nationwide)

Practice Areas: Ms. Aranoff has represented clients in some of the most significant cases before the U.S. International Trade Commission (ITC) over the past several years, scoring critical victories for her clients in antidumping and countervailing duty investigations involving key global industries. For example, Ms. Aranoff was one of the lead lawyers in the firm's successful representation of Kruger Inc. and the News Media Alliance, winning a unanimous no-injury determination

on newsprint. Ms. Aranoff maintains an active Section 337 litigation practice, representing both domestic and foreign companies. She also advises U.S. importers on customs compliance and tariff mitigation strategies.

Career: Prior to joining the firm, Ms. Aranoff was a Commissioner and Chairman of the U.S. International Trade Commission (ITC), where she was a decision-maker in hundreds of Section 337, antidumping, countervailing duty, and safeguard investigations. Drawing on her 20 years of experience in the executive and legislative branches of the U.S. government, she develops legal and public policy strategies to assist clients navigating the U.S. International Trade Commission, U.S. Customs and Border Protection, Congress, and the courts.

ARBUS SHERRY, Melissa
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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Melissa Arbus Sherry, a former Assistant to the Solicitor General of the United States and former Deputy Managing Partner of the Washington, D.C. office, focuses primarily on appeals in the Supreme Court of the United States, the United States Courts of Appeals, and state appellate courts. Ms. Sherry represents a full spectrum of clients in high-stakes appellate litigation across the country. She has argued 11 cases in the United States Supreme Court and multiple cases in the First, Second, Third, Fifth, Seventh, Ninth, and Eleventh Circuits, among other courts. She served five years as an Assistant to the Solicitor General of the United States. In that role, she represented the United States before the Supreme Court, oversaw the government's litigation in federal appellate courts, and worked with and across federal government agencies and components within the Department of Justice. Ms. Sherry represents clients in a wide range of areas, including intellectual property, securities, arbitration, health-care, tax, communications, white collar, and complex commercial litigation. She excels at distilling and framing complex legal issues through compelling written and oral advocacy. According to a 2018 Law360 article, Ms. Sherry is one of the 10 most experienced women advocates before the Supreme Court, based on the number of cases argued over the past 10 Terms. Some of her notable arguments included: •POM Wonderful LLC v. The Coca-Cola Co. •Bowman v. Monsanto •Amgen, Inc. v. Connecticut Retirement Plans & Trust Funds •CSX Transportation v. Alabama Department of Revenue Ms. Sherry has also drafted more than a hundred briefs before the Supreme Court. She has briefed dozens of cases in federal and state appellate courts. And she has judged hundreds of moot courts for internal and external clients, as well as for organizations such as the US Chamber of Commerce and

the National Association of Attorneys General. She served as a law clerk to Justice John Paul Stevens, and to Judge Diana Gribbon Motz on the Fourth Circuit. Industry and Community Leadership Ms. Sherry is on the Board of Advisors of the Institute of Judicial Administration at NYU School of Law. She is a member of the Edward Coke Appellate Inn of Court. And she serves on the US Chamber of Commerce's Constitutional Law and Federal Courts Amicus Committee and as a Vice Chair of Latham's Associates Committee. She has been featured in media outlets such as the PBS NewsHour, Bloomberg, and the Washingtonian. And she speaks often to industry groups, lawyers, and judges about the Supreme Court and appellate advocacy.

ARCELLA, Craig F
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Craig F. Arcella is a partner in Cravath's Corporate Department and serves as Co-Head of the Firm's Finance Practice. He represents financial institutions and corporate clients in a wide variety of matters, including investment grade, high-yield and convertible bond offerings; liability management transactions; initial public offerings and other equity financings; syndicated loan and other leveraged finance transactions; and mergers and acquisitions. Mr. Arcella also regularly advises companies with respect to governance, public disclosure and other corporate matters.

Career: Columbia Law School (JD, 1998; Harlan Fiske Stone Scholar; Member, "Law Review"); Duke University (BA, 1995)

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Jennifer Archie is a partner in the Washington, D.C. office of Latham & Watkins and a member of the firm's Litigation & Trial Department. She possesses broad investigations, litigation, and counseling experience advising clients from emerging companies to global enterprises across all market sectors in matters involving computer fraud and cybercrime, privacy and data security compliance and program management, advertising and marketing practices, information governance, consumer fraud, employment, and trade secrets. Ms. Archie has particular expertise defending clients in Federal Trade Commission and state consumer protection investigations and preparing for and leading the response to complex and large-scale data breach

incidents. Prior to entering the practice of law, she served as Legislative Assistant and subsequently Press Secretary to Congressman Christopher H. Smith (R-NJ) from 1983-86. She has lectured for various industry, client, and bar groups on diverse topics related to litigation or compliance issues relevant to state and federal computer crime and privacy laws, unfair or deceptive trade practice laws, and social media compliance considerations for regulated industries and public companies. Ms. Archie is the editor of the Global Privacy & Security Compliance Law Blog, which discusses a wide range of legal developments and controversies involving data protection and privacy issues and practices, transborder data transfers, and data and system security terms and breaches across numerous industry sectors.

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Featured in Energy & Natural Resources (USA – Nationwide)

Career: Daniel Archuleta leads Troutman Pepper's gas and pipeline practice, where he advises a broad array of clients on regulation, competition, and transactional issues. Daniel's extensive experience and engineering background enable him to translate the various issues his clients face into pragmatic, real-world solutions in a diverse and ever-changing energy industry. Daniel leverages his unique skill set to tackle emerging issues and navigate complex matters for his clients. He helps his clients develop and construct large infrastructure projects utilizing emerging technologies and addresses regulatory concerns involving liquified natural gas (LNG), compressed natural gas (CNG), renewable natural gas (RNG) and hydrogen production, transportation, and distribution. Daniel represents natural gas pipeline and storage companies, local distribution companies (LDCs), electric utilities, generation owners, and energy trading companies and marketers in proceedings before the FERC, state public utility commissions, and the U.S. Courts of Appeals, particularly in matters related to administrative complaints and litigation, merger proceedings, rate-making and certificate proceedings, and investigation and compliance matters. Daniel consistently counsels a wide-variety of clients on novel issues involving strategic planning and commercial matters within the gas and pipeline industry.

ARKINS, Jonathan
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Jonathan Arkins represents major domestic and international financial institutions, private equity funds, and other institutional investors in private placement offerings, revolving and static-pool warehouse

facilities, bankruptcy safe harbored financing transactions and structures, domestic and foreign asset-backed securitizations of a diverse range of asset types, supply chain and trade financing and related trade receivable financing and securitization, mortgage and related asset repurchase transactions, fund finance and subscription lines, standby and trade letters of credit, and various other types of secured lending. In addition, Mr. Arkins has extensive experience in short and long term international and domestic monetization transactions, as well as the representation of institutional investors in corporate and asset-backed private placement transactions

ARMSTRONG, David P

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Featured in Projects (USA – Nationwide)

Practice Areas: David Armstrong's practice focuses primarily on the representation of commercial and investment banks, as well as borrowers and issuers, in leveraged and other finance transactions, including project financings, acquisition financings, leveraged leases and other senior secured lending transactions, with a principal focus on the energy and industrial sectors.

Career: LL.B., University of Toronto, 1999 (with honors); B.A., Queen's University, 1995 (with honors)

ARNHOLT, Richard

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Featured in Government (USA – Nationwide)

Practice Areas: Richard Arnholt advises companies, large and small, on the complex rules and regulations applicable to grants and contracts from federal and state governmental entities. In an era of increased budgetary pressures for contractors, Richard focuses his practice on providing practical business and legal guidance to help clients efficiently navigate the minefield of government procurement and grant regulations. Over the past two decades Richard has represented government contract clients in a wide range of issues. In particular, he has extensive experience counseling clients on the complex ethics and compliance obligations required of government contractors and grant recipients; assisting companies and individuals faced with suspension or debarment by a number of government agencies; filing and defending against bid protests at the Government Accountability Office (GAO), Court of Federal Claims, and the Federal Circuit; and government contracts-related litigation such as prime/sub disputes and defending against False Claims Act (FCA) allegations. His practice focuses on: – Government contracts counseling and litigation – Suspension/debarment – Bid and size protests

Career: Joined Bass, Berry & Sims in 2015 Prior to entering private practice, Richard served as a law clerk for the

Honorable Mary Ellen Coster Williams of the U.S. Court of Federal Claims.

Professional Memberships:

American Bar Association, Section of Public Contract Law – Privatization, Outsourcing & Financing Transactions Committee: Co-Chair (2009-2012) – Acquisition Reform & Emerging Issues Committee: Co-Chair (2009-2011) – Young Lawyers Committee: Co-Chair (2007-2009) – Young Lawyers Division Liaison (2004-2006)

Personal: LLM, Georgetown University Law Center (2003) – With Distinction JD, Georgetown University Law Center (2002) – cum laude MA, University of St. Andrews (Scotland) (1997) – With Honors

ARNOLD, Keri

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Keri Arnold is a trial attorney with over twenty years' experience defending companies in product liability, environmental, and complex commercial litigation. She has tried over a dozen cases to verdict, including seven as first-chair trial counsel, on behalf of major pharmaceutical, tobacco, and energy companies. Keri has supervised the management and discovery of mass actions pending in state and federal courts and has extensive experience developing complex medical and scientific evidence for presentation at trial. Most recently, Keri was a member of the trial team that secured a groundbreaking victory for Microsoft, defeating the FTC's efforts to enjoin its \$68.7 billion acquisition of Activision Blizzard and winning the second-biggest merger trial in American history. Following a five-day bench trial, Judge Jacqueline Scott Corley denied the FTC's motion for preliminary injunction, finding that the FTC failed to make its case that the acquisition would substantially lessen competition in the gaming industry. Keri also recently represented a major chemical manufacturer in the Aqueous Film-Forming Foams (AFFF) Products Liability Litigation (MDL No. 2873) in the District of South Carolina. The litigation, involving alleged PFAS groundwater contamination from the use of AFFF, is considered the most significant PFAS litigation in the country. Keri was set to serve as a member of the trial team for the manufacturer in the first bellwether trial in the AFFF MDL, which was halted on the eve of trial when the remaining parties announced a settlement to end all water-provider claims brought against the manufacturer. Keri also currently represents Monsanto in litigation arising out of claims that its popular herbicide Roundup causes Non-Hodgkin Lymphoma. Before joining Wilkinson Stekloff, Keri was a partner at Arnold & Porter, where she specialized in trial work and product liability litigation. Keri is a Fellow of the American College of Trial Lawyers and has been a Lecturer in Law at Columbia Law School. She has

been recognized by Benchmark as a "Litigation Star" and named to their list of the "Top 250 Women in Litigation." She has also been ranked by Legal 500 for "Product Liability and Mass Tort Defense" and appeared on Lawdragon's list of the "500 Leading Litigators in America."

ARORA, Monica

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Monica Arora is a partner and co-head of the Private Funds Group at Proskauer. Monica advises asset managers across the full spectrum of investment fund matters. Her particular expertise concentrates within the areas of buyout, credit, growth equity, real assets and infrastructure funds, including the establishment of bespoke fund structures, joint ventures and other strategic arrangements for sponsors globally. Monica is a thought leader in the industry. She is also a prominent and engaged member of the private funds community, including as a contributor to the New York City Bar Association's Private Investment Funds Committee, Women in Private Equity and Private Equity Women Investor Network. Monica's leadership extends well beyond her role as Co-Head of the department as she is a key member of numerous diversity, equity and inclusion initiatives and was named by the Minority Corporate Counsel Association as a 2022 Rainmaker. She is an active board member of Her Justice, a leading organization that provides free legal help to low-income women living in New York City, and is also actively engaged in a number of charitable boards outside of the Firm. Prior to joining Proskauer, Monica was the global head of the investment funds group at White & Case.

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Featured in International Trade (USA – Nationwide), Intellectual Property (USA – Nationwide), Intellectual Property (New York)

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Featured in Antitrust (USA – Nationwide), Antitrust (District of Columbia)

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Featured in International Trade (USA – Nationwide)

Practice Areas: Patent Litigation ITC Litigation Trade Secrets Litigation IP Enforcement Programs Intellectual Property Law Trademark, Copyright,

Internet & Advertising Inter Partes Review (IPR)

Career: For nearly 20 years, Veronica Ascarrunz has developed a practice focused on Section 337 litigation at the U.S. International Trade Commission (ITC). She is the Immediate Past President of the ITC Trial Lawyers Association and has secured successful outcomes for dozens of clients in Section 337 ITC investigations at all stages, from early resolution through trial and appeal, including precedent-setting wins. Veronica represents clients in a range of industries, including medical device, pharmaceutical, software, semiconductor, telecommunications, and consumer products technology. Veronica's expertise also includes the litigation of complex patent, trademark, and trade secret matters in federal courts and at the U.S. Patent and Trademark Office (USPTO), including bench and jury trials, Hatch-Waxman litigation, product development license disputes, and USPTO inter partes proceedings.

ASHLEY, Jillian

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Featured in Projects (USA – Nationwide)

Practice Areas: Jillian is in our Projects, Energy, Natural Resources and Infrastructure (PENRI) group and is Head of US China Group. Jillian has significant experience representing investors, sponsors, developers and lenders on the acquisition, financing and development of major projects around the world in a wide range of sectors, including all aspects of energy transition (including carbon capture, utilization and storage (CCUS), hydrogen, EV and renewables), transportation (including airports, rail, ports and roads), power generation and distribution and water. She also has extensive experience advising on the structuring, formation, marketing and financing of private investment funds in the infrastructure, energy, real estate and mining sectors, including representing lenders and funds on subscription line, NAV and hybrid financings for funds. Chambers USA 2023 has noted Jillian as Band 4 in the PPP market. Jillian has recently returned to the firm after serving as an Executive Director with J.P. Morgan Asset Management's Infrastructure Investments Group, where she advised on the legal, compliance and risk aspects of all matters related to the Group's private infrastructure investment fund, including fund structuring, investor onboarding and global financing and M&A transactions. Head of US China Group, Jillian has particular experience advising Chinese clients on their projects in the Americas, and advising US clients on transactions related to China, in close coordination with A&O Shearman's China offices. Jillian attended both Harvard College and Harvard Law School, graduating with honors of summa cum laude and magna cum laude. Jillian is fluent in Mandarin.

ASSADIPOUR, Azad

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Featured in Derivatives (USA – Nationwide)

Practice Areas: AZAD ASSADIPOUR is a partner in Sidley's Investment Funds group in the New York office, primarily advising buy-side clients in connection with all aspects of their trading, structuring, and documenting of derivatives and securities transactions. Azad works with a variety of clients including hedge funds, registered investment companies, private equity funds and fund sponsors, pension funds, insurance companies, energy companies, sovereign entities, and other large corporate end users of derivatives. Azad has extensive experience negotiating a wide variety of trading agreements, including ISDA Master Agreements, prime brokerage agreements, securities lending agreements, futures agreements, repurchase agreements (including FICC sponsored member transactions) and securities forward transactions. Azad regularly advises clients on hedging in the context of structured finance transactions, including oil and gas securitizations and other asset-backed securities issuances. In addition, Azad has extensive experience negotiating bespoke trade confirmations and master confirmations in respect of equity derivatives, credit derivatives and structured repurchase and securities lending transactions. Azad also has substantial experience advising buy-side clients on regulatory issues relating to Dodd-Frank, with a focus on regulations implemented pursuant to Dodd-Frank Title VII. In particular, Azad has been active in advising buy-side clients on the application of the variation and initial margin rules for uncleared swaps promulgated by the CFTC and the U.S. prudential regulators and negotiating related regulatory initial margin credit support documentation. Azad has been recognized as an "Up and Coming" lawyer in Derivatives in Chambers Global (2022–2024) and Chambers USA (2021–2023). It was noted that he "demonstrates an impressive ability to lead derivatives transactions, including notable work in the negotiation of ISDA master agreements." Clients said, "Azad delivers his work with professionalism, and crafts well thought-out analyses to many complex issues with ease," and "His advice is practical and on-market, yet thorough and based on experience and comprehension of the agreements."

ASTOLFI, Paul

Mayer Brown LLP, Chicago

Featured in Projects (USA – Nationwide)

Practice Areas: Paul Astolfi is co-leader of Mayer Brown's Projects & Infrastructure group and has spent the better part of the last 20 years working on greenfield and brownfield power, energy and infrastructure finance and M&A transactions and reorganizations. His experience includes billions of dollars of investment in renewable energy companies and projects, gas-fired peakers in PJM, QFs in MISO, hedged

merchant wind and solar facilities in ERCOT (and elsewhere), contracted solar facilities in CAISO, various energy projects in Mexico, and several project bond financings (144A and private placements). Paul has a particularly strong expertise in multi-tiered financing structures and cross-border transactions, including intercreditor arrangements and workouts. Paul speaks French competently and can read and understand Spanish. He is a member of the New York Bar, among others.

ATKINS, Raymond A.

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Featured in Transportation (USA – Nationwide)

Practice Areas: RAYMOND ATKINS is widely recognized as a leader in the transportation field. With 25 years of experience, Ray advises some of the world's largest transportation companies on high-stakes transportation issues, including issues involving transactions, regulatory litigations, appeals, competition law, and federal preemption. Ray is the co-leader of Sidley's Transportation practice, which has been ranked as one of the nation's top-tier practices by Chambers USA for Nationwide Transportation: Rail (for Railroads) every year since 2007. The group is routinely praised by Chambers for being "highly experienced in complex and sophisticated rail transactions" (2023) and the team is lauded as "true experts in the field of transportation law" (2015).

ATKINSON, Kathryn Cameron

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Featured in FCPA (USA – Nationwide)

Practice Areas: Corporate compliance, governance, and investigations, including FCPA and anti-corruption law, export controls and economic sanctions, and anti-money laundering laws; risk assessment, program design, and testing; merger and acquisition due diligence; and internal and government investigations.

Career: Chair, Executive Committee, Miller & Chevalier; selected three times as a government-appointed Independent Compliance Monitor pursuant to FCPA resolutions with the U.S. Department of Justice and Securities and Exchange Commission; Member, CEELI Institute International Advisory Board.

Personal: JD, Cornell Law School, 1992; BA, The Johns Hopkins University, 1989.

ATTRIDGE, James

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Featured in Antitrust (USA – Nationwide)

Practice Areas: James ("Jimmy") Attridge – former Chief of Staff of the U.S. Department of Justice (DOJ) Antitrust Division, Counsel to the Assistant Attorney General, and federal prosecutor – represents clients in cartel investigations, antitrust litigation, and

complex merger reviews. Drawing on his government experience under multiple administrations, Jimmy provides a strategic and comprehensive perspective on a wide range of government investigations and litigation. Lauded by clients in The Legal 500 United States for his work representing both companies and individuals in cartel matters, Jimmy is adept at navigating antitrust compliance issues, cartel investigations and defense, and follow-on civil litigation. He also counsels clients on engaging with the DOJ in a range of areas where the Antitrust Division has committed to heightened enforcement, including merger reviews, civil conduct investigations, and interlocking directorates. As Chief of Staff of the Antitrust Division, Jimmy was a key advisor on policy changes, investigations, and enforcement efforts. He managed a team of advisors, oversaw work product ranging from articles to speeches, and represented the Division with fellow antitrust enforcers and within the DOJ. As Counsel, he advised senior leaders on a record-high docket of criminal investigations and litigation, including scores of recommendations to open and resolve investigations, grant leniency, and seek indictments. Additionally, he implemented policy changes to bring criminal charges for collusion in the labor markets, to incentivize and assess corporate compliance, and to create the Procurement Collusion Strike Force, an interagency effort to detect and prosecute cartels and fraud affecting government procurement. Jimmy also served as a criminal prosecutor during his stint at the DOJ. Prior to his government service, Jimmy practiced in the antitrust department of a global law firm. After graduating from the Georgetown University Law Center, Jimmy was a law clerk for the Honorable Liam O'Grady of the U.S. District Court for the Eastern District of Virginia. During law school, Jimmy was a Charles H. March Fellow and law clerk for Federal Trade Commission Chairman Jon Leibowitz.

AXELROD, Gary

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Featured in Leisure & Hospitality (USA – Nationwide), Real Estate (Illinois)

See under Illinois for profile.

AXTELL, Sarah

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)

See under California for profile.

AYANIAN, John V

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: John V. Ayanian is co-chair of McGuireWoods' Securities Enforcement & Regulatory Counseling practice group. He has substantial experience advising broker-dealers,

including retail, institutional, and clearing broker-dealers on a wide range of regulatory and compliance obligations under the Securities Exchange Act of 1934 and SEC, FINRA, and MSRB rules impacting their respective businesses. He regularly advises clients on broker-dealer status issues, Regulation Best Interest, Form CRS, conflicts of interest, disclosures, advertising, the distribution of investment products and investment research, trading issues, best execution obligations, and SEC and FINRA registration issues, and digital engagement practices. John also has significant experience on issues involving broker-dealers' obligations under net capital and customer protection rules, market structure, regulatory matters involving mergers and acquisition transactions, as well as issues involving the use of money market and bank deposit sweep programs. Prior to joining McGuireWoods, John served as the co-chair of a national law firm's financial services industry initiative, the practice leader for the firm's broker-dealer regulatory practice, as well as the Washington, D.C. office managing partner. He was vice president and assistant general counsel with a national bank holding company, where he worked with its broker-dealer subsidiaries. He also served as a staff attorney and Special Counsel in the SEC's Division of Market Regulation, Office of Market Supervision, where he was responsible for the regulation of trading and markets.

AYER, John

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Featured in Private Equity (Massachusetts), Private Equity (USA – Nationwide)

See under Massachusetts for profile.

AZARKH, David

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Corporate Partner with a broad practice, assisting investment banks and corporate clients with securities offerings ranging from high yield and investment grade debt offerings, initial public offerings, pre-IPO financings, primary and secondary offerings, leveraged buyouts, liability management transactions and other types of capital markets transactions. Offers particular experience with regard to underwriter representations and related market knowledge of covenant terms and disclosure matters. Regularly advises corporate clients on securities laws, corporate governance and other general matters.

Career: Joined Firm, 2011; Partner, 2016.

Publications: Regularly writes for industry publications, including co-authoring articles for Lexis Practice Advisor® and Law360.

Personal: B.A., Boston University (2002); J.D., Georgetown University Law Center (2006).

BABCOCK, Charles
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Featured in First Amendment Litigation (USA - Nationwide), Litigation (Texas), Litigation (Texas: Houston & Surrounds)
See under Texas for profile.

BACKHOUSE, Denise
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Featured in eDiscovery (USA - Nationwide)

Practice Areas: Class Action; eDiscovery; International Employment Law; Litigation and Trials; Privacy and Data Security.

Career: Reinforcing the firm's commitment to providing its clients with leading-edge solutions in the rapidly developing area of eDiscovery, Denise provides focused guidance and expertise on information governance and electronic discovery matters to Littler's lawyers and their clients. Backhouse is a Certified Information Privacy Professional/Europe (CIPP/E). She is a frequent lecturer on eDiscovery and data protection issues, including on such topics as developing trends, cross-border discovery, data protection and privacy, and privilege and ethics in eDiscovery. Additionally, Backhouse is a founding director of the Cardozo Data Law Initiative (CDLI), Benjamin N. Cardozo School of Law, Yeshiva University and serves on the Steering Committee of the American Bar Association Cross-Border Discovery Institute and the Working Group Series Leadership Council of The Sedona Conference®.

Professional Memberships:

American Law Institute; International Data Law Association - Founding Member, Board of Directors; American Bar Association Annual Cross-Border Institute: The Interplay Between Global Discovery, Privacy and Data Security, 2023; American Bar Association Annual Cross-Border Institute: The Interplay Between Global Discovery, Privacy and Data Security, 2017-2023

Publications: The EU General Data Protection Regulation (GDPR), International Corporate Practice, Practising Law Institute, Chapter Co-Author, March 2022 Cyber Evidence, Corporate Criminal Defense: Compliance, Investigation, and Trial Strategies, Aspen Publishers, Chapter Author, 2012 and 2013 Social Media and Employment, Labour & Employment, Getting the Deal Through, Law Business Research Ltd., Contributing Author, 2011, 2012 and 2013

BACON, Brittany
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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Brittany has received national recognition for her work in assisting clients in identifying, evaluating and managing a panoply of global

privacy and information security risks and compliance issues. She advises clients on U.S. state and federal privacy requirements and global data protection laws. In addition, Brittany routinely advises clients on data breach response and has served as a lead attorney on the two largest reported breaches in history. Having managed hundreds of cybersecurity incidents, Brittany is the go-to for handling catastrophic events that pose significant legal, regulatory and reputational risk to companies. She directs complex forensic investigations, prepares relevant notifications, and advises clients on regulatory investigations by state Attorneys General, the FTC, SEC, and international data protection authorities. Brittany also builds global privacy programs designed to comply with domestic and foreign legal requirements. She routinely conducts privacy impact assessments and advises companies on managing risk in connection with extensive and innovative data collection and use, including with AI and ML. Brittany also regularly negotiates privacy and data security provisions of complex commercial and technology-related contracts and helps companies design robust vendor management programs.

BAGATELL, Dan L
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Featured in Intellectual Property (USA - Nationwide)

Practice Areas: Appeals, Issues & Strategy Litigation Antitrust & Unfair Competition Litigation Patent Litigation Trade Secrets Intellectual Property Law Patent Appeals Trademark, Copyright, Internet & Advertising

Career: Dan Bagatell has been practicing appellate law for over three decades. Since 2005, his practice has focused on patent appeals and other disputes involving complex technology or complicated statutory schemes. Dan chairs Perkins Coie's Federal Circuit patent appeals practice, and he has handled well over 100 appeals in that court. In addition, Dan regularly counsels clients and trial lawyers on crucial legal issues in high-stakes matters. Clients often enlist him for strategic advice, amicus briefs, and other special projects. Dan is a Fellow of the American Academy of Appellate Lawyers.

BAHAR, Michael
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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Partner Michael Bahar is a litigation attorney in Eversheds Sutherlands Washington DC office; and the co-lead of the firm's global Cybersecurity and Data Privacy practice as well as co-lead of the firm's congressional investigations practice. Leading a team of over 160 cybersecurity and data privacy lawyers across 35 countries, Michael provides highly-re-

sponsive, pragmatic and comprehensive cybersecurity and privacy advice to some of the world's largest companies. He has particular experience in helping businesses across industries efficiently navigate the rapidly evolving threat, regulatory and litigation environments. His business-focused legal advice is designed to mitigate risk and maximize opportunities, especially for those companies looking to enter new markets, develop or adopt revolutionary technologies and products, monetize data and transfer data across borders. Drawing from his experiences at the White House, with the US Intelligence Committee, in the military, and as a litigator, Michael offers a wealth of knowledge about data privacy, cybersecurity, surveillance laws, artificial intelligence, next generation technologies and crisis management. In particular, he can help: •develop and operationalize privacy incident management capabilities, global privacy programs; and globalized data processing agreements •respond to breaches, conduct privileged investigations, and make multijurisdictional regulatory and individual breach notifications •respond to regulatory inquiries and defend against regulatory enforcement action •defend data breach and cryptocurrency class actions •respond to congressional inquiries and investigations •develop, adopt and roll out revolutionary technologies like biometrics, artificial intelligence and blockchain •conduct cyber, privacy and AI due diligence for mergers and acquisitions •resolve workplace privacy challenges (including remote work issues) Michael is a frequently published author, and he is often invited to deliver keynote addresses on cyber, privacy, crisis management, high-stakes negotiations, and leadership. He is also a Captain and Commanding Officer in the US Navy JAG Corps Reserves, and he currently serves as the Commanding Officer of the Navy Reserve Unit for the Defense Institute of International Legal Studies (DILS). With DILS, he regularly advises foreign militaries on cyber law. In 2019, he negotiated the release of two hostages in Afghanistan in 2019, and he served as the lead lawyer for the US team negotiating the peace talks with the Taliban between August 2019 and March 2020. While on active duty before coming to Eversheds Sutherland, he litigated felony courts-martial, dealt with cutting-edge legal issues involving the laws of war, led the capture and investigation of the US Navy's first set of apprehended pirates in generations, led a team of lawyers deployed to Afghanistan in support of a Special Operations Task Force and completed two Pentagon tours. He has received two Defense Meritorious Service Medals, one Navy Meritorious Service Medal, six Navy Commendation Medals and one Navy Achievement Medal, in addition to earning his Navy Parachutist Wings. Prior to Eversheds Sutherland, Michael also served as Deputy Legal Advisor to the National Security Council at the White House, as Minority Staff

Director and General Counsel for the US House Intelligence Committee, and as a former Active Duty Navy JAG. While with the House Intelligence Committee, he was lead drafter and negotiator for the Cybersecurity Act of 2015, the USA Freedom Act (which reformed certain key surveillance authorities) and four annual Intelligence Authorization Acts. He also led the Committee's investigation into the Russian hacking of the 2016 election until May 2017.

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Featured in Sports Law (USA - Nationwide)

Practice Areas: CHARLES BAKER

co-chairs Sidley's Entertainment, Sports and Media industry group. Chuck represents investors in professional sports businesses and teams and advises on sports and entertainment transactions. With decades of experience in the sports industry, Chuck has represented franchise owners across multiple leagues, including the National Football League (NFL), Major League Baseball (MLB), Major League Soccer (MLS), the National Basketball Association (NBA), the National Hockey League (NHL), the National Women's Soccer League (NWSL), Liga MX, and multiple European football leagues. He recently advised on the record-breaking US\$6.05B purchase of the Washington Commanders, the acquisition of the Charlotte Hornets, and the acquisition of the NWSL's Chicago Red Stars. Chuck also represented the owners of Angel City FC and KC Current soccer franchises in their expansion into the NWSL and handles all of their commercial deals. Recently, he represented the owners of the Premier Hockey Federation, the top international women's hockey league in their sale to launch the PWHL, as well as the Professional Fighters League (PFL) in their investment by SURJ Sports Investment of Saudi Arabia and the acquisition of Bellator MMA from Paramount Global.

BAKER, Matthew
Baker Botts L.L.P., Houston
Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Matthew's cross-disciplinary practice focuses on data privacy, cybersecurity, crisis management, and incident response for a broad range of industries. He is well-versed in multi-jurisdictional privacy compliance; cyber risk identification, mitigation, and response strategies; complex information governance and data management issues; and cross-border electronic discovery. His diverse experience at the intersection of litigation, informational and operational technology, and data management enables him to provide clients with comprehensive business-oriented counsel proactively and in real time. Matthew routinely counsels clients on considerations arising under a wide range of domestic and international privacy and security laws, standards, and best practices. Such

frameworks and standards include the California Consumer Privacy Act of 2018 (CCPA), the Illinois Biometric Information Privacy Act (BIPA), the EU's General Protection Data Regulation (GDPR), Canada's Personal Information Protection and Electronic Documents Act (PIPEDA), and Brazil's General Data Protection Act (LGPD), as well as regulatory guidance and international standards relating to privacy and security, such as NIST or ISO standards. In addition, Matthew has managed dozens of cyber and privacy incidents for multi-national companies through all aspects of investigation, remediation, notification, regulatory engagement, and litigation. With his keen awareness of the enforcement landscape, Matthew assists clients with incident and crisis response preparedness. As part of this, Matthew works hand-in-hand with clients to develop tabletop exercises, simulations and drills for individuals in a variety of roles to help identify and address gaps in procedures and protocols for emergent situations. Matthew is a certified privacy and information management specialist, including as a: Certified Privacy Program Manager (CIPM); Certified Information Privacy Professional – U.S. (CIPP/US); and Certified Information Privacy Professional – Europe (CIPP/E).

Career: Prior to joining the firm, Matthew represented clients in complex criminal and commercial litigation matters throughout all phases of regulatory investigations, trial and appellate proceedings, with a focus on environmental and energy-related litigation. During law school, Matthew served as a law clerk for the U.S. Attorney's Office for the Southern District of California.

Professional Memberships: State Bar of California; State Bar of Texas; New York State Bar; Certified eDiscovery Specialist (CEDS); Information Governance Professional (IGP); Certified Privacy Program Manager (CIPM); Fellow in Privacy (FIP); Certified Information Privacy Professional – U.S. (CIPP/US); Certified Information Privacy Professional – Europe (CIPP/E)

Personal: J.D., Southern Methodist University Dedman School of Law 2008 B.A., Political Science, University of Saint Thomas 2005

BAKER III, William R
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Featured in Securities (USA – Nationwide)

Practice Areas: William R. Baker III handles a broad range of business regulatory and corporate governance matters, including representing corporations, auditing and other professional firms, investment banks, and other financial institutions in US Securities and Exchange Commission (SEC) and other regulatory enforcement proceedings. In addition, Mr. Baker conducts internal investigations on behalf of management and boards of directors. He regularly counsels clients on SEC

reporting, disclosure, compliance, and corporate governance requirements. He is the former Local Co-Chair of the Litigation & Trial Department in the firm's Washington, D.C. office. Prior to joining Latham, Mr. Baker was Associate Director of the Division of Enforcement at the SEC, where he worked for 15 years. In that capacity, he was responsible for supervising all types of SEC enforcement activities, including investigations involving issuer accounting fraud and other disclosure violations, insider trading, market manipulation, and broker-dealer misconduct. During his tenure as Associate Director, Mr. Baker led numerous high-profile investigations that resulted in several landmark enforcement actions, including the global settlement in 2000 involving the Commission, Department of Treasury, Department of Justice, Internal Revenue Service, National Association of Securities Dealers, and 21 securities firms that resulted in those firms paying a total of US\$195 million to resolve claims that the firms charged excessive markups on government securities, and the Commission's action against WorldCom Inc., involving one of the largest financial frauds in history. While at the Commission, he was a recipient of the SEC's Stanley Sporkin Award, awarded by the Chairman of the SEC in recognition of outstanding contributions to the Enforcement program, and of the Commission's Law and Policy Award. He is Co-Chair of the Sub-Committee on SEC Enforcement and Civil Litigation of the American Bar Association Business Law Section and serves on the Advisory Council of the SEC Historical Society. From 2001–2004, Mr. Baker was an adjunct professor at George Washington University Law School, where he taught Securities Regulation. He is a frequent speaker and panelist on securities law issues at programs organized by a wide variety of groups, including the American Bar Association, the District of Columbia Bar Association, the Association of the Bar of the City of New York, the Securities Industry Association, The Bond Market Association, the Justice Department's National Advocacy Center, the Practising Law Institute, Georgetown University Law Center, and Stanford Law School. After graduating from law school, Mr. Baker clerked for Judge Douglas W. Hillman, United States District Judge for the Western District of Michigan.

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Featured in Technology (USA – Nationwide), Technology (California)
See under California for profile.

BANDY, Anita
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Featured in Securities (USA – Nationwide)

Practice Areas: Ms. Bandy advises corporations, financial services companies, boards and their board committees, as well as directors, officers and other executives, on matters involving the Securities and Exchange Commission (SEC) and other U.S. and international law enforcement agencies. Ms. Bandy represents clients in connection with SEC investigations focused on financial reporting, corporate governance, internal controls and the Foreign Corrupt Practices Act, as well as conduct involving regulated entities, including broker-dealers, investment advisers and private equity firms. She is a leader in the areas of financial reporting, accounting and issuer disclosure and has extensive experience conducting internal investigations and advising on compliance, risk management and due diligence matters before and after securities-related issues arise. Prior

to joining Skadden, Ms. Bandy served for 17 years at the SEC's Enforcement Division, where she supervised, investigated and brought actions that covered the entire breadth of the SEC's enforcement authority.

Career: U.S. Securities and Exchange Commission (2004–22); J.D., American University, 1999; B.A. University of Michigan, 1996

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Featured in Political Law (USA – Nationwide)

Practice Areas: Jan Baran is a Partner at Holtzman Vogel and has decades of experience as one of the nation's preeminent election law attorneys. He advises clients on all aspects of election and political law including federal, state, and local campaign finance laws, government ethics requirements, and lobbying laws. Jan is also an experienced litigator who has argued numerous cases before the Supreme Court of the United States and U.S. Circuit Courts of Appeals. Chambers and Partners has described Jan as “the dean of campaign finance.” Clerkship/Government Experience: Special Counsel, Virginia Office of the Attorney General (2005) U.S. Ambassador, World Administrative Radio Conference (1990–1992) General Counsel, Republican National Committee (1989–1992) General Counsel, George H.W. Bush for President (1986–1989)

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Power & Utilities; Energy & Natural Resources; Infrastructure; Energy Transition; Environmental, Social and Governance (ESG); Mergers & Acquisitions

Career: Member of S&C's General Practice Group and co-head of the Firm's Power and Utility Group. Extensive experience in M&A, joint ventures, investment and credit transactions for regulated public utilities and other energy companies. Counsels public companies, infrastructure funds, private equity firms, investment banks, other investors and financial institutions on strategic corporate and credit transactions and applicable federal and state energy regulatory requirements. Advises on energy legislation, regulatory reform efforts and the impact of evolving laws and regulations on the energy transition. Most recently, represented companies and investors in acquisitions to establish new joint ventures to own and develop renewable energy projects and related investments as part of the energy transition as well as ongoing wholesale power market transactions.

Professional Memberships: ABA; ABCNY (Former Member, Energy Committee)

Personal: Vanderbilt University Law School (JD, 1986); Princeton University (BA, 1983)

BARIS, Jay G

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: JAY BARIS is a partner in the Investment Funds group and has practiced in the asset management area for more than 35 years. Jay is widely recognized for his breadth of experience representing registered funds, investment advisers, financial institutions, broker-dealers, and independent directors on the full spectrum of financial services regulation, transactions, and governance matters. Jay's work with registered funds includes mutual funds, closed-end funds, exchange-traded funds, and business development companies. He has extensive experience advising on the regulatory aspects of fund and investment advisory operations, and has represented numerous clients on mergers and acquisitions, reorganizations, exemptive applications, and compliance issues. He also advises operating companies on "status" issues that arise under the Investment Company Act of 1940. More recently, he has been advising FinTech clients on how the federal securities laws apply to digital assets and cryptocurrencies. An active speaker and writer on issues concerning investment management and the regulation of financial institutions, Jay has been published in a variety of trade and general interest publications, including *Insights: The Corporate & Securities Law Advisor*, *The New York Times*, *The Wall Street Journal*, *Financial Times*, *Wolters Kluwer*, *The Review of Securities & Commodities Regulation*, *Fund Action*, *The Review of Banking & Financial Services*, *Fund Directions*, and *Fund Board Views*. Jay is an adjunct professor of law at Brooklyn Law School, and chairs the Task Force on Blockchains, Cryptocurrencies and Investment Management of the Federal Securities Regulation Committee of the American Bar Association's Business Law Section. Jay hosts *Mutual Fund Minute*, a bi-weekly Sidley podcast available on Spotify, Apple, Google and other major podcast platforms.

BARNES, Courtney

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Featured in Psychedelics Law (USA – Nationwide)

Practice Areas: Courtney Barnes specializes in advising clients on regulatory compliance, risk management, contract creation, nonprofit formation, and strategic operational matters relating to provision of services and the production and distribution of stringently regulated compounds in emerging industries. Her legal expertise includes providing bespoke DEA, FDA, and state regulatory compliance guidance, including licens-

ing, distribution, and advertising strategy to consumer-packaged goods (CPG) manufacturers, retailers, and ancillary service providers. Ms. Barnes was a lead drafter of Denver's Psilocybin Decriminalization Initiative (the nation's first successful voter-initiated psychedelic policy reform ordinance) and has extensive experience drafting state and local policy relating to the regulation of cannabis and psychedelics. Licensed to practice law in California, Colorado, and Texas, she is a sought-after public speaker, spiritual seeker, and trailblazer in drug policy reform.

Personal: University of Denver Sturm College of Law, J.D. (2017). University of South Florida, B.A., summa cum laude (2010).

BARNES, Shauna

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Shauna Barnes is the founder of Barnes Beverage Group, a law firm specializing in providing external General Counsel and regulatory counsel to beverage companies. The firm's model is unique, in that it favors a flat fee or subscription model that better aligns clients' incentive and goals with that of their attorneys. Shauna has over a decade of experience advising beverage companies, much of which was spent as General Counsel for Dogfish Head. She has extensive experience providing counsel to executive and management teams on legal, compliance and regulatory risks surrounding day-to-day operations, strategic planning, international expansion, product rollouts, and major promotions and marketing campaigns. Shauna marries legal and strategic advice to help her clients – big and small – navigate the life cycle of distribution relationships. She's negotiated hundreds of distribution agreements, successfully rehabilitated dozens of distributor relationships, and advised clients through exiting the relationship, whether the reason was good cause or an M&A event. Executive teams benefit from Shauna's experience providing creative solutions to tricky regulatory schemes, including shepherding legislative changes through the statehouse. She has considerable expertise drafting and negotiating commercial agreements, including distribution, supply, project, purchase, sponsorship, and events agreements. She has worked with lobbyists and trade associations since 2012 and has drafted several pieces of legislation that are now law. Shauna started with McDermott Will & Emery in Washington, D.C., providing antitrust and alcohol beverage counsel. At Dogfish, Shauna started the legal department and helped launch a distillery, launched dozens of states, and expanded the brewery and distillery's capacity. She negotiated hundreds of distribution agreements and navigated dozens of strategic distribution partnership changes without litigation or arbitration.

Shauna graduated cum laude from Wake Forest University School of Law and was a graduate with distinction from the Pennsylvania State University. She serves on the Law Board of Visitors for the Wake Forest University School of Law and is a member of several alcohol beverage industry associations, including Women of the Vine & Spirits, the National Conference of State Liquor Administrators, the National Alcohol Beverage Control Association, and the Brewer's Association. She regularly volunteers her time to the Delaware Brewer's Guild.

Professional Memberships: Maryland State Bar North Carolina State Bar Washington, D.C. Bar U.S. Supreme Court Bar Law Board of Visitors, Wake Forest University School of Law Planning Committee, National Conference of State Liquor Administrators Women of the Vine & Spirits Brewer's Association Member, various state brewers guilds

BARNETT, Benjamin

Seeger Weiss LLP, Philadelphia

Featured in eDiscovery (USA – Nationwide)

Practice Areas: Ben Barnett is a leading eDiscovery attorney who has played a key strategic role in significant civil and criminal matters for more than 17 years. Many of the eDiscovery strategies that Mr. Barnett developed in the crucible of national multi-district litigations in the U.S. now serve as "best practices" for companies facing serial litigation and investigations. Mr. Barnett helped engineer and implement Dechert's client-focused eDiscovery Advisory Team (eDAT) and Preferred Vendor Program (PVP) which aim to transform eDiscovery from an area of legal and financial risks to a source of strategic strength supporting clients' litigation and business objectives. In the past decade, Mr. Barnett's work has increasingly been for clients facing simultaneous multi-jurisdictional criminal investigations and civil litigation such as the Takata Airbag litigation which arose from the largest automotive recall in U.S. history. Recently, Mr. Barnett was the chief architect of the disclosure strategy for the global Airbus investigation which resulted in a same-day resolution with authorities in France, the UK, and the U.S. in 2020. Working within a client-created Virtual Law Firm, Mr. Barnett designed, implemented, and managed a strategy to accelerate the identification and production of key evidence to the authorities in three jurisdictions while navigating a maze of different data security laws, privacy restrictions, languages, and legal privilege regimes. This unified strategic approach significantly reduced the time and cost of disclosure and generated millions in cooperation credit for Airbus. Airbus, the VLF, and the Dechert team received multiple awards for their ground-breaking work in the investigation and in 2020 Mr. Barnett was the recipient of a North American Innovation Lawyer Award from the Financial Times for his work on the Airbus investigation.

BARR, Matt

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

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BARRETT, Monica

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Featured in Education (USA – Nationwide)

Practice Areas: – Higher Education – Labor and Employment

Career: Monica joined the firm as a member in 2016 after having served as Interim General Counsel at Rutgers, the State University of New Jersey. She provides legal advice and counsel to colleges and universities, public school districts and independent schools in all aspects of education law, including student affairs, faculty tenure and promotion, governance issues, athletics and academic affairs. Monica advises on staff and student employment, grievances, student conduct and discipline, Title IX policies and investigations, threat assessment and behavior intervention, FERPA, public-records, accreditation, regulatory and non-profit compliance, bylaws, and policy handbooks. She counsels clients on a variety of employment law issues, such as executive contracts and compensation, severance agreements, disability accommodations, FMLA and other leave issues, and misconduct investigations. Monica partners with other attorneys at the firm to conduct investigations at all levels of client institutions. She also defends institutions before state and federal agencies and courts. Monica's responsibilities at Rutgers encompassed the full range of legal and compliance issues facing a state-wide research university with major professional schools and 29 labor unions, 20,000 employees, and a student body of approximately 65,000. As a key member on the President's Cabinet she was responsible for advising the President and members of the Boards on all legal issues, and supervising a staff of 18 lawyers. Monica is a frequent presenter at National Association of College and University Attorneys (NACUA) national conferences and she has been widely published on a variety of higher education topics. Previously, she was employed as Executive Deputy General Counsel at the State University of New York; Associate General Counsel at Cornell University; and Assistant General Counsel at Barnard College.

Professional Memberships: – Editorial Board, *Journal of College and University Law*, 2016-2017 – Co-Chair, Working Group, Diversity and Civil Rights, NACUA Annual Conference, 2015 – Chair, Program Committee for NACUA Conference on Higher Education Employment Issues, 2014 – Board Member, NACUA, 2011-2014 – Chair, Committee on Legal Education, NACUA, 2012-2013; Vice Chair, Committee on Legal Education, NACUA, 2005-2006;

2009-2010; 2010-2011 –Chair, Program Committee for NACUA Conference “Responding to Sexual Violence on Campus: OCR Dear Colleague Letter Compliance,” 2011 –Chair, Program Committee for NACUA Conference “Setting Up International Programs,” 2011 –Chair, Advisory Board Council on Diversity and Inclusivity, NACUA, 2009-2010; 2010-2011 –Chair, Virtual Seminars Subcommittee, Committee on Legal Education, NACUA, 2009-2010

Publications: Co-Author, “Character and Other Anecdotal Evidence in the Time of “Me Too,” Millennials, and Generation Z,” *PLI Current: The Journal of PLI Press*, Vol. 4, No. 3 (2020)

BARRI, James

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: James Barri is a partner, Co-Chair of the Capital Markets practice and Co-Chair of the Debt Capital Markets practice. James works on a variety of corporate and securities matters, including public and private offerings of debt and equity securities, tender and exchange offers, securities law compliance for public and private companies and other general corporate matters.

Personal: JD, Georgetown University Law Center 2001 (cum laude); BA, Cornell University 1998

BARRON, Mark S

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Featured in Litigation (USA – Nationwide), Energy & Natural Resources (Colorado)

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BARROWES, Brooksany

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Brooksany represents clients in transactional matters and litigation that relate to the energy industry and energy transition, with a focus on assets regulated by the Federal Energy Regulatory Commission, state public utility commissions including the Public Utility Commission of Texas, the Department of Energy, and the Commodity Futures Trading Commission. Brooksany also has represented clients before federal and state courts, including in bankruptcy courts, assisted with internal investigations and developed energy trading and corporate compliance programs. Brooksany has advised clients with investments in a variety of infrastructure interests, including renewable electric generation and energy storage, renewable natural gas and bio-based fuels, liquefied natural gas (LNG), energy trading and services, environmental attributes trading and commoditization, electric transmission, traditional power, natural gas and oil pipeline companies, and public utilities. Brooksany's experience includes coun-

seling clients with respect to project development and financing, sales and acquisitions, commercial agreements and hedging related to electric generation and energy markets, regulatory compliance and enforcement matters, energy disputes, and bankruptcy and restructuring litigation.

Personal: University of Chicago Law School, J.D., 1999; Brigham Young University, B.A., Political Science, 1996

BARRY, William

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Featured in FCPA (USA – Nationwide), Litigation (District of Columbia)

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BARSANTI, Vanessa

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: Vanessa Barsanti has extensive experience in complex commercial litigation, with a focus in multidistrict litigations, antitrust and restructuring, and is a leader of Kirkland's eDiscovery Team. As a member of multiple winning trial teams, Vanessa's experience extends to all stages of litigation, from drafting a complaint to post-trial briefing. She also has extensive experience in managing the discovery process for matters of all sizes, including managing collections, reviews and productions, organizing multi-track offensive and defensive written discovery, drafting successful discovery motions and taking and defending depositions. Vanessa has won a number of major discovery victories for her clients, including preventing depositions of in-house counsel, modifying and quashing burdensome third-party subpoenas, protecting privileged documents and more. Vanessa works with clients to develop practical, efficient and defensible discovery strategies, including developing and implementing custom technical workflows to support eDiscovery needs. She is well-versed in sophisticated document and data analysis, making her uniquely situated to assist her clients in addressing large-scale discovery issues.

Professional Memberships: The Sedona Conference, Working Group 1.

Personal: University of Chicago Law School J.D. with Honors, 2010; Texas Christian University B.A., Religion & Political Science, magna cum laude, 2007.

BARTFELD, Daniel D

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Featured in Projects (USA – Nationwide)

Practice Areas: Dan Bartfeld is a partner in the New York office of Milbank LLP and is the Chair of the firm's Global Project, Energy and Infrastructure Finance Group (which has over 140 dedicated energy/infrastructure attorneys) and is a member of the firm's Global Executive Committee.

Mr. Bartfeld's practice focuses primarily on the representation of investment firms/portfolio companies, financial institutions, multinational companies and developers in a wide range of energy transition, power (renewable/conventional), digital infrastructure, transportation infrastructure/logistics, oil/gas/midstream/shipping and energy-related matters in the US, Latin America and globally. Mr. Bartfeld has led the Milbank team in many of the largest and most high-profile energy/infrastructure matters in these regions. He has particular expertise in transactions throughout the capital structure, as well as representation of US, Asian and European-based lenders and investors (financial sponsors and strategics) focusing on project development, financing and M&A activities (platforms and specified assets). Mr. Bartfeld is a featured speaker at numerous industry conferences and is recognized by a number of publications as one of the world's leading project finance lawyers.

BARTH, Emil

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Energy Regulatory, Renewable Energy, Energy Storage, Energy Litigation, Infrastructure, Oil & Gas, Pipeline Projects, Electric Power.

Career: Emil Barth partners with companies to develop creative strategies for addressing complex regulatory issues across the energy sector, with a focus on matters before the Federal Energy Regulatory Commission, the Department of Energy, and other federal and state agencies. He has counseled clients on innovative renewable energy transactions, electric and natural gas rate cases and tariff issues, NAESB and ISDA contracts, project permitting, and compliance issues. Emil has represented clients in federal and state court litigation related to energy matters. Emil also represents clients before the Federal Communications Commission with respect to wireless licensing and submarine cable landing licensing.

Professional Memberships: District of Columbia Bar, Maryland Bar, U.S. Court of Appeals for the Fourth Circuit

Publications: 16 July 2020 FERC Issues Two Orders with Significant Implications for Renewable Facilities –Baker Botts Client Update 10 July 2020 FERC's Landmark Storage Order Allowing Market Participation by Behind-the-Meter Resources Upheld by D.C. Circuit –Baker Botts Client Update

Personal: J.D., University of Virginia School of Law 2006 B.A., Philosophy, Richard Stockton College of New Jersey 2000

BARTH, Giselle

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: GISELLE BARTH is a partner in the Global Finance group in Sidley's New York office. Giselle's practice focuses on structured finance, including securitizations and asset-based financing. Giselle represents issuers, sponsors and underwriters in single family rental and “ibuyer” securitizations, as well as direct issuance structures. Her practice also includes traditional asset classes such as ABS (auto loan and lease and equipment) and mortgage-backed securitizations (RMBS and CMBS) and CRE CLOs. Giselle has experience with a variety of asset-based lending arrangements and repurchase agreements, in multiple asset classes, including single-family rental, “ibuyer” and bonds. She advises credit opportunity funds and other investors in distressed and other structured finance transactions, particularly with respect to rights and remedies under the related transaction documents. She also advises clients on new and proposed legislative and regulatory changes.

BARTIE, Jared F

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Jared Bartie is chair of the firm's Sports Transactions Practice and a partner in the Corporate & Financial Services Department. A sports industry veteran, Jared represents domestic and international clients on an array of complex matters, including professional sports team investments, stadium and arena transactions, naming rights and sponsorship transactions and media rights agreements. Jared maintains an esports practice that includes representation of some of the world's most prominent game publishers, recognized investors, and world class teams. He counsels on a broad range of matters, including league formation, league entry negotiations, team and league investments and sponsorship transactions.

Personal: J.D., Northwestern University; B.A., American University. See: <https://www.willkie.com/professionals/b/bartie-jared>

BARTKOWSKI, Paul

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Practice Areas: Section 337 Litigation Intellectual Property Litigation and Counseling ITC Remedial Order Enforcement Appellate Litigation

Career: Paul's practice focuses on Section 337 litigation before the U.S. International Trade Commission, where he represents both patentees and importers. A registered patent attorney, Paul combines technical knowledge with over 15 years of experience in Section 337 litigation to give clients the legal advice they need to achieve their goals. Paul has an intimate understanding of the proceedings available at the ITC. He has been involved in many of the Commission's high-profile cases. Paul also specializes in advising clients

regarding the effect of ITC remedial orders, including exclusion orders and cease-and-desist orders. Paul has participated in multiple inter partes proceedings before the U.S. Customs and Border Protection, which are conducted to determine whether imported goods are subject to Commission exclusion orders. Paul has also participated in ITC enforcement proceedings, advisory opinion requests, and modification proceedings.

Professional Memberships: Member, District of Columbia Bar Member, Maryland Bar (inactive) Member, Virginia Bar U.S. Supreme Court U.S. Court of Appeals for the Federal Circuit U.S. Court of Appeals for the D.C. Circuit District of Columbia District Court U.S. Court of International Trade Registered Patent Attorney with the U.S. Patent and Trademark Office

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Ms. Bateman focuses her practice on advising investment companies and investment advisers on issues arising under the Investment Company Act of 1940 and the Investment Advisers Act of 1940, and in counseling independent directors of investment companies on their duties and responsibilities under the law. She counsels investment company boards of directors and trustees, and registered and unregistered investment advisory organizations in navigating the stringent federal securities laws that asset management clients deal with daily, as well as on challenging developments such as regulatory examinations, inquiries and litigation. Ms. Bateman regularly counsels independent directors serving funds of all sizes and structures, including open-and closed-end funds and exchange-traded funds (ETFs). She serves as independent legal counsel to independent trustees of both large and small investment company fund complexes and advises boards on obligations in connection with fund mergers, liquidations and other significant transactions. Ms. Bateman has experience developing compliance programs and annual compliance review protocols for investment advisory clients. She also has been involved in regulatory initiatives focused on fund governance and development of programs to educate fund directors regarding their oversight responsibilities.

Professional Memberships: Member, American Bar Association Member,

District of Columbia Bar Association Member, Federal Bar Association

BATES, G. Hunter

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Featured in Government (USA - Nationwide)

Practice Areas: Hunter Bates is co-leader of Akin's lobbying & public policy practice and on the firm's Management Committee, bringing more than 20 years of law, policy and advocacy experience to his client work. Hunter combines his extensive knowledge of policy and process with his close connections to key players to provide strategic advice and advocacy on behalf of a wide range of clients, including Fortune 100 companies, trade associations, coalitions and nonprofit organizations. Hunter brings to his client engagements a deep understanding of the intricacies of the legislative process and extensive experience working with members of the Senate and House on wide-ranging issues such as tax, trade, appropriations, healthcare, labor and sports law. Repeatedly named among the country's "Top Lobbyists" by The Hill, Hunter's ability to mobilize support and drive meaningful policy outcomes is a testament to his unwavering commitment to achieving tangible results for his clients.

Career: Hunter served as legal counsel and then chief of staff for current U.S. Senate Minority Leader Mitch McConnell (R-KY). He also clerked on the U.S. Court of Appeals for the Sixth Circuit for the Honorable Eugene E. Siler, Jr. **Personal:** J.D., Harvard Law School B.A., Eastern Kentucky University, magna cum laude

BATES, Rachel

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Featured in Leisure & Hospitality (USA - Nationwide), Real Estate (Illinois)

See under Illinois for profile.

BAUGH, Angelle

Covington & Burling LLP, Washington, DC

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Featured in Government (USA - Nationwide)

Practice Areas: Angelle Smith Baugh is of counsel in the firm's Election and Political Law and White Collar Litigation practice groups. She has significant experience in broad-based crisis management, advising clients on legal and political matters presenting complex risks. Angelle's practice focuses on defending companies and individuals in high-profile congressional investigations, as well as other criminal, civil, and internal investigations. She represents clients before House and Senate Committees, as well as in criminal and civil government investigations before the Public Integrity Section of the Department of Justice, Federal Election Commission, and the Office of Congressional Ethics.

BAUM, David

Alston & Bird LLP, Washington, DC
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Featured in Registered Funds (USA - Nationwide)

Practice Areas: David focuses his practice on regulatory, transactional, and operational matters involving registered investment companies and their investment advisers. In particular, David focuses on mutual funds, ETFs, interval funds, and closed-end funds, serving as fund counsel, counsel to the independent trustees of such funds, or adviser counsel. David helps clients navigate the requirements of the Investment Company Act of 1940 and Investment Advisers Act of 1940, assisting them with developing, structuring, and organizing new funds, as well as with ongoing compliance and regulatory matters, mergers, liquidations, and restructuring of funds. David also regularly advises investment advisers on all aspects of their business and has extensive experience with regulatory matters raised in merger and acquisition transactions involving asset management firms.

BAUMGARDNER, John E

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Broker-Dealer Capital Markets Corporate Governance Financial Services Investment Management Private Equity

Career: John Baumgardner has been and remains engaged in a wide variety of corporate and securities matters, primarily in the investment management area. He is also a member of the Firm's Financial Services, Investment Management, Broker-Dealer and Commodities, Futures and Derivatives Groups. Mr. Baumgardner has represented issuers, independent trustees, advisers and underwriters of dozens of U.S. registered, publicly offered open-and closed-end investment companies, and currently concentrates on independent trustee engagements. He has represented the Investment Company Institute, the principal trade association of the mutual funds industry, on some of its most important projects. Mr. Baumgardner has been a speaker or panelist at conferences sponsored by the Practising Law Institute, Investment Company Institute and the New York City Bar Association. He was former chair of the Committee on Investment Management Regulation of the Association and is the Chair of the Association's Committee on the Investment of Funds. Mr. Baumgardner was recently named "Independent Counsel of the Year" at the 2019 Mutual Fund Industry and ETF Awards. He has been named in The Best Lawyers in America for more than 20 years and is regularly recognized as a leading lawyer by numerous publications.

Professional Memberships: American Bar Association New York State Bar Association Chair, New York City Bar Association's Investment Committee

Member, Boards of Advisors, Yale School of Music and National Opera Center Director, Opera America Chairman, The Lakeville Journal Company **Personal:** Columbia (JD, 1975); Princeton (AB, summa cum laude, 1973).

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Featured in Intellectual Property (USA - Nationwide), Intellectual Property (Texas), Litigation (Texas), Litigation (Texas: Dallas, Fort Worth & Surrounds)

See under Texas for profile.

BAY, Norman C.

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Norman C. Bay is a partner in the Corporate and Financial Services Department, Chair of the Energy and Commodities Group, and Head of the Energy Regulatory and Enforcement Group in Washington. Norman advises clients on a range of energy market issues, including enforcement and compliance, policy and ratemaking, mergers and acquisitions, and infrastructure development. Norman was Director of the Office of Enforcement at the Federal Energy Regulatory Commission (FERC) from 2009 to 2014, before becoming a Commissioner and Chairman of the Commission. He has extensive litigation experience, as earlier in his career he spent more than a decade at the U.S. Department of Justice, where he was an Assistant U.S. Attorney and then the U.S. Attorney for the District of New Mexico. In 2021, Norman was appointed to serve as a member of the Secretary of Energy Advisory Board at the U.S. Department of Energy.

Personal: Harvard Law School, J.D., 1986 Dartmouth College, A.B., 1982 See: <https://www.wilkie.com/professionals/b/bay%20norman>

BAYMAN, Andrew T

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Andy Bayman is a trial lawyer who represents pharmaceutical companies, medical device manufacturers, retailers, automotive manufacturers and other major companies in complex and novel product liability and toxic tort cases. Mr. Bayman has tried over 20 cases in state and federal courts, many of which are first of kind such as the first pharmaceutical products liability lawsuit ever tried under the theory of "Innovator Liability," and the first MDL bellwether trial involving an atypical femur fracture allegedly caused by Merck's osteoporosis medicine, Fosamax®.

BAYSINGER, Kara

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Featured in Insurance (USA – Nationwide), Insurance (California)

See under California for profile.

BEAL, Scott

Barnes & Thornburg LLP, Indianapolis
Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Scott is the co-chair of Barnes & Thornburg's Private Funds and Asset Management practice and was one of the founding partners of the firm's New York office. Scott focuses his practice on the formation and operation of hedge funds and other private investment funds, including private equity funds, venture capital funds, credit funds, cryptocurrency funds and fund of funds. Scott advises clients with respect to traditional hedge fund structures as well as bespoke hybrid vehicles. He frequently advises on seed investments and spinouts of hedge fund managers, as well as acquisitions and dispositions of investment advisory businesses. Scott also represents a number of prominent endowments, foundations and family offices that invest in private funds.

Career: Formerly serving as president, chief operating officer and general counsel of a number of hedge fund managers, Scott brings practical in-house experience that serves to benefit his clients. Scott works with clients on a wide range of issues including regulatory and trading compliance, assisting with regulatory audits and helping develop compliance policies and other internal control procedures. Additionally, Scott advises clients on profit sharing and compensation arrangements.

BEALS, John P

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Featured in Investment Funds (USA – Nationwide), Private Equity (Massachusetts)

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Featured in Securities (USA – Nationwide), Litigation (New York)

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Featured in Private Equity (Massachusetts), Venture Capital (USA – Nationwide)

See under Massachusetts for profile.

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Featured in Private Equity (Massachusetts), Private Equity (USA – Nationwide), Venture Capital (USA – Nationwide)

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Featured in Litigation (USA – Nationwide), Litigation (Texas), Litigation (Texas: Houston & Surrounds)

See under Texas for profile.

BECKER, Hannah

GrayRobinson, PA, Orlando
Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Administrative and Regulatory Food Law Alcohol Beverage Tobacco Restaurant

Career: Hannah Becker has a true passion for the legal and operational aspects of the alcohol beverage industry and collaborates with clients in all three tiers working to launch, grow, and thrive in the U.S. marketplace. A high-energy lawyer with a meticulous eye for detail, her clients include manufacturers, importers, wholesalers, retailers, other licensees, breakthrough brands, and unlicensed third-party providers. She is well-credentialed in this dynamic and continuously evolving sector, with a spirited grasp on product classification, licensure and permitting, business aspects and considerations, including value and market potential, labeling, advertising, trade practice considerations, Tied-House and cross-tier issues, alcohol franchise laws, and the emerging technologies impacting the future of sales and distribution.

Professional Memberships: American Bar Association American Cancer Society, Tampa Bay Associated Board of Ambassadors – Jockey Honoree, 2024 Jockeys & Juleps Gala American Heart Association – Lawyers with Heart Committee, Tampa Bay Heart Walk, 2018-2021 – Circle of Red, 2018-2020 Florida Association for Women Lawyers The Florida Bar – Young Lawyers Division Hillsborough Association for Women Lawyers – Board of Directors – Judicial Relations Committee, Co-Chair – Young Lawyers Division Committee, Co-Chair, 2020-2022 Hillsborough County Bar Association – Young Lawyers Division, Board of Directors – Bar Leadership Institute, Class of 2017-2018 Leadership Council on Legal Diversity – Alumni – Pathfinder Program, Class of 2022 Leadership Florida Connect, Class 13 Tampa Bay Chamber – Emerging Leaders, 2016-2022 Tampa Connection, Class of 2018-2019 Women of the Vine and Spirits – Foundation Committee The Leukemia and Lymphoma Society – Team In Training TCS New York City Marathon, Team Member, 2023 – Man and Woman of the Year, New York City Campaign, Team Member, 2022

Publications: "Women of the Vine & Spirits Foundation Awards 76 Scholarships Totaling \$187,155 in 2023," Wine Industry Advisor, October 24, 2023 "The Future is Digital: Mobile Driver's Licenses for Alcohol Age Verification," Wine Business Monthly, August 1, 2023 "Leadership Florida Selects its 2023-2024 Connect Class," Leadership Florida, June 22, 2023 "Legal Update:

Blurring Category Lines," Beverage Alcohol Retailers Conference, June 12, 2023 "Starting a Cottage Food Business," Specialty Retailer, February 28, 2023 "5 Ways to Protect Your Alcohol Liquor License," The Hospitality Law Conference: Washington D.C., October 12, 2022 "Franchising, Drunk Guests and ADA Compliance: How Hoteliers Can Prepare for Liability Issues," CoStar's Hotel News Now, October 13, 2022 "Maintaining the Perfect Brew: On-Premise Retail Legal and Regulatory Updates," Cheers Beverage Summit, Cheers Advisory Board, June 14, 2022 "Don't Get Spirited Away: Off-Premise Retail Legal and Regulatory Updates," Beverage Alcohol Retailers Conference, June 14, 2022 "Legal Considerations for the 2020 Alcohol Industry Innovations that Aren't Going Anywhere," Beverage Alcohol Retailers Conference, June 8, 2021 "The Good, the Bad, and the Takeaways of Working Remotely," Hillsborough County Bar Association, Lawyer Magazine, March-April 2021 "Know the 'Habitual Drunkard'?" Southern Beverage Journal, Florida Edition, January 2021 "Now Available for Curbside Pickup and Delivery: 2020 Alcohol Regulatory Changes Impacting the Hotel and Restaurant Industry," The Virtual Hospitality Law Conference, May 5, 2021

BECKER, Theodore

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Featured in ERISA Litigation (USA – Nationwide)

Practice Areas: Partner Theodore (Ted) M. Becker is Co-Chair of McDermott's ERISA Litigation Team and a Fellow of the American College of Employee Benefits Counsel. He focuses his practice on litigation under ERISA and related federal and state actions, and defense of government investigations and audits relating to employee benefit, health and welfare, and retirement plans brought by the US Department of Labor, the Internal Revenue Service, and the US Department of Justice. He is a leading voice and nationally recognized practitioner in this complex practice area. He has represented public and private companies that sponsor employee benefit, health and welfare, and retirement plans governed by ERISA, and their directors and officers and plan fiduciaries, as well as service providers to ERISA plans and plan sponsors. He has extensive experience in Employee Stock Ownership Plans (ESOPs) and has defended some of the highest profile lawsuits involving ESOPs, helping to define the landscape of the evolving law relating to ESOPs. Ted has a considerable experience in trial and appeals courts, including arguing before the United States Supreme Court and several United States Circuit Courts of Appeals. He also has represented clients in arbitration proceedings. He has represented clients across the full spectrum of litigation, from avoidance, dispute resolution

and pre-litigation planning, through dispositive motions, discovery, trial and appeal. View more at: <https://www.mwe.com/people/becker-ted/>

BÉDARD, Julie

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Julie Bédard is head of Skadden's International Litigation and Arbitration Group for the Americas. She focuses on complex and high stakes international litigation and arbitration, including M&A, shareholder, joint venture, technology, energy, mining, construction, health sciences and reinsurance disputes as well as investor-state proceedings. Advises clients on dispute resolution strategy and served as counsel and arbitrator in international proceedings. Ms. Bédard speaks English, Spanish, Portuguese and French.

Professional Memberships: Julie Bédard serves as counsel and arbitrator in international proceedings under the auspices of the International Chamber of Commerce, the American Arbitration Association, the International Centre for Dispute Resolution and the International Centre for Settlement of Investment Disputes, in addition to UNCITRAL arbitrations. Ms. Bédard is a member of the U.S.-Mexico-Canada Agreement dispute settlement panel and also sits on the ICC International Court of Arbitration. **Personal:** JSD, Columbia University School of Law, 2006 (doctorate in conflicts of laws); LL.M., Columbia University School of Law, 2001; LL.B., McGill University Faculty of Law (common law), 1996; BCL, McGill University Faculty of Law (civil law), 1996.

BEDWICK, Joseph

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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: As chair of Cozen O'Connor's Cannabis Industry Team, Joe has spearheaded the development of a multidisciplinary cannabis practice into a full-service industry team comprised of attorneys and government relations professionals from virtually every practice group within Cozen O'Connor. He applies his corporate knowledge to help clients navigate this rapidly developing regulated industry, utilizing his mergers and acquisitions experience to structure and document acquisitions of cannabis license holders. Joe's clients range from large multi-state operators to smaller, single-state license holders, and he has become a trusted advisor to general counsel throughout the industry for his industry knowledge and business acumen. Joe has a broad understanding of cannabis regulations in a variety of states, and he has assisted his clients in the regulatory approval process at every stage of a client's lifecycle, from license application and approval to collateral and security issues in connection

with financings to change of control issues arising from acquisitions or sales.

BEERS, Emily

Morrison Foerster, San Francisco
Featured in REITs (USA – Nationwide)

Practice Areas: Emily Beers is of counsel in Morrison Foerster's Capital Markets and Public Company Advisory & Governance practices. Her practice focuses on representing publicly and privately held companies in a variety of corporate and securities law matters. Emily represents both issuers and investment banks in initial public offerings, follow-on offerings, and private placements, including offerings of common and preferred equity, investment-grade debt, convertible debt, and high-yield debt. Emily also regularly advises clients with respect to liability management transactions, including tender offers, as well as M&A transactions. In addition, Emily regularly counsels companies with respect to corporate governance issues, compliance with the U.S. federal securities laws, and the requirements of the New York Stock Exchange and NASDAQ, as well as general corporate matters. Emily is recognized in IFLR1000 for Capital Markets: Debt, Capital Markets: Equity, and M&A (2021). Prior to joining Morrison Foerster, Emily worked as an associate in the capital markets practices of other international law firms in New York and London.

BEHRENS, Jason

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Jason is a partner in Linklaters' New York office and co-head of the U.S. Investment Funds practice. Jason focuses his practice on advising private fund sponsors and asset managers in connection with all aspects of fund formation, operation, governance and compliance issues. He has vast experience with an array of alternative asset classes, including private equity funds, real estate funds, credit funds, venture capital funds, secondaries funds, energy and infrastructure funds, funds of funds and hedge funds, both domestically and internationally. Jason counsels fund sponsors with respect to portfolio investment acquisitions and dispositions, co-investments, joint ventures, seed arrangements, M&A transactions, spin-outs, fund restructurings and recapitalizations. His practice is global in nature, including representations throughout the United States, Europe, Latin America and Asia. Jason also regularly advises buyers and sellers on their secondary market transactions, including traditional portfolio sales, structured secondaries, stapled secondary offerings and other complex secondary transactions. In addition, he represents institutional investors in connection with their investments in private investment funds and other alternative assets.

BEHRMAN, Andrew M

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: International Arbitration

Career: Andrew's practice focuses on international disputes with a particular emphasis on international arbitration. Clients rely on Andrew to assist them on a wide range of matters from day-to-day counseling on contracts to the conduct of major international arbitrations. These matters include claims before both U.S. courts and international tribunals (particularly under the auspices of the International Chamber of Commerce (ICC) and American Arbitration Association/International Center for Dispute Resolution (AAA/ICDR)), and have covered a broad spectrum of industries, including energy, technology, and construction. Andrew has also sat as arbitrator and is a member of the AAA Roster of Arbitrators and Mediators.

Professional Memberships: International Institute for Conflict Prevention & Resolution (CPR), Arbitration Committee Member; Co-Head of CPR Taskforce on Transparency

Publications: <https://www.bakerbotts.com/people/b/behrman-andrew-m?tab=thought-leadership>

Personal: LL.M., University of Chicago 1999 Bachelor of Laws, University of Cambridge 1998

BEINUS, Michael

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Featured in REITs (USA – Nationwide)

Practice Areas: Michael Beinus represents clients in a wide range of tax matters, including complex partnership transactions, real estate investment trusts (REITs), debt and equity offerings, restructurings, investment fund formations, and mergers and acquisitions. Michael has represented various prominent public and private REITs, real estate and private equity funds, and sovereign wealth funds. His representations have been profiled in numerous publications, and he has been listed among the "Bankruptcy Tax Specialists in the Nation's Major Law Firms" by Turnarounds & Workouts and in The Legal 500 U.S. Michael was also included in the 2016–2019 editions of the U.S. News and World Report, Best Lawyers® in the field of Tax Law.

Career: Prior to joining Kirkland, Michael was a partner at Skadden, Arps, Slate, Meagher & Flom LLP.

BEISNER, John H

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Head of Skadden's Mass Torts, Insurance and Consumer Litigation Group. Focuses on the de-

fense of purported class actions, mass torts and other complex civil litigation in both federal and state courts. Regularly handles appellate litigations and has appeared in matters before the U.S. Supreme Court. Has defended major U.S. and international corporations in more than 600 purported class actions filed in federal courts and in the courts of 40 states at both trial and appellate levels. Has appeared in more than 40 multidistrict litigation proceedings, usually as lead defense counsel. Has advised on numerous high-visibility corporate crisis situations. Regularly writes on litigation strategy issues and testifies at legislative hearings in support of litigation reform initiatives.

Career: J.D., University of Michigan, 1978 (with honors); B.A., University of Kansas, 1975 (with honors)

BELKIN, Jeffrey A

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Featured in Government (USA – Nationwide)

Practice Areas: Sophisticated contractors and vendors nationwide trust Jeff as their principal claims and investigations counsel and the go-to attorney for federal, state, and local procurements. His experience trying cases for the DOJ gives him an inside perspective on government protests, claims, and defenses. Jeff maintains compliance practices in IT, defense, health care, financial services, and construction/infrastructure, with experience in domestic preference issues, General Services Administration (GSA) and Veterans Administration (VA) FSS schedules and other government-wide agreements, prevailing wage and other employment regulations, E-Rate, and small business issues.

Career: Former DOJ trial attorney; Law clerk to Hon. Robert G. Doumar (U.S. District Judge, E.D. Va.).

BELL, Gabriel K

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Featured in Intellectual Property (USA – Nationwide)

Practice Areas: Gabriel Bell is head of the firm's Intellectual Property Appellate Practice and is regarded as one of the nation's top IP appellate litigators. He represents market-leading technology and life sciences companies in the Federal Circuit and district courts. He was recognized as the IP Appellate Litigator of the Year by LMG Life Sciences. Mr. Bell combines his sophisticated technical knowledge with extensive experience in the Federal Circuit and federal district courts to guide clients across a broad range of sectors, including: •Computer •Telecommunication •Pharmaceutical •Biotech •Automotive •Financial He has argued over 20 Federal Circuit appeals and has led and briefed dozens of others. He also routinely argues and briefs dispositive motions in district courts. He has particular expertise in patent eligibility

under Section 101 of the Patent Act. Mr. Bell serves as Co-Chair of the Federal Circuit Bar Association's Scholarship Committee and maintains an active pro bono practice, including representing veterans in appeals. Before joining Latham, Mr. Bell was counsel for the US Senate Committee on the Judiciary. He has also held positions at the US Department of Justice and NASA Langley Research Center. In addition, he clerked for judges on the D.C. and Fifth Circuits. Mr. Bell is admitted to practice in the Supreme Court and the Fifth, Ninth, D.C., and Federal Circuits.

BELL, Locke

Morrison Foerster, Washington, DC

Featured in Government (USA – Nationwide)

Practice Areas: Locke Bell is a partner in the firm's Government Contracts & Public Procurement practice. Locke is a recognized authority on intellectual property in government contracting, which he teaches as an adjunct professor at the George Washington University Law School. Locke is a trusted counselor, litigator, and strategic partner to technology-driven clients as they engage with the U.S. government and others in the complex landscape of public procurement, grants, and government-sponsored initiatives, including nontraditional acquisition methods such as other transaction agreements (OTs or OTAs), cooperative research and development agreements (CRADAs), and the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. He represents clients across all industries, including aerospace and defense, commercial software and information technology, and healthcare, pharmaceuticals, and biotechnology, on issues that arise throughout the full lifecycle of engagement with federal, state, and local governments. As a litigator, Locke represents clients in data rights challenges and claims related to patent and copyright infringement, trade secrets misappropriation, and reverse-FOIA disputes, as well as complex contract claims, bid protest, and civil fraud and qui tam actions under the False Claims Act. Locke also regularly advises clients on government contracting issues in transactional matters, having guided large and small businesses, private equity firms, and entrepreneurs through more than a hundred mergers and acquisitions. He is a skilled negotiator of commercial and noncommercial licensing agreements, contracts and subcontracts, and teaming agreements, and he is intimately familiar with selling commercial software and other products through the GSA Federal Supply Schedules and other government-wide acquisition vehicles, such as NASA SEWP and DoD ESI, having acted in an in-house capacity on secondment to a large, publicly traded commercial software company. Locke has been recognized as a Rising Star by Law360 and the National Law Journal. Locke is also involved in the

American Bar Association, where he formerly served as co-chair for the Intellectual Property Committee of the Section of Public Contract Law. Locke holds a B.S. in mechanical engineering from the University of Virginia and previously worked at the U.S. Patent and Trademark Office as a patent examiner, specializing in mechanical arts. He earned his J.D. with honors from the George Washington University Law School, where he received the Patricia A. Tobin Government Contracts Award for excellence in government contracts law. Locke also clerked for Judge Mary Ellen Coster Williams at the Court of Federal Claims.

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Featured in Technology (USA – Nationwide), Technology (California)
See under California for profile.

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Partner specializing in investment management. Founded the Firm's Private Funds Practice. Advises clients globally on private equity funds, real estate funds, hedge funds and similar funds. Representative clients: CVC Capital Partners, Deutsche Bank, Macquarie, New Mountain Capital, Pretium, The Sentient Group, Sterling Investment Partners and Webster Bank.

Career: Joined, 1983; Partner, 1992.
Professional Memberships: Founder, past Co-Chair, annual International Conference on Private Investment Funds. Member, Board of Visitors, The Federalist Society.

Personal: Yale Law School (JD 1983); New College, Oxford University (MA 1980); Dartmouth College (BA, summa cum laude, 1978).

BENDER, Melissa
Ropes & Gray LLP, New York
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Featured in Hedge Funds (USA – Nationwide), Investment Funds (USA – Nationwide)

Practice Areas: Melissa is a partner in the asset management group and is a co-head of the private funds practice. She advises hedge funds, credit funds, and other private funds on all aspects of their business, with a focus on helping sponsors with fund formation and regulatory compliance matters. Named to Daily Journal's "Top Women Lawyers" list in 2019, Melissa has been praised for "making her mark with hedge funds." Her clients also include U.S. and international institutional investors, endowments, funds of funds, private foundations, sovereign wealth funds and family offices. Melissa practices at the cutting edge of fund work and is recommended in her field by The Legal 500, IFLR1000 and by Chambers

USA for Hedge Funds. She has launched numerous funds using novel hybrid structures and advises clients extensively on cryptocurrency, digital assets and fintech matters and is ranked by Chambers for Fintech: Crypto and Blockchain. Melissa also counsels clients on environmental, social and governance (ESG) and responsible investing and on California laws that affect asset managers, including in the areas of carbon credits, privacy and lobbying. Clients come to Melissa for elegant and pragmatic solutions, which they describe as encompassing "not only legal advice but also valuable market insights." They also appreciate her in-house perspective, honed during her tenure as counsel at a Fortune 500 company. Melissa values building and managing diverse teams, and is a much sought-after mentor by junior lawyers. To connect women within the asset management industry, she launched the Ropes & Gray Women in Asset Management Network (WAMN), which regularly hosts networking events in the Bay Area. Melissa also leads the firm's crypto blockchain task force, which is composed of more than eighty lawyers working across multiple practice groups and is dedicated to providing training, knowledge management and top tier client service in the digital asset space.

BENEDICT, Mollie
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Featured in Products Liability (USA – Nationwide)

Practice Areas: Mollie Benedict represents clients in federal and state courts across the United States, frequently in the role of lead national counsel and as trial counsel in pharmaceutical and medical device litigation. Her complex business litigation practice also includes all manner of product liability defense, class action defense, and false advertising. She has written and argued appeals on issues including invasion of privacy, statutory immunities for physicians, and appropriate standards for medical expert testimony.

Professional Memberships: •Defense Research Institute: Drug and Medical Device Steering Committee; Publications Committee •International Association of Defense Counsel: IADC Foundation Board – President (2022-2023); IADC 46th Annual Trial Academy Faculty (2018)

Publications: •Science Basics for the Drug and Medical Device Lawyer, DRI, Editor (2020) •FDA Basics for the Drug and Medical Device Lawyer, DRI, Editor (2015) •"Biologics and the Heeding Presumption," IADC Drug, Device and Biotechnology Newsletter (January 2015) •Women Rainmakers: Roadmap to Success, DRI Defense Library E-Book, Contributor (2014) •"Developing a Regulatory Story That Counts," IADC Drug, Device and Biotechnology Newsletter (May 2014) •"California Code of Civil Procedure Section 437C: The Ghost in the Empty Chair After a Codefendant's

Summary Judgment," IADC Drug, Device and Biotechnology Newsletter (August 2013) •"Reliability and Admissibility of Forensic Toxicology Testing in Civil Cases," IADC Drug, Device and Biotechnology Newsletter (December 2012) •"Out of Your Jurisdiction: Why FDA Recalls and Courts Do Not Mix," IADC Drug, Device and Biotechnology Newsletter (August 2011)

BENJAMIN, Michael
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Michael Benjamin, Chair of the Retail & Consumer Products Industry Group, represents issuers and investment banks in a broad range of public and private transactions. Mr. Benjamin has built a leading capital markets practice spanning initial public offerings, follow-on offerings, high yield and investment grade debt offerings, leveraged buyouts, cross-border securities offerings, and liability management transactions. Mr. Benjamin also advises US and international corporations on corporate governance and general corporate matters. He has worked on transactions in a range of industries, including consumer retail products, healthcare, media and telecommunications, technology, mining and metals, and general industries.

BENJENK, Randy
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Mr. Benjenk is a partner in Covington's industry-leading Financial Services Group and focuses his practice on regulatory advice and advocacy. He represents domestic and foreign banks, fintech companies, and trade associations on compliance issues, corporate transactions, and public policy matters. He regularly advises clients on complex bank activities, structure, licensing, and prudential matters, often involving issues of first impression at the federal and state banking agencies. He has guided financial services clients through mergers, fundraising, investments, charter conversions, strategic partnerships, spinoffs, and de novo bank formations. Most recently, Mr. Benjenk has helped clients navigate governmental responses to the pandemic and the regulatory reform process.

BENNETT, Chris
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Chris Bennett is a partner in Weil's Private Equity practice based in Houston, where he advises public and private companies, private equity sponsors, and other investors on a wide array of corporate transactions across the energy and infrastructure

industries, with a focus on upstream and midstream oil and gas sectors. He counsels clients on high-profile mergers and acquisitions, dispositions, joint ventures, and other strategic combinations relating to energy assets and businesses, and the development and negotiation of related partnerships, operating, processing, and other services and commercial agreements, in addition to advising on broader corporate governance issues. He also advises on infrastructure projects and M&A adjacent to the energy industry and works with traditional energy companies and investors as they increasingly look to transition their business and reduce carbon emissions.

Career: Joined Firm: 2003

Personal: Louisiana State University (B.A., cum laude, 2007); Tulane University Law School (J.D., magna cum laude, 2010).

BENNETT, Chris
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Featured in Leisure & Hospitality (USA – Nationwide)

Practice Areas: Chris Bennett is a partner in Dentons' Hospitality and Leisure practice, with over 20 years of experience in the hospitality and gaming industries. He represents global and US-focused hospitality brands, management companies, and hotel and resort owners and developers with real estate acquisitions and dispositions, joint ventures, management agreements, franchise agreements, licensing agreements, lender agreements, financing matters, leases, transactional due diligence, hotel-level contracts, and operational legal matters. Chris has completed transactions in more than 40 countries throughout 6 continents. He has assisted US and non-US public and private companies do business globally; including expansion of those companies overseas and into the US. Chris' legal support has included real estate investment, joint ventures, mergers and acquisitions, licensing, contract negotiations, and general corporate structuring and operational matters. Chris has also assisted small and medium sized US companies on corporate and operational legal matters, and mergers and acquisitions.

Career: Chris is also a certified public accountant.

BENNETT, Jason
Baker Botts L.L.P., Houston
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Featured in Projects (USA – Nationwide)

Practice Areas: Jason Bennett is a partner and the firmwide Department Chair for Baker Botts' Global Projects Practice, as well as a co-head of its firmwide Energy Sector leadership. His practice is focused on the development and financing of gas/LNG, clean hydrogen/ammonia, CCUS, water and other liquids projects, joint ventures, and transactions. Jason assists clients with front-end development and struc-

turing for projects and their ownership, the acquisition and sale of interests in assets and projects, and the financing of those projects. Jason has extensive current experience with LNG projects, including assisting clients with the structuring, development, construction and launch of greenfield liquefaction projects and related upstream developments, regasification facility projects, LNG shipping matters and the development of LNG trading platforms and investments. Jason is also actively working with clients to develop projects and to structure investments in the growing clean hydrogen/ammonia and CCUS sectors.

Career: Having worked in six Baker Botts offices in the U.S., London, Moscow and Dubai, Jason Bennett has extensive current experience with the development of natural gas, LNG, and other energy infrastructure projects and trading arrangements, including assisting clients with developing natural gas trading platforms and with the construction and launch of greenfield liquefaction projects, regasification facility projects, and LNG shipping matters.

Professional Memberships:

Association of International Petroleum Negotiators (AIPN); Rocky Mountain Mineral Law Foundation; State Bar of Texas; New York State Bar

Publications: Please copy and paste the following address into your web browser: <http://www.bakerbotts.com/people/b/bennett-jason?tab=ideas>

Personal: JD (with honors), Georgetown University Law Center, 1999; BA (with honors), Economics, The University of Texas, 1993; Study at Moscow State Linguistics University, 1993; Study at Kyiv State University on a U.S. government fellowship, 1995 to 1996

BERENGAUT, Alexander

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Alex Berengaut is a nationally recognized litigator who represents clients in commercial disputes and government enforcement proceedings. He has served as first-chair trial counsel in a range of federal, state, and arbitral proceedings, and currently represents several leading technology companies in litigation and compliance matters relating to data privacy, cybersecurity, and electronic surveillance. In recent years, Alex obtained a series of landmark victories against the federal government in bet-the-company disputes for technology clients. Alex represented TikTok in challenging the Trump Administration's efforts to ban the app, delivering the winning argument that led the court to enjoin the ban four hours before it was set to take effect. See *TikTok, Inc., et al. v. Trump et al.*, 490 F. Supp. 3d 73 (D.D.C. 2020). He also represented Xiaomi Corporation in challenging the Department of Defense designation that

would have blacklisted the company from U.S. financial markets, delivering the winning argument that led the court to enjoin the designation, restoring \$10 billion to Xiaomi's market capitalization. See *Xiaomi Corporation, et al. v. Department of Defense, et al.*, 2021 WL 950144 (D.D.C. March 12, 2021).

BERGDOLT, Robert H

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Featured in REITs (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/b/bergdolt-robert-h>

BERGE, Ellen T.

Venable LLP, Washington, DC

Featured in Advertising (USA – Nationwide)

Practice Areas: Ellen Berge has a unique practice advising some of the world's best-known brands in retail, digital advertising, social media, and fintech on regulatory compliance, licensing, business transactions, commercial disputes, and government investigations and litigation. Ellen co-chairs Venable's payment processing and merchant services team, which services banks, large processors, independent sales organizations (ISOs), payment facilitators, marketplaces, hardware and software vendors, and merchants involved in payments acceptance and money movement.

BERGE, Megan

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Featured in Climate Change (USA – Nationwide), Environment (California)

Practice Areas: Environmental Law, Climate Change and Air Quality

Career: Megan Berge partners with companies to develop creative strategies for difficult Clean Air Act and climate change issues, including sustainability planning and climate-based litigation. She has an active practice representing electric generating companies, natural gas distribution companies, trade associations, and cement and other industries. Most recently, Megan argued before the Oregon Court of Appeals and won a landmark climate case, obtained dismissal on motion of a greenwashing case, counseled companies on implementation of California's climate disclosure laws, and won in the 9th and 10th Circuits motions to stay EPA actions related to Clean Air Act interstate transport requirements. Megan also helms industry coalitions, which provide practical thought leadership on key environmental developments to aid companies in business planning.

Professional Memberships: DC Bar Environmental Section

Publications: "The destiny of natural gas: Recent rulings on the foreseeability of downstream greenhouse gas emissions," *Trends* (January/February 2018) "California Extends GHG Cap-And-Trade Program," *Pratt's Energy Law Report*, Vol. 18-1, LexisNexis (January 2018)

Personal: J.D., cum laude, University of Maryland School of Law 2006 (Member,

University of Maryland Journal on Race, Religion, Gender and Class and Phi Delta Phi); B.A., English, University of Delaware 2003 (Sigma Tau Delta)

BERGER, Adam

Duane Morris LLP, Cherry Hill

Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: Adam Berger is a partner in the firm's Corporate Practice Group, a member of the firm's governing Partners Board and a member of the Gaming Industry Group. Mr. Berger represents public and private companies involved in all facets of the gaming industry in a broad variety of corporate and regulatory matters. Mr. Berger has extensive experience representing casinos, casino holding companies and gaming equipment manufacturers, as well as financial institutions including banks, private equity funds and hedge funds in connection with mergers and acquisitions, debt transactions, licensing, compliance matters and regulatory investigations. Additionally, Mr. Berger has represented clients in competitive licensing contests before various gaming agencies.

Career: Duane Morris LLP: Partners Board, 2022-present, Partner, 2020-present, Associate, 2012-2019; Fox Rothschild LLP: Associate, 2010-2012

Professional Memberships: The Jeffrey S. Moorad Center for the Study of Sports Law, Board Member; Pennsylvania Bar Association, Gaming Law Committee, Chair, 2017-2020; International Association of Gaming Advisors; New Jersey State Bar Association, Chairman, Casino Law Section, 2016-2017, Secretary, Casino Law Section, 2015-2016, Treasurer, Casino Law Section, 2014-2015; Louis D. Brandeis Law Society

Personal: Villanova University Charles Widger School of Law, J.D., cum laude, 2010; The George Washington University, B.B.A., magna cum laude, 2007

BERGER, James E

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Featured in International Arbitration (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/b/berger-james>

BERINGER, Adam

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Featured in Transportation (USA – Nationwide)

Practice Areas: With a focus on commercial aircraft finance, Mr. Beringer has significant experience representing operating lessors, commercial banks, finance companies, manufacturers, private equity funds, hedge funds and other aircraft investors in all manner of aircraft finance transactions, including portfolio securitizations and warehouse financings involving substantial commercial aircraft portfolios, Rule 144A capital markets transactions, M&A transactions, cross-border operating lease transactions, distressed-debt

transactions involving debt secured by commercial aircraft portfolios, and numerous aircraft portfolio acquisition and disposition transactions. Mr. Beringer also has experience representing investors and commercial banks in business aircraft and railcar finance transactions. Mr. Beringer advises clients on various day-to-day matters, such as tax-based corporate structuring, aircraft and engine maintenance agreements, aircraft consignment agreements, aircraft modification and conversion agreements, aircraft servicing and management agreements, and aircraft and engine fund-style joint ventures, as well as general corporate and securities law matters.

Professional Memberships: Member, International Society of Transport Aircraft Trading (ISTAT) Member, American Bar Association

BERKE, Barry H

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Featured in Litigation (USA – Nationwide), Litigation (New York)

See under New York for profile.

BERKOVICH, Lawrence

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Larry has over 25 years of experience, 20 years of which have been dedicated to collateralized loan obligations (CLOs) and other structured products. He places emphasis on broadly syndicated and middle-market CLOs, rated and unrated leveraged loan warehouse and structured term financing facilities, as well as CLO refinancings, resets, reissuances, upsizings and restructurings. Larry represents underwriters, issuers, collateral managers, administrative agents, banks acting as co-lenders and debt and equity investors. Larry's experience includes serving as principal outside counsel to two major investment banks in the development of their CLO and leveraged loan warehousing platforms and to various investment banks in the development of their risk retention financing facilities. Larry also has extensive experience with derivative products (such as credit default swaps, total return swaps, interest rate swaps and currency swaps), federal securities laws, Dodd-Frank, the Volcker Rule and other regulatory compliance issues (including US and EU credit risk retention rules) related to CLOs. Larry founded the firm's post-financial crisis US CLO practice group in 2017, and spearheaded its rise as one of the most active in the US CLO market. He is a frequent speaker at industry conferences and is often quoted in the financial press on topics related to CLOs. Lawrence is widely recognized as a leading securitization lawyer, having been recognized in the most recent editions of Chambers USA and Legal 500. A client shared

with Chambers USA that "Lawrence is really smart, savvy and knowledgeable about the space" and "he is a smart and innovative lawyer who can handle complex issues." Another client enthuses that "his depth of understanding as well as his relationships really stand out, especially when navigating situations fraught with complexity." A client also shared with Legal 500 that he "runs an exceptional team of talented partners and associates. All of them are highly focused and skilled in their field and offer excellent guidance that demonstrates the breadth and depth of knowledge in the CLO space."

BERMAN, Bradley

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Bradley Berman is counsel in Mayer Brown's New York office and a member of the Corporate & Securities practice. He represents domestic and non-US issuers on domestic and international securities offerings of structured products linked to equities, commodities, interest rates, currencies and other underlying assets. Bradley has extensive experience with exchange-traded notes. He advised Royal Bank of Canada and RBC Capital Markets LLC on the first exchange-traded note issued by a Canadian issuer into the United States and has since advised Royal Bank of Canada and another Canadian issuer on multiple exchange-traded notes. He also represented a large non-US frequent issuer on all of their exchange-traded notes for three years. Bradley regularly advises issuers and dealers on the creation of proprietary indices. Bradley represents issuers on their shelf registration statements and medium term note programs and issuances exempt from registration under Regulation S, Rule 144A or Section 3(a)(2). He has worked on many bank note issuances by state and national banks. Bradley also advises broker-dealers on the FINRA communication rules and suitability issues. His work previously involved capital-raising debt and equity transactions for large bank holding companies, including several common stock issuances. He has extensive experience with negotiating underwriting, distribution and dealer agreements and related deal documents, including indentures.

BERNARDO, Richard T.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, New York
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Featured in Products Liability (USA – Nationwide), eDiscovery (USA – Nationwide)

Practice Areas: Mr. Bernardo is a litigator who has defended consumer product manufacturers and pharmaceutical companies in a variety of complex mass tort cases around the country. He has advised clients on all aspects of litigation, including pre-trial discovery,

factual investigation, fact and expert witness development and trial strategy. He specializes in the management of e-discovery and in preparing company witnesses to testify in deposition and at trial (particularly in cases involving complex historical documents) – and has served as national discovery counsel on numerous large multidistrict litigations and consolidated proceedings. Mr. Bernardo is often retained to address significant e-discovery crises faced by companies in large scale litigation including spoliation allegations, protective order violations, third-party subpoena issues and large-scale privilege challenges. Mr. Bernardo has devoted a portion of his time to pro bono work, particularly in matters involving children and the elderly. For his pro bono efforts, he has been recognized with the Champion of Equality Award by the New York Civil Rights Coalition and the Jeremy G. Epstein Award by The City Bar Justice Center.

Personal: J.D., Boston University School of Law, 1988 (magna cum laude); B.A., Franklin & Marshall College, 1985.

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

BERNSTEIN, Sarah M.

Barack Ferrazzano Kirschbaum & Nagelberg LLP, Chicago
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Featured in Transportation (USA – Nationwide)

Practice Areas: Motor Vehicle

Career: Sarah is a trusted strategic advisor to motor vehicle manufacturers, guiding them through the distribution of their products within the extensive state and federal regulatory landscape. Her significant business law & transactional background make her uniquely positioned to find creative solutions to solve complex business problems for her clients. Sarah is a co-chair of BFKN's Motor Vehicle Group and leads the Group's transactional practice. With over a decade of experience in the industry, she helps motor vehicle manufacturers manage the sale and distribution of their products, including through counseling on franchise and dealer network matters, commercial relationships and regulatory concerns, and brand launches in the U.S. market. She also advises clients on evolving areas of the law, such as manufacturer direct sales, electric vehicle sales, motor vehicle e-commerce, and emerging mobility platforms, assisting clients with structuring and rolling-out initiatives in these areas. Sarah's practice also encompasses business planning, general corporate matters, and secured lending. She has extensive experience in structuring and documenting complex business arrangements for her clients, including in the areas of product distribution, supply chain management, and

product sales and marketing. She also represents lenders in connection with secured transactions, with a focus on credit facilities secured by partnership and other investment interests, and has experience in motor vehicle consumer financing. Sarah is very involved in firm life at BFKN and is an active member of numerous firm committees, including being the former co-chair of BFKN's Pro Bono Committee. Sarah has also served as the Vice President of the Board of Directors of the North Lawndale Employment Network for 13 years. In that role, she acts as pro bono general counsel and has become a trusted advisor to both the board and executive director, particularly when they are faced with complex legal challenges. To learn more, please visit www.bfkn.com/sarahbernstein.

BERTHOU, Erica

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Erica Berthou is a senior partner in Kirkland's Investment Funds Group. Erica has counseled investment fund sponsors on hundreds of billions of dollars of private fund formations, separately managed accounts and joint ventures across a variety of strategies, including equity, credit, debt, energy, infrastructure and real estate, worldwide. Erica has advised both sponsors and institutional buyers in connection with strategic investments in private investment firms. Erica regularly gives strategic advice to senior management of private equity firms on matters of strategic firm importance, including internal restructurings and succession planning arrangements. Representative clients include Antin Infrastructure, ArcLight, Bain, BayPine, Blackstone, Bridgepoint, Carlyle, Centerbridge, Dynasty Equity, EQT, FFL, Glendon, GreyLion, H.I.G., Hunter Point, I Squared, JP Morgan, KPS, Macquarie, NewVest, Oaktree, Orix, Quantum, Permira, TPG.

Professional Memberships: Private Investment Funds Forum Board of Directors, USA Cycling Foundation Board of Directors, One to World

BESHARA, Philip E.

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Featured in Government (USA – Nationwide)

Practice Areas: Phil Beshara represents clients at the cornerstone of the public and private sectors – particularly in the national security, aerospace and emerging social technology industries. He frequently counsels clients with crisis management and government affairs strategies to navigate legal, regulatory and reputational challenges. Mr. Beshara has a decade of experience litigating government contracts in Federal Court on behalf of leading US defense contractors and has been "in-

strumental" in guiding clients through high-stakes Federal investigations and Congressional hearings. In 2022, Law360 profiled Mr. Beshara as one of only five "Rising Star" attorneys nationwide in government contracts, showcasing how Mr. Beshara "successfully delivered oral arguments in [Federal] court" on behalf of a global engineering company in the successful defense of an \$82 Billion contract awarded by the Department of Defense in 2019 – with the favorable decision affirmed by the US Federal Circuit Court of Appeals. The publication also highlighted Mr. Beshara's work on successfully overturning a \$650 Million NASA contract for the International Space Station and asteroid detection awarded to a client's competitor, resulting in a landmark decision based on novel procurement integrity arguments. These and other successes achieved for government contractors in bid protests over the past 10 years have served as the bedrock of Mr. Beshara's litigation practice. Mr. Beshara's investigation work has included Congressional and Federal agency inquiries, as well as confidential internal-company investigations. Recently, Mr. Beshara helped lead the preparation of a CEO through multiple rounds of televised House and Senate hearings that were favorably received by legislators and staff. Mr. Beshara has cultivated what has been described as a truly "Washington practice," sought after for his political acumen and strong bipartisan relationships on Capitol Hill and in the Executive Branch. For the past half-decade he has led a national trade association's engagement with the Department of Treasury and the Senate Banking & House Financial Services Committees on evolving Anti-Money Laundering (AML) issues, worked directly with Congressional Judiciary Committees on copyright reform, and served as a primary public policy counsel to a leading telecommunications company.

Career: Prior to joining private practice, Mr. Beshara worked for a bipartisan group of policymakers at various levels of government. He served in the US House of Representatives as a congressional aide to Congressman Tim Ryan (D-OH) and worked in the office of the late US Senator George V. Voinovich (R-OH) and for former Ohio Senate Majority Leader Jimmy Stewart (R-OH).

Professional Memberships: Mr. Beshara is a Truman National Security Scholar, certified by the Truman National Security Institute's congressional leadership development program on defense, foreign policy and national security issues. A proud first-generation college graduate, Mr. Beshara serves as a board member on Georgetown Law's Recent Alumni Advisory Council, through which he advises on the trajectory of Georgetown Law for the next generation. Among other activities, Mr. Beshara was elected as a member of the American Task Force for Lebanon – an organization of American business and government leaders of

Lebanese heritage working on security and prosperity through strengthened US-Lebanon relations.

BEST, Edward S

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Edward Best joined Mayer Brown in 1986 and steadily built a successful capital markets and corporate law practice. Today, he is co-leader of the firm's Capital Markets practice. He is widely recognized as one of the nation's leading capital markets attorneys. Eddie's experience includes: Capital Markets, Mergers and Acquisitions, and General Corporate Practice.

BETHANCOURT, Heather S

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Featured in Technology (Texas), Outsourcing (USA – Nationwide)

See under Texas for profile.

BIAGINI, Ray

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Featured in Government (USA – Nationwide)

Practice Areas: Raymond Biagini is widely recognized for his expertise in defending "contractors on the battlefield," establishing ground-breaking legal principles at the federal appellate level which immunize defense contractors from combat related tort liability. Mr. Biagini has also successfully defended companies in cases involving the Exxon Valdez; Cell Phone Radiation Hazards; and "Fen-Phen." Finally, following the 9/11 terrorist attacks, Mr. Biagini, at the request of industry, conceived and authored the key provisions of the U.S. SAFETY Act, a landmark legislative remedy which incentivizes homeland security companies to deploy anti-terror technology by potentially immunizing them from enterprise-threatening lawsuits arising from terrorist attacks.

BIAMONTE, Marc N.

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Marc Biamonte is a partner in the asset management group who concentrates on the formation and operation of private investment funds, with a focus on helping general partners with fundraising. He works with funds of all sizes, from \$150 million to \$9 billion, across fund types, including buyout, funds of funds, venture, hedge, secondary and special focus funds. Marc is also co-leader of the firm's buyout funds team. Marc is known for thinking through complicated legal issues to deliver "concrete and actionable advice," as U.S. News/Best Lawyers noted when naming the firm "Law Firm of the Year" for Private Funds Law. Clients

also appreciate Marc's ability to help them realize their goals using a consensus-based approach in negotiations. Marc was recently named a "Rising Star" by IFLR1000 and is nationally and globally ranked by Chambers. Marc's broader understanding of the private funds industry is informed by his varied legal and accounting experience. Marc represents investment advisers on Advisers Act matters, and has advised investment management firms and their principals on transactions, including spin-offs. Prior to law school, Marc practiced as a Certified Public Accountant and a Management Consultant at global accounting firm PwC. Some of Marc's clients include Carlyle/AlpInvest, Kohlberg & Co., Freeman Spogli, Trive Capital, Strategic Value Partners, HarbourVest, Morgan Stanley, Oberland Capital and Sands Capital.

BIBEN, Matthew

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Matthew Biben focuses his practice on complex negotiation and litigation of disputes, including regulatory and enforcement matters on behalf of both individuals and organizations. His diverse litigation practice includes representing financial institutions and FinTech companies in civil disputes, securities and bankruptcy litigation, and complex matters involving the government. As a former general counsel of a large bank and federal prosecutor, Mr. Biben routinely acts as counsel in litigated disputes and internal investigations of both domestic and international matters involving, among others, the Department of Justice (DOJ), Securities Exchange Commission (SEC), Federal Reserve Board (FRB), Office of Comptroller of the Currency (OCC), Consumer Financial Protection Bureau (CFPB), New York Department of Financial Services (NYDFS), state attorneys general and foreign regulators.

BICE, William B

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Featured in Projects (USA – Nationwide)

Practice Areas: Bill Bice is a partner in the New York office of Milbank LLP and a member of the firm's Global Project, Energy and Infrastructure Finance Group since 1995. He was resident in the firm's Tokyo office from 1998 to 2000. Mr. Bice's practice focuses on the development, financing, acquisition, disposition and restructuring of power generation (conventional and renewable) and transmission projects as well as other energy and infrastructure projects. His clients include developers, lenders, asset owners, hedge funds and private equity funds involved in the energy and infrastructure sectors.

BICKWIT, Leonard

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Featured in Government (USA – Nationwide)

Practice Areas: Leonard Bickwit is of counsel in the firm's Washington, D.C., office. He is a member of the Public Policy and Law practice group.

Career: Before joining Miller & Chevalier in 1983, served as General Counsel to the U.S. Nuclear Regulatory Commission. Earlier, served as Legislative Director to Senator John Glenn and as Counsel to Senator Philip Hart's Subcommittee on Environment.

Professional Memberships: General Counsel, U.S. Nuclear Regulatory Commission, 1979-1983 Legislative Director, Senator John Glenn, 1975-1979

Personal: JD, Harvard Law School; MA, Oxford University; BA, Yale, magna cum laude.

BIDERMAN, David T.

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Consumer Products & Services Litigation Class Action Defense Product Liability Law Consumer Finance Law Litigation Aviation & Transportation Consumer Protection Financial Services Litigation & Investigations Securities Litigation Environmental Litigation Food & Beverage Food Litigation Food, Supplement & Consumer Packaged Goods Litigation: Proposition 65 Cannabis Law Retail & Consumer Products Fintech

Career: David Biderman, a partner in Perkins Coie's San Francisco and Los Angeles offices, focuses his practice on mass tort litigation and consumer class actions. He heads the firm's Consumer Products & Services Litigation group. On consumer class actions, David represents consumer packaged goods companies, food companies, supplement companies and others companies sued in consumer class actions for a variety of marketing, sales or other practices. For food companies, he has litigated dozens of food labeling cases and has a record of favorable results, including several precedent setting appellate decisions. David has spoken at numerous CPG, food or consumer litigation conferences and is interviewed frequently in legal and trade press. David teaches a well received course at UCLA Law School on Class Action and Food Litigation. David also hosts a popular podcast on privacy and technology, Decrypted Unscripted, which has over 75 episodes and is regularly ranked among the top privacy podcasts.

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

BIGART, Andrew

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Andrew Bigart focuses his practice on helping bank and non-bank financial institutions navigate the federal and state regulatory environment governing payments, lending, and consumer financial services. Andrew provides regulatory and business counseling advice to clients across a variety of industries, including banks, payments companies, money transmitters, broker-dealers, lenders, and trade associations. He counsels clients on regulatory compliance matters, contract negotiations, due diligence, federal and state examinations, and civil investigations and litigation before federal and state banking and financial institution regulators. Andrew has been recognized by Legal 500 and named to the Electronic Transactions Association's Forty under 40 list.

BILIK, Eric

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Featured in Transportation (USA – Nationwide)

Practice Areas: R. Eric Bilik has represented railroad and rail transportation companies in litigation, administrative and regulatory matters for more than 25 years and leads the firm's rail transportation industry team. He has served as lead counsel for a Class I railroad and short-line railroads in myriad disputes and litigation matters before various tribunals across the eastern United States, including proceedings before the Surface Transportation Board and the Court of Federal Claims. Eric's practice includes representation of railroads in a wide array of commercial, regulatory, real property and tort disputes and litigation matters in federal and state courts, including dozens of cases involving federal pre-emption of state law claims affecting rail transportation facilities and operations, as well as commercial and real property ownership disputes involving railroad title and real property rights. His representation of railroads has also included the defense of mass and toxic tort lawsuits involving current and former rail facilities and the defense of punitive damage claims arising from railroad operations. Eric previously served as managing partner of the firm's Jacksonville office for more than a decade, and he served two terms on the firm's Board of Partners.

BILLOTTI, Keith

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Featured in Transportation (USA – Nationwide)

Practice Areas: Keith is a partner in and the Co-Head of Seward & Kissel's Capital Markets Group. His practice involves all aspects of corporate and U.S. securities law for domestic and foreign

clients. Keith regularly represents large established public and private companies, as well as, banks, institutional investors and money managers. He routinely advises clients on their growth and development and in a diverse array of transactions, including private and public securities offerings, dual listings, SPACs and mergers and acquisitions. Keith's experience also includes the completion of joint ventures and private equity financings, representing both the funds providing the capital and the companies seeking funding. Keith also has experience assisting clients with corporate governance matters, ongoing securities law compliance, trading compliance policies and '34 Act disclosure documents, including annual, quarterly and current reports and proxy statements. Keith is a regular speaker at industry conferences around the world and is a contributor to Seward & Kissel's Maritime Blog, which highlights key developments affecting the global maritime industry.

BIRENBAUM, Jonathan
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Featured in Projects (USA - Nationwide)

Practice Areas: Jonathan's practice focuses on complex acquisitions and dispositions, debt and equity financings, and general corporate law matters, primarily in the energy and infrastructure sectors. His experience includes deals involving numerous renewable and gas-fired projects, battery storage projects, transmission facilities, and pipelines. He is recognized in, among others, Chambers USA and Legal 500. He regularly represents both strategic and financial clients and has played a primary role in many complex transactions involving a wide variety of structures and assets. These transactions have included acquisitions and dispositions of companies, projects and portfolios, and project financings, including tax-oriented, preferred and other equity investments, and senior secured and subordinated loans. His experience extends to a wide variety of projects, including: renewable energy projects (particularly solar and wind); battery storage projects; thermal (primarily gas-fired) generating plants; transmission assets; natural gas liquefaction (LNG) facilities; and oil and gas pipelines and related facilities.

BIRNS, Richard
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Featured in Sports Law (USA - Nationwide)

Practice Areas: Richard serves as Co-Chair of the Gibson Dunn's Sports Law Practice Group and Private Equity Practice Group. He focuses his practice on a wide range of merger and acquisition-related matters, including domestic and cross-border mergers, acquisitions, divestitures, carve-outs, and joint ventures for both corporations and leading private equity firms. He also handles related corporate govern-

ance and takeover work. Richard has extensive experience advising clients on significant transactional matters across a number of practice areas and industry sectors, with significant depth in technology, media, sports and entertainment. He regularly serves as a personal advisor to owners of sports franchises and sports industry leaders on "bet the company" matters.

Personal: JD, Columbia Law School

BISCHOFF, Senet S.
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Senet Bischoff advises financial institutions and corporate clients on a broad range of corporate finance matters, with a particular focus on high yield debt transactions, investment grade debt transactions, and restructurings. Drawing on his vast and varied product knowledge, Mr. Bischoff helps clients navigate a full array of financings to achieve their business goals. He provides clients a comprehensive understanding of different capital-raising and investment strategies to advise on: 'High yield bond offerings 'Leveraged buy-outs 'Restructurings (both in-court and consensual) 'Distressed refinancings 'Distressed debt exchanges 'Recapitalizations 'Initial public offerings 'De-SPAC transactions 'Exit financings 'Block trades 'Tax-free debt exchanges Mr. Bischoff also represents public and private companies in connection with securities law, corporate governance, and general corporate matters. Mr. Bischoff regularly writes and speaks on corporate finance and securities topics. Leadership Mr. Bischoff serves as Chair of the firm's Corporate Department Opinions Committee, and as Chair of the firm's Ethics Committee. He previously served as Co-Chair of the New York Corporate Department and as a member of the Finance Committee, Training and Career Enhancement Committee, Associates Committee, and Women Enriching Business (WEB) Steering Committee.

BISHOP, Doak
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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Doak Bishop specializes in international arbitration, with a focus on Latin America. As a partner in the International Arbitration practice, Doak represents companies in arbitration and litigation of disputes in the oil and gas, energy, construction, environmental and foreign investment sectors. With extensive experience in litigation and international arbitration, Doak has served both as an arbitrator and counsel. He represents clients in disputes concerning oil and gas and energy, foreign investment, construction and environmental matters. Mr. Bishop has served as Chairman of the Institute of Transnational Arbitration

and as a Director of the American Arbitration Association (AAA). He is also a member of the U.S. delegation to the North American Free Trade Act (NAFTA) Advisory Committee on Private Commercial Disputes.

BIVENS, Frances
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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Frances is a member of Davis Polk's Civil Litigation practice. She serves as lead counsel in high-stakes litigation matters in federal and state courts around the United States and arbitrations around the globe. She has an electrical engineering degree and is experienced in litigation involving technical issues, including energy, power and infrastructure disputes and mass tort cases. She also regularly handles complex financial matters. Her practice has included cross-border disputes arising out of the United Kingdom, India, China, Korea, Hungary, France, Switzerland, Brazil, Mexico, Argentina and Papua New Guinea. She is the second vice-chair of the New York International Arbitration Center.

BJORK, Jeffrey E
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Featured in Bankruptcy/Restructuring (California), Bankruptcy/Restructuring (USA - Nationwide)

See under California for profile.

BLACKABY, Nigel
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Featured in International Arbitration (USA - Nationwide)

Practice Areas: International Arbitration; Investor-State Arbitration; Energy; Natural Resources; Manufacturing; Agriculture and Food Distribution; Aviation; Telecommunications.

Career: Nigel Blackaby KC is a Washington, DC based international arbitration partner and is Co-head of the firm's Latin America group. Cited by clients as an "undisputed leader in his field", Nigel is a civil and common law trained lawyer who has acted as counsel and arbitrator in more than 100 ad hoc and institutional arbitrations, both commercial and investor-state in English, Spanish and French with a focus on natural resources and Latin America. Nigel is widely recognized as a leading authority in international arbitration. He is recognized as a Global Elite Thought Leaders – and one of the US's most prominent arbitration practitioners – by Who's Who Legal. In January 2020, Nigel was honored with the appointment of King's Counsel, for his excellence in advocacy (only one of a handful of English solicitor advocates to receive that distinction). Nigel serves as an adjunct professor of investment arbitration at American University Washington College of Law.

He speaks English, French, Spanish and Portuguese. For more information, visit <https://www.freshfields.us/contacts/find-a-lawyer/b/blackaby-nigel/>

Professional Memberships:

Member of the Court of the Singapore International Arbitration Centre (SIAC); Board member of the Centro de Arbitraje de Mexico and of the international commission of the Centro Internacional de Arbitraje de Madrid.

Publications: Nigel is the co-author of the leading texts "Redfern and Hunter on International Arbitration" (fourth, fifth, sixth and seventh editions, Oxford University Press), "A Guide to ICSID Arbitration" (first and second editions, Kluwer), and "International Arbitration in Latin America" (Kluwer, 2003).

BLACKBURN, James
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Jamie Blackburn represents clients in their most sophisticated matters involving the energy sector. Mr. Blackburn leverages extensive industry experience to help energy sector market participants navigate proceedings before the Federal Energy Regulatory Commission (FERC), the Department of Energy (DOE), state public utility commissions, and federal courts in matters involving merger, rate, enforcement, markets, and policy issues. He regularly represents: 'Independent transmission companies 'Renewable power developers 'Private equity infrastructure investors 'Independent power producers 'Renewable developers 'Investor-owned utilities 'Municipal electric utilities 'Oil/gas producers 'Other energy-related organizations and associations A recognized leader among the energy bar, Mr. Blackburn has held numerous leadership positions in the Energy Bar Association, including serving as past chair of the Young Lawyers Council and the Professional Education Council.

BLANTON, M Stanford
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Energy Nuclear Energy Federal Public Policy & Government Relations

Career: Stan Blanton focuses his practice on the regulatory, licensing, and commercial issues that arise in the development, operation, and sale of electric generating facilities, particularly nuclear power plants. He counsels electric utility companies, suppliers of nuclear fuel and components, and investors in electric generating facilities. He frequently appears before the Nuclear Regulatory Commissions, United States District Courts, United States Courts of Appeal, and United States Court of Federal Claims.

Professional Memberships:

American Bar Foundation, Life Fellow

American Bar Association, Section on Infrastructure and Regulated Industries, Nuclear Energy Law Committee, Chairman (2009-2016), Vice Chair (2002-2009; 2016-present) American Bar Association, Business Torts Committee, Subcommittee on Jury Instructions Nuclear Energy Institute, Lawyers Committee, Chairman (2002-2006) Birmingham Bar Association

BLASS, David W.

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: David is a leading registered funds lawyer, serving as registered fund counsel and counsel to registered funds' independent trustees. He was notably named as Independent Trustee Counsel of the Year by a major registered funds industry publication (Fund Intelligence's 2021 Mutual Fund Industry & ETF Awards). David has extensive knowledge of the regulatory requirements of the asset management industry, having served as General Counsel of the Investment Company Institute, the trade association for registered investment funds. He also held senior roles for over a decade at the U.S. Securities and Exchange Commission, including serving as Associate General Counsel of the SEC, Assistant Director of the Investment Management Division, and Chief Counsel and Associate Director of the Division of Trading and Markets. David routinely advises on novel products, strategies and transactions across the securities industry, with a particular focus on registered funds.

Career: General Counsel of the Investment Company Institute (ICI); Chief Counsel and Associate Director of the SEC's Division of Trading and Markets; Associate General Counsel of the SEC; Assistant Director of the SEC's Investment Management Division. Joined Firm in 2017, as Partner.

Personal: B.A., University of Alabama; J.D., Columbia University School of Law.

BLAU, Richard M

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Featured in Cannabis Law (USA – Nationwide), Food & Beverages (USA – Nationwide)

Practice Areas: Alcohol Beverage Cannabis Industry Residential, Resort and Club, Restaurant Litigation Food Law Hospitality International

Career: Richard presides over Gray-Robinson's regulated products practice and oversees the firm's legal guidance, compliance, and support services for the alcohol beverage, cannabis, food, and tobacco products industries. Richard and his colleagues focus on the rules, regulations, and business practices that govern the marketing, sale, and consumption of distilled spirits, wine, beer and other licensed beverages. As a trial lawyer with over 20 years of experience, Richard has litigated jury

and bench trials in state and federal courts. In the area of alcohol beverage regulation, he successfully litigated on behalf of manufacturers, setting important precedents for the industry in Geary Distributing Co. v. All Brand Importers, Inc. (imposing constitutional limits on the application of a state beer franchise law) and in Jim Taylor Corp. v. Guinness Import Co. (defining "brand extension" under Florida law). Richard works with all three tiers of the alcohol beverage industry. He has represented international importers and domestic manufacturers, statewide wholesaler trade groups and regional distributors, and retailers (including multistate restaurant and hotel chains) across the United States. Richard and the firm's Alcohol Industry Team service retail licensees in a variety of ways, including liquor, tobacco and lottery licensing; health and food service inspection compliance; responsible vendor and employee training; representation in administrative proceedings; and litigation/dispute resolution. Richard also works closely with representatives of state and federal government, drafting administrative rules and proposed legislation—both on behalf of clients and at the request of regulators. For example, he prepared an administrative regulation and statutory amendment at the request of the Florida Division of Alcoholic Beverages and Tobacco, to codify the impact of a judicial decision that he successfully obtained on behalf of a client. He has testified before governmental bodies, such as the New York State Assembly, regarding alcohol laws and related issues. Richard counseled legislators of Hawaii on the effects of the U.S. Supreme Court's landmark decision in *Granholm v. Heald* and recently testified before legislative committees of both the Florida Senate and the House of Representatives regarding issues relating to the direct shipment of wine. For over a decade, Richard annually has edited the nationwide Survey of Reported Judicial Decisions Addressing the 21st Amendment and Related Alcohol Laws for the American Bar Association and the National Conference of State Liquor Administrators. Since 1998, he also has authored the chapter "Beverage Alcohol Practice" for the annual Developments in Administrative Law and Regulatory Practice published by the American Bar Association. Other publications by Richard include a chapter titled "The Role of the Food and Beverage Attorney" for the anthology *Best Practices for Alcohol Beverage, Food and Drug Law*, which was published by Aspatore Books; an article co-authored with U.S. Sen. Connie Mack (R-Fla.) titled "The Need for Fair Play: Repealing the Federal Baseball Antitrust Exemption," which was published by the Florida Law Review of the University of Florida's College of Law; a paper, "The Competency and Credibility of Children as Witnesses," which was delivered to the World Conference on Police Psychology at the FBI Academy in Quantico, Virginia; and

"Speedy Trial: Pre-accusation Delay, Post-accusation Delay, and the Speedy Trial Act of 1975," which was published in the *Georgetown Law Journal*. Articles related specifically to alcohol industry issues that Richard has authored are listed below. Awarded the highest rating assigned by Martindale-Hubbell (AV), Richard devotes a substantial portion of his practice to trade regulation, litigation and dispute resolution involving the hospitality industry. He has industry-specific experience in the areas of administrative practice and regulatory compliance, advertising and promotional law, intellectual property rights, importation matters, supplier/distribution relations, and alcohol industry business practices. Richard's proficiency has been recognized by Chambers and Partners (Richard is ranked "Band 1" for Food and Beverage Law), as well as listed repeatedly and currently in peer-ranking publications such as *Super Lawyers* and *Florida Trend's* "Legal Elite." Richard has achieved the following peer-related accolades for his legal work: Chambers and Partners—nationally ranked as "Band 1" for Food and Beverage Law; Best Lawyers in America—listed for Food and Beverage Law; The American Law Institute—elected member; The Academy of Hospitality Industry Attorneys—elected member; Super Lawyers—elected member

Professional Memberships:

American Bar Association, Section of Administrative Law and Regulatory Practice (1987–Present); ABA Committee on Beverage Alcohol Practice, Vice Chairman, 1996-2000; Chairman, 2001-2007 • ABA Advisor, Uniform Law Commission's Alcohol Direct Shipping Compliance Act Committee (2020–Present) • The American Law Institute (Elected Member, 1995–Present) • The National Conference of State Liquor Administrators (Industry Member, 1989–Present; Executive Committee Member 2006; NCSLA Hall of Fame Inductee 2018) • The National Alcohol Beverage Control Association (Industry Member, 2001–Present) • The Academy of Hospitality Industry Attorneys (Elected Member, 2001–Present; Member, Board of Directors, 2013-2016) • Craft Beverage Lawyers Guild (Founding Member 2017)

BLEDSE, Joshua

Latham & Watkins LLP, Los Angeles
Featured in Climate Change (USA – Nationwide)

Practice Areas: Josh Bledsoe advises clients on complex infrastructure and development projects, particularly those decarbonizing the energy and industrial sectors. Mr. Bledsoe draws on sophisticated industry knowledge to guide clients on all aspects of energy transition projects, including entitlement, environmental review, and financing. He helps clients navigate projects involving: • Carbon capture, utilization, and sequestration (CCUS) • Hydrogen • Low-carbon fuels, such as renewable natural gas (RNG), renewable diesel, ethanol, and electricity for mobility

• Federal laws driving or influencing the energy transition, including the National Environmental Policy Act, the Clean Air Act, the Clean Water Act, and the Endangered Species Act • State climate change laws, including California's catalytic statutes and regulations, such as the Low Carbon Fuel Standard (LCFS) and Cap-and-Trade Programs He devises sophisticated strategy for clients to monetize the low-carbon attributes of their products or services under various carbon pricing and regulatory regimes, both in the compliance and voluntary carbon markets. Mr. Bledsoe also has experience in the permitting and development of projects across various economic sectors. He has obtained federal, state, and local approvals for such projects, crafting innovative solutions to environmental and resource problems. He also represents buyers, sellers, and lenders in matters involving environmental liabilities related to real estate and business transactions, complicated mergers and acquisitions, and access to capital markets. A recognized leader within and outside the firm, Mr. Bledsoe co-steers Latham's working groups on CCUS, hydrogen, and low-carbon fuels and serves on the Advisory Council for Lawyers for a Sustainable Economy.

BLOCK, Benjamin C

Covington & Burling LLP, Washington, DC
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Featured in Sports Law (USA – Nationwide)

Practice Areas: Experienced litigator with first-chair experience in federal and state court trials and appeals, as well as arbitrations. Regularly represents and advises the NFL on litigation and collective bargaining issues. Represents the American Athletic Conference in antitrust class action litigation.

Career: Law Clerk to Judge A. Raymond Randolph (D.C. Cir.), 2001

Personal: University of Virginia School of Law, JD/MA, 2001; U.S. Military Academy, BS, 1993

BLOCK, Lawrence

Winston & Strawn LLP, Washington, DC

Featured in Government (USA – Nationwide)

Practice Areas: Larry Block has significant experience in government contract consultation and litigation. His practice sees him handling significant bid protests before the U.S. Government Accountability Office (GAO) and the Court of Federal Claims, as well as internal and external investigations. Clients commend Larry's "excellent command of government protest law and strategy" (Chambers USA) and how he "excels in litigation of government contracts and due diligence in the context of M&A" (The Legal 500 US). Others say "he is not only an excellent legal mind, but has business acumen and a strategic outlook for the business. Larry is an outstanding lawyer and a great legal business partner." Larry represents large and small contractors, 8(a) contractors, not-for profit organizations,

and individuals in government contract and grant matters related to federal and state agencies. Larry has successfully litigated pre-award and post-award government contract matters before Boards of Contract Appeals, the U.S. Government Accountability Office, the Court of Federal Claims, Small Business Association Office of Hearing and Appeals, state courts, and federal district courts. Larry consults with contractors on a daily basis on administrative and performance issues relating to government contracts and grants, including the applicability of federal procurement regulations, evaluations of solicitations, drafting bids, joint venture and teaming agreements, disputes, claims, requests for equitable adjustment, use of subcontractors, size appeals, assisting with Defense Contract Audit Agency (DCAA) audits, defense of debarment/suspensions, and fulfillment of minority subcontracting requirements. He assists buyers and sellers throughout the M&A process, including government contracts due diligence, novations, and post-sale compliance. Larry has an active investigations practice related to a variety of government contract and grants matters, helping clients with both internal and external investigations. Larry also maintains a business litigation practice that requires him to regularly appear in state and federal courts in Maryland, the District of Columbia, and Virginia.

BLOCKER, Mark B
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Featured in ERISA Litigation (USA - Nationwide)

Practice Areas: MARK BLOCKER is the leader of the firm's ERISA Litigation practice, and a partner in the Chicago office. Mark is well known in the ERISA Litigation defense bar for his precedent-setting work on all types of ERISA class actions. He has litigated a wide array of class action claims, including 401(k) stock drop cases, challenges to cash balance plan features, 401(k) plan fees and expenses, claims arising from retiree medical coverage, and other challenges to changes made to health and welfare plans. In addition, Mark also has spent a large portion of his career defending breach of fiduciary duty claims brought against trustees and other institutional fiduciaries. Mark has tried several certified class action cases to judgment. Mark also has extension class action experience outside of the ERISA sphere, especially in the consumer and financial services arenas. In the consumer area, Mark has defended numerous credit card issuers, national banks, mortgage lenders, financial institutions and telecommunications companies in a broad range of class actions. He has substantial experience defending class action claims brought under federal consumer protection statutes, such as TILA, FDCPA, TCPA, EFTA and state consumer protection statutes. In the consumer mortgage lending area,

Mark has also regularly litigated issues involving preemption provided by federal banking statutes, and has enforced consumer arbitration clauses to defeat class actions. Mark has tried a number of cases and is a member of the Trial Bar of the United States District Court for the Northern District of Illinois. Mark also has extensive appellate experience, having argued several dozen appeals.

BLOOM, Elise M
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Featured in Sports Law (USA - Nationwide), Labor & Employment (New York)
See under New York for profile.

BLOOMFIELD, Neil
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Featured in Financial Services Regulation (USA - Nationwide), Banking & Finance (North Carolina)
See under North Carolina for profile.

BLUMBERG, Jeffrey
Faegre Drinker, New York
Featured in Hedge Funds (USA - Nationwide)
Practice Areas: Jeff Blumberg is an experienced investment management lawyer who helps clients navigate regulatory, corporate governance, business and structural matters. View more at: <https://www.faegredrinker.com/en/professionals/b/blumberg-jeff/#tab-Overview>

BOBYS, Matthew
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Featured in Political Law (USA - Nationwide)

Practice Areas: Advises business clients across numerous industries on political law issues relating to government affairs and government procurement at the federal, state, and local levels, particularly on campaign finance, lobbying, gifts and entertainment, government ethics, and conflict of interest laws. Also advises on "pay-to-play" laws that impose special restrictions on the political activity of companies having or seeking government contracts, as well as their covered employees, directors, PACs, and affiliates. Implements comprehensive compliance systems covering all government affairs activities and develops procedures in reaction to new laws.
Career: J.D., Harvard Law School, 2002; B.A., Grinnell College, 1999.

BODENHEIMER, David
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Featured in Government (USA - Nationwide)

Practice Areas: David Bodenheimer is a litigator with over 35 years of hands-on experience in doing business with the federal government. Through his career, David has spent more than 100 days in the courtroom litigating con-

tract disputes, False Claims Act (FCA) suits, default terminations, prime/sub disputes, and other actions involving complex military and aerospace systems, information technology, damages calculations and methodologies, and other government contracts disputes. He has litigated more than 60 protests in every forum (GAO, COFC, ODRA, GS-BCA, and federal district courts), with some of the best being successfully resolved without a decision—e.g., agency corrective action reopening the competitive range in a \$6 billion procurement and resulting in award to a Fortune 25 company. His reported decisions run the full gamut of protest issues. Chambers USA ranks David nationally in Government Contracts and describes him as "an impressive government contracts practitioner" and "a fabulous writer." He has found solutions for clients for everything from bet-the-company cases to the day-to-day complexities of government contracting. With "considerable experience in defective pricing litigation" (Chambers), Mr. Bodenheimer handles a busy ASBCA docket of defective pricing and cost claims, DCAA audit allegations, and other disputes involving cost and pricing issues. He has been recognized in Chambers USA as "an exceptional costs and pricing attorney who is terrific with clients" and as "the top expert on defective pricing." Chambers also describes him as "a leading lawyer within the cybersecurity space" with "a strong practice in the cyber security area," with over a decade of experience in advising government contractors, information technology (IT) businesses, and Fortune 500 companies on cybersecurity, privacy, and information law in the public sector.

Professional Memberships: •District of Columbia •U.S. Court of Appeals for Federal Circuit •U.S. Court of Federal Claims •U.S. Court of Appeals for Sixth Circuit •U.S. District Courts for the District of Columbia •U.S. District Courts for the District of Maryland •U.S. Court of Appeals for Veterans Claims
Personal: •University of North Carolina, B.A. •University of North Carolina, M.B.A. •University of North Carolina Law School, J.D.

BOEHM, Steven B
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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Nationally recognized for his in-depth knowledge in the structuring and regulation of investment funds, Steve is widely-acknowledged as the leading authority on business development companies and other fund structures for alternative investments. Well known for his expertise in matters arising under the Investment Company Act of 1940 and the Investment Advisers Act of 1940, Steve guides asset managers in navigating the intricate rules and regulations of the SEC. Having served on SEC staff, he

regularly engages with that agency for his clients, who greatly benefit from his insider knowledge. Steve advises on establishing and operating public and private investment funds, and in developing structural alternatives for taking private equity and alternative credit investment opportunities to public investors.

BOEHNING, H Christopher
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Featured in Financial Services Regulation (USA - Nationwide), Sports Law (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/h-christopher-boehning>

BOGOT, William
Fox Rothschild, Chicago
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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Bill is Co-Chair of the firm's Cannabis Law Practice. He leads a 70-attorney national team that provides a comprehensive suite of legal services to businesses in the legalized cannabis sector. He focuses his practice on providing strategic regulatory and transactional advice to both the cannabis and gaming industries. Recognized as a "Trailblazer" in cannabis law by The National Law Journal, Bill is a sought-after authority on legal developments surrounding the production, distribution and marketing of medical and adult-use cannabis products. He is frequently asked to speak at high-profile conferences on the regulatory and corporate issues shaping the sector and its burgeoning businesses. Representing some of the largest multi-state cannabis operators in the country, Bill litigates a range of civil and regulatory issues. Recent successes include securing coveted licenses in key markets and waging challenges against administrative and court license denials and disciplinary actions. Bill also helps power players in the recreational and medical cannabis space navigate complex regulations and facilitate industry-shaping mergers and acquisitions. His multidisciplinary practice reaches major cannabis markets across the country, assisting private and public cannabis companies with a range shareholder liability, venture capital, taxation, employee, trademark and financial services issues. In Illinois' cannabis market, Bill spearheaded efforts that amended the Illinois Supreme Court Rules to allow for legal representation of cannabis clients and has served regional clients since medical marijuana was legalized in 2013. Gaming and Administrative Law Bill guides national gaming industry companies, suppliers and investors through the web of complex gaming laws. Clients rely on his experience with applying for gaming licenses in jurisdictions across the country, defend-

ing gaming licensees in disciplinary proceedings, and his successful record of enjoining regulators from revoking licenses. In addition, he provides counsel on promotional sweepstakes, contests, fantasy sport leagues and charitable raffles, ensuring that such programs comply with state and federal laws and do not constitute illegal gambling. He also assists gaming regulators and law-makers with crafting new and revised gaming regulations. As a former legal adviser to the Illinois Gaming Board (IGB), Bill authored much of Illinois' gaming regulations and advised the IGB and the governor's office on all aspects of gaming law and regulation. He draws upon this extensive government experience to assist a range of clients in other industries that have regulatory oversight. Bill is frequently asked to litigate in administrative hearings, trial courts and appellate courts. In addition to the IGB, Bill's experience in Illinois includes representing clients with the Illinois Racing Board, the Illinois Department of Public Health, the Chicago Department of Public Health, the Illinois State Board of Elections, the University of Illinois, the Illinois Department of Central Management Services, the Illinois Secretary of State, the Illinois Department of Revenue, the Illinois Department of Agriculture, the Illinois Department of Financial and Professional Regulation, the Illinois Comptroller, the Cook County Department of Revenue and numerous local municipalities. He has also represented clients with government agencies outside of Illinois. In addition, his litigation experience includes acting as lead counsel in multiple state and nationwide class actions, and handling commercial and regulatory disputes between competitors.

Career: Prior to joining Fox Rothschild, Bill was a partner at Nixon Peabody (previously Ungaretti & Harris). Bill was also Acting General Counsel and Legal Counsel to the Illinois Gaming Board for over seven years. Early in his legal career, he was Assistant General Counsel to the Illinois House of Representatives and the judicial law clerk for the Honorable Aaron Jaffe in the Chancery Division of the Circuit Court of Cook County.

Professional Memberships: Chicago Bar Association | Hemp Industry Association | International Association of Gaming Advisors | International Masters of Gaming Law | Illinois Cannabis Bar Association | National Cannabis Bar Association | Cannabis Law Journal, Editorial Board Member | International Cannabis Bar Association, Advisory Board Member | Illinois State Bar Association, Cannabis Law Section, Ex-Officio (2023-2024); Vice-Chair (2020)

Personal: IIT Chicago-Kent College of Law (J.D.) | University of Illinois (M.P.H.) | University of California, Santa Cruz (B.A.) | Loyola University Chicago (Certificate in Project Management)

BOISE, Barry
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Featured in Products Liability (USA - Nationwide)

Career: Clients turn to Barry to defend them against complex product liability and Attorney General litigation and government investigations, and for thorough and thoughtful risk management counseling at every stage of the product life cycle. Barry's primary emphasis is defending mass torts brought against pharmaceutical, medical device and agricultural companies. He has substantial experience litigating multidistrict litigation and coordinated state court litigation in many of the most challenging jurisdictions to defend cases. Additionally, Barry leverages his knowledge in the health care and life sciences space to advise clients regarding regulatory, competitor, compliance, and litigation risks presented as a result of new product launches and emerging technologies, in the mobile medical applications and health IT fields, among others. Whether in his litigation or counselor role, Barry focuses on providing practical and actionable advice that help client navigate challenging and complex legal issues. Barry is a frequent writer and speaker on matters affecting the life sciences industry, including litigation prevention, regulatory compliance, and settlement strategies. Barry's ongoing analysis and commentary on developments in the state and federal regulatory landscape can be found through the firm's Regulatory blog, Regulatory Oversight.

BOND, Pippa
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Featured in Capital Markets (California), Capital Markets (USA - Nationwide)
See under California for profile.

BONDI, Bradley
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Featured in Litigation (District of Columbia), Securities (USA - Nationwide)

Practice Areas: Brad Bondi is Global Co-Chair of the Investigations & White Collar Defense practice at Paul Hastings and a nationally-acclaimed litigation partner and trial lawyer with 26 years of experience. He based in the firm's Washington D.C. and New York offices. He leads the representation of companies, executives, directors, and high-profile individuals in the most significant SEC enforcement, criminal defense, and litigation matters (plaintiff and defense), and he navigates boards of directors through the most challenging corporate crises. Previously, he held senior positions in government, including at the SEC and the Financial Crisis Inquiry Commission (FCIC), and he briefly served as a Special Assistant United States Attorney for criminal prosecutions. Brad serves as an adjunct law professor of securities law at Yale

and Georgetown law schools, and is the author of treatises, book chapters, and articles. He finished first in his LLM, JD, MBA, and BS classes, and earned the Certified Fraud Examiner (CFE) credential. Clerkship and Government Service Executive Staff of SEC; Counsel to two Commissioners (enforcement and regulatory rulemaking) Special Assistant United States Attorney Deputy General Counsel and lead investigator, FCIC Clerk for the Honorable Edward E. Carnes, United States Court of Appeals for the Eleventh Circuit

Personal: • Harvard Business School, Certificate in Management Excellence • Georgetown University Law Center, LL.M. • University of Florida, Levin College of Law, J.D. • University of Florida, M.B.A. • University of Florida, B.S. • Certified Fraud Examiner (CFE)

BONNER, C. Britton
Adams and Reese LLP, New Orleans

Featured in Government (USA - Nationwide)

Practice Areas: Government Relations - State/Local; Government Relations - Federal; Economic Development; Global Trade, Transportation & Logistics

Career: Britton Bonner is a skilled government relations and economic development advisor, combining is legal experience and government regulatory knowledge to represent clients nationwide. Britton represents both private and public sector clients, providing guidance on growth and revitalization efforts with a specific expertise in creating special tax districts, entertainment districts, and tax improvement districts. Britton not only provides the technical legal work to create the districts, but also the drafting and passing of initial legislation required for these types of districts and incentives. Britton has successfully managed projects worth billions of dollars in capital investment across the southeastern United States. He handles all aspects of economic development, federal government relations, and state government relations for a variety of clients. He is skilled at identifying potential regulatory or legislative hurdles at the outset of a project. He assists clients with negotiating required project and development agreements, resolving complex logistics, trade, and tariff challenges, coordinating with state and federal authorities, and advocating on behalf of clients.

Professional Memberships: Alabama Bar Association, Louisiana State Bar Association, Federal Bar Association, Paul W. Brock Chapter of the American Inns of Court

BONNIE, Joshua Ford
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Co-Head of the Firm's Global Capital Markets Practice, Co-Managing Partner of the Firm's Washington, D.C. office and member of

the Executive Committee, Josh Bonnie is one of the nation's preeminent IPO lawyers and regularly advises clients on significant strategic events. Josh advised Blackstone, Bumble, Carlyle, Flutter, Hilton Worldwide, Invitation Homes and MasterCard on their landmark listings. Josh also counseled Blackstone on its spinoff of its financial advisory businesses, Dover Corporation on its spinoff of its upstream energy business, Hilton Worldwide on its spinoffs of its real estate and timeshare businesses and Ingersoll Rand on its spinoff of its commercial and residential security businesses. Josh routinely advises asset management firms on situations of strategic importance.

Career: Joined Firm, 1996; Partner, 2005.

Personal: University of Virginia, B.A. (1991); J.D. (1995).

BOPP, Michael
Gibson, Dunn & Crutcher LLP, Washington, DC
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Featured in Government (USA - Nationwide)

Practice Areas: Michael brings his extensive government and private-sector experience to help clients navigate through the most difficult crises, often involving high-stakes congressional investigations, executive branch investigations, litigation, and media challenges. Michael spent years running investigations on Capitol Hill and uses his invaluable experience on both sides of the dais to advise clients in what for most is unfamiliar territory. He founded and chairs the Firm's Congressional Investigations practice and he is a member of the White Collar Defense and Investigations and Crisis Management Practice Groups. His practice focuses on congressional investigations, internal corporate investigations, and other government investigations.

Career: During more than a decade on Capitol Hill, Michael led or played a key role in major investigations in both the Senate and House of Representatives, including four special investigations. In these capacities, he developed the strategy and set the agenda, and managed the discovery efforts for numerous investigations and orchestrated more than 100 committee hearings. He currently co-chairs the ABA's Committee on Legislative Process and Congressional Investigations.

Personal: J.D. Harvard University - 1992.

BORDEN, Michael E
Sidley Austin LLP, Washington, DC
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Featured in Government (USA - Nationwide)

Practice Areas: MICHAEL BORDEN leads Sidley's Government Strategies group offering counsel to clients facing complex challenges involving Congressional investigations, legislation, and government regulation. He has a broad-based practice and represents clients in virtually every economic sector - includ-

ing tax, trade, technology, automotive, retail, life sciences, healthcare, energy, and agriculture. Michael leverages his considerable prior government experience to assist leading institutions and individual clients navigate the most difficult crises involving government oversight. One of his specialties is developing nuanced, effective strategies to manage high profile and high stakes Congressional investigations and inquiries. He also provides lobbying assistance and strategic advice on policy matters to clients including banks, energy companies, health care institutions, media companies and technology firms. Counseling international clients is a cornerstone of Michael's practice, and he has considerable experience advising foreign clients (particularly Chinese companies) that are seeking to invest, expand or operate in the United States. He has assisted foreign and domestic companies managing the risks or fallout from U.S. government sanctions and red flag lists, including the Uyghur Forced Labor Prevention Act Entity List, the Non-SDN Chinese Military-Industrial Complex Companies List, the list established by Section 889 of the National Defense Authorization Act, the Military End User List, the Federal Communications Commission's Covered List, the Commerce Department's Entity List, and the Department of Defense's 1260H list, as well as companies that would be impacted by proposed bills like the BIOSECURE Act. He has also advised companies on Magnitsky Act sanctions, Russian sanctions, and Iranian and Venezuelan sanctions. Michael has prepared many of these foreign clients to face U.S. congressional inquiries in addition to U.K. parliamentary inquiries and legislation. Michael joined the firm after working for almost a decade on Capitol Hill, including as senior counsel of the House Financial Services Committee during the financial crisis and the enactment of the Dodd-Frank Wall Street Reform and Consumer Protection Act (P.L. 111-203). In that role, he was responsible for all aspects of banking, financial institutions, and government-sponsored enterprise policy for House Republicans. Michael also previously served as a legislative aide to Representative Jim Leach for whom he drafted and led the effort to enact the Unlawful Internet Gambling Enforcement Act (P.L. 109-347). Michael is ranked in Chambers USA (2022-2023) which notes that clients describe him as "a very accomplished lawyer" and "a go-to lawyer on government strategies and communications."

BORDERS, Keri
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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Keri Borders is a litigator who focuses her practice on defending food and beverage, dietary supplement and consumer packaged goods manufacturers, retailers, and

distributors in complex competitor and consumer class action litigation. Clients rely on Keri and her creative problem solving skills because of her deep understanding of their business and her ability to achieve successful results. Keri regularly practices in state, federal, and appellate courts in cases involving false advertising relating to product labeling and advertising, including nutrition and health claims, contaminants (heavy metals, PFAS, glyphosate, mycotoxins), product attributes, sustainability/environmental/green claims, and alleged violation of the FDCA/NLEA, PPIA, FMIA, Lanham Act, and FTC Green Guides (and state counterparts). Ms. Borders also has significant experience litigating contract, accounting, and intellectual property disputes, and defending unfair business practices, unfair competition, misappropriation of trade secrets, breach of fiduciary duty, and business torts. Keri has experience in a broad spectrum of industries, including entertainment, personal care products, consumer electronics, telecommunications, pet food, and real estate.

BORISOFF, Alexander
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Featured in Mining & Metals (USA - Nationwide), Projects (USA - Nationwide)

Practice Areas: Alec Borisoff is a partner in the New York office of Milbank LLP and is a member of the firm's Project, Energy and Infrastructure Finance Group where he leads the firm's global mining and metals practice. He was previously resident in the firm's Washington, DC office and from 2012-2017 headed the firm's Tokyo office. Alec's experience includes the representation of project sponsors, financial institutions, export credit and multilateral development agencies and other project participants in a wide range of US and cross-border project and structured financings, investment transactions and restructurings, with a particular emphasis on mining, oil & gas, infrastructure and power-related financings. He has significant experience working on complex multi-sourced financings and workouts involving official credit agencies, having represented over twenty multilateral development banks, export credit agencies and other official lending institutions over the past few years. Alec is ranked Band 1 in Chambers USA for Agency Financing and is recognized as a leading project finance lawyer by Chambers Global, The Legal 500, IFLR1000 and Who's Who Legal. He regularly speaks at industry conferences and has recently contributed to and co-authored book chapters on public-private partnerships (published by Kluwer Law International), mine financing and agency funding sources (both published by Oxford University Press), as well as numerous articles appearing in leading publications including Project Finance International, Getting the Deal Through

and IFLR, among others. He is fluent in Spanish, French and German.

BORTIGNON, Rhys
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Featured in Derivatives (USA - Nationwide)

Practice Areas: Rhys Bortignon is a partner in Morrison Foerster's Capital Markets practice and a member of its Derivatives + Commodities group in New York. His practice focuses on over-the-counter (OTC) derivatives, structured products, and structured finance. With a focus on practical and commercial solutions, Rhys provides counsel to a diverse range of U.S. and international clients, from both the buy-side and sell-side, including corporates, investment banks, commercial banks, private equity, funds, investment managers, and sovereigns. Rhys offers strategic guidance to his clients from both a transactional and a regulatory perspective, and navigates complex cross-border issues with proficiency, providing pragmatic advice to clients operating globally. Rhys' experience spans the spectrum of derivative transactions across asset classes, including rates, foreign exchange, credit, equity, digital assets, and commodities. He also advises on repo and securities lending transactions, the hedging components of project and corporate financings, as well as other structured products.

BOSS, Gary D
Latham & Watkins LLP, New York

Featured in Insurance (USA - Nationwide), Insurance (New York)

See under New York for profile.

BOUDREAUX, Michelle T.
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Michelle's portfolio of work includes greenfield and brownfield energy project development, regulatory counseling on transactions involving the acquisition and financing of pipelines assets and businesses, regulatory compliance, and pipeline litigation before FERC.

Career: Michelle Boudreaux is an Energy Projects and Transactions partner within the firm's Global Projects Department. A recognized and seasoned energy lawyer, Michelle brings to bear over 20 years of experience providing transactional and regulatory advice to the owners and operators of petroleum liquids and natural gas pipelines. She has represented clients at the Federal Energy Regulatory Commission (FERC) and various state agencies, including the California Public Utilities Commission, in contested proceedings regarding rates and terms of service. She also has appellate experience at the United States Court of Appeals for the District of Columbia Circuit.

Professional Memberships: State Bar of Texas Energy Bar Association
Personal: J.D., Tulane University Law School 2002 magna cum laude Managing Editor, Tulane Environmental Law

Journal Moot Court Board Order of the Coif Master of Social Work, Social Work, Tulane University 1996 B.A., Languages, Literature, & Linguistics, Indiana University 1991

BOURNE, Townsend
Sheppard, Mullin, Richter & Hampton LLP, Los Angeles

Featured in Government (USA - Nationwide)

Practice Areas: Townsend Bourne is a partner in the Governmental Practice in the firm's Washington, D.C. office. She also is Leader of the firm's Government Business Group. Townsend represents companies that do business with the Federal Government, either directly or through a prime contractor or reseller. She represents multiple clients in the aerospace and defense industry as well as commercial companies and cloud service providers. Townsend specializes in matters relating to cybersecurity and data protection for government contractors, including counseling clients with regard to Department of Defense (DoD) and civilian agency security requirements, implementation of System Security Plans, negotiation of subcontractor agreements and incident response. She chairs the Coalition for Government Procurement's Cyber and Supply Chain Security Committee, and writes and speaks frequently on cybersecurity developments affecting the Government Contracts industry. Townsend's experience also includes complex litigation in connection with the Contract Disputes Act and the False Claims Act, bid protest actions both challenging and defending agency decisions on contract awards before the Government Accountability Office and Court of Federal Claims, claims litigation before the Armed Services Board of Contract Appeals and the Civilian Board of Contract Appeals, investigating and preparing contractor claims and conducting internal investigations. She also helps clients navigate issues relating to multiple award contract vehicles, procurement integrity, subcontract flow-down provisions, mandatory disclosure, and contract termination and assists in negotiation of subcontracts and teaming agreements.

BOURTIN, Nicolas
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Featured in FCPA (USA - Nationwide), Litigation (New York)

See under New York for profile.

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Featured in Appellate Law (USA - Nationwide), Litigation (California), First Amendment Litigation (USA - Nationwide), Products Liability (USA - Nationwide), Media & Entertainment: First Amendment Litigation (California)

See under California for profile.

BOWE JR, James F

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Jim Bowe focuses on the energy sector, including regulation of the pipeline, oil and gas, hydrogen/renewable fuels and electric power industries, and commercial matters relating to energy production, transportation, storage and use. Jim advises clients on energy and infrastructure project development and financing, energy and environmental regulatory compliance questions, clean energy incentive regimes and energy transactions. He has handled energy matters in North America, South America and the Middle East. Mr. Bowe represents both conventional and renewable energy project developers, owners, operators, investors and lenders, as well as energy shippers and end users. He advises clients in securing authorizations to build and expand energy production, transportation and storage facilities, and in rate and enforcement proceedings before federal, state and territorial regulators. Jim has also represented financial institutions and project developers in connection with the development and financing of U.S. and international energy projects, and in merger and acquisition matters involving energy assets and companies.

BOWEN, Michael

Calfee, Halter & Griswold LLP,
Cleveland

Featured in Government (USA - Nationwide)

Practice Areas: Government Relations and Legislation State Government Relations and Policy Federal Government Relations and Policy Public Law Litigation Liquor and Alcohol Licensing and Regulation

Career: Michael Bowen is a Partner with the firm's Government Relations and Legislation practice group, where he advises clients ranging from small, closely held businesses to large public corporations and public entities. Michael serves as a strategic advisor and counselor to his clients, who range from private corporations to public companies in a variety of industries. He provides sage legal counsel on matters related to corporate governance, regulatory compliance, mergers and acquisitions, tax and economic development incentives, employment, and MBE and WBE certification. Michael also has comprehensive experience in real estate development, community development projects, construction, and property acquisitions and financing. Michael listens to his clients' goals and provides thoughtful action plans to help achieve them by tapping into his unique background, formed by working as a business lawyer and government relations professional. He often leverages Calfee's deep bench of subject matter experts and his connections within the Ohio government to find the

right solutions. Michael's knowledge of the political process, which he honed as the campaign manager for the former Cleveland mayor, among other roles, allows him to advise clients at the federal, state, and local levels of government. He works extensively with administrators, agencies, and legislators to advance his clients' needs across multiple industries, including gaming and hospitality, entrepreneurship, primary and higher education, health care, housing, and pharmaceuticals. Michael stays connected to the community around him by getting involved in local organizations; notably, he is on the Board of Directors for both the Presidents' Council and Engage! Cleveland, and he serves on the Board of Trustees for the Shaker Schools Foundation and the Urban League of Greater Cleveland. Michael was elected Partner in 2023 and serves on the firm's Associates Committee and its Diversity, Equity & Inclusion Committee. Prior to joining Calfee, Michael served as a business litigator handling complex issues in breach of contract, class-action, employment, securities, and public law.

Professional Memberships: The Presidents' Council, Board of Directors Engage! Cleveland, Board of Directors Shaker Schools Foundation, Board of Trustees Urban League of Greater Cleveland, Board of Trustees Ohio Lobbying Association, Member Judge John M. Manos Inn of Court, Associate Norman S. Minor Bar Association, Member Ohio State Bar Association, Member Cleveland Metropolitan Bar Association, Member Bluecoats Inc., Member

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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

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BOYKIN, James

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: James H. Boykin is Co-Chair of the International Arbitration practice group in the Washington, DC, office of Hughes Hubbard & Reed. His practice focuses on international arbitration and includes state-to-state and investor-state arbitration as well as commercial disputes. James has represented investors in treaty arbitrations under the ICSID, UNCITRAL, and SCC Rules. In addition, he has represented clients in commercial arbitrations under the ICDR and ICC Rules. James is a member of the Expedited Commercial Panel of the American Arbitration Association as well as the Arbitration Council of the German Arbitration Institute (DIS).

BRACKNEY, Megan L

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Featured in Tax (USA - Nationwide)

Practice Areas: Tax Controversy; Tax Fraud

Career: Megan L. Brackney is a tax controversy attorney with a distinguished track record of delivering exceptional results for clients facing complicated and difficult tax issues. Megan develops innovative strategies to resolve compliance concerns, voluntary disclosures, civil audits, and criminal investigations for individuals, trusts, estates, corporations, and partnerships. Megan advocates for clients in IRS Appeals, and represents clients in litigation in the U.S. Tax Court and federal district courts. She has successfully defended taxpayers against assessment of tax penalties, including income tax, trust fund recovery, and foreign information return penalties. In addition, Megan assists clients with controversy matters and voluntary disclosures involving New York State and New York City, including issues such as residency, failure to file, and sales and use tax. She also advises clients on tax issues that arise in other contexts, such as business and matrimonial disputes. Megan is an adjunct professor at New York University School of Law where she teaches classes in Tax Procedure. She is an active member of the American Bar Association Section of Taxation, the Executive Committee of the New York State Bar Association Section of Taxation, and the American College of Tax Counsel. Megan has previously served as the Vice Chair of Committee Operations and a Council Director for the ABA Section of Taxation, the Chair of the Taxation Committee of the New York County Lawyers' Association, and the Chair of the Individual and Family Taxation Committee of the ABA Tax Section. She received the ABA Tax Section's John S. Nolan Fellowship for 2008-2009. Megan is a frequent author for tax publications, contributes to the ABA publication, Effectively Representing Your Client Before the IRS, and is a speaker at national and local conferences on topics related to tax, tax ethics, tax penalties, and tax procedure. Prior to joining Kostelanetz LLP in 2004, Megan was an Assistant United States Attorney for the Southern District of New York. She also served as an Assistant Attorney General for the State of Missouri.

BRADEN, E. Mark

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Featured in Political Law (USA - Nationwide)

Practice Areas: Mark Braden concentrates his work principally on the law of the political process, including work with election and campaign agencies, voting issues, redistricting, and ethics and lobbying regulations—areas in which he has substantial knowledge and unusual experience. He provides

effective, and often highly innovative, legal guidance when representing individuals and organizations in the political arena and counseling some of the largest political action committees (PACs) and campaigns in the nation. Mark spent 10 years as chief counsel to the Republican National Committee prior to joining BakerHostetler. He is widely recognized for his knowledge of state election laws, having served as chief counsel to the Ohio Elections Commission and election counsel to the Ohio Secretary of State. Mark has played a significant role in the redistricting process nationwide. And in campaign finance, he was the father of "soft money" as originally used in national campaigns.

BRADSHAW, Brian A

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Featured in Offshore Energy (USA - Nationwide), Projects (USA - Nationwide)

Practice Areas: BRIAN BRADSHAW focuses his practice on project development and finance, corporate finance, and mergers and acquisitions involving energy and energy transition projects with a focus on conventional and renewable power, CCUS, hydrogen, natural gas and liquefied natural gas (LNG). He has advised clients on a wide range of projects including hydrogen hubs, carbon capture facilities, ammonia, renewable natural gas, LNG liquefaction and regasification, natural gas and liquids pipelines, upstream development, FPSOs, FSRUs and all-related supply and off-take arrangements for hydrogen, ammonia, gas, power, LNG, crude oil, refined products, and coal. He also advises clients on shipping and maritime-related issues and engineering, procurement, and construction contracts.

BRAGG, Jennifer

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Featured in Life Sciences (USA - Nationwide), Healthcare (District of Columbia)

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BRANDOW, John M

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Featured in Derivatives (USA - Nationwide)

Practice Areas: John is senior counsel after 33 years as a partner in Davis Polk's Derivatives & Structured Products practice.

BRANSCOME, Kimberly

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Attorney bio can be found below: <https://www.paulweiss.com/professionals/partners-and-counsel/kimberly-branscome>

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Featured in Projects (USA - Nationwide)

Practice Areas: Lance Brasher is a corporate attorney concentrating in M&A, debt and tax equity financing, development and joint venture transactions involving energy, mineral and infrastructure companies and facilities in the United States and worldwide. Advises private equity and pension funds, sponsors, developers, investors, borrowers, tax equity, lenders and utilities in solar, wind, battery, hydro, geothermal, gas and thermal power generation; transmission lines; lithium and other critical mineral extraction; RNG; and digital, transportation, water and sports infrastructure.

Career: JD, Harvard Law School, 1990 (cum laude); BS, US Naval Academy, 1982 (with distinction); U.S. Navy 1982-1987.

BRAUSE, Christian

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Featured in REITs (USA - Nationwide), Tax (New York)

Practice Areas: CHRISTIAN BRAUSE focuses on advising U.S. and non-U.S. clients on U.S. tax aspects of domestic and international mergers and acquisitions and other major domestic and international transactions, including spinoffs, corporate restructurings, de-SPAC transactions, joint ventures, debt financings, and IPOs, including SPAC IPOs. He also advises clients in respect to the structuring (and restructuring) of alternative investments and the formation of alternative investment vehicles, including private equity funds, hedge funds, and real estate funds. Christian focuses in particular on REITs (including mortgage REITs), as well as GP-stakes transactions. His clients have included, in addition to all major investment banks, KKR, Siris Capital, Clearlake Capital, WCAS, Thoma Bravo, TowerBrook, Wafra, and GIC, among others.

BREEN, Justin

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Featured in Banking & Finance (New York), Private Credit (USA - Nationwide)

Practice Areas: Justin Breen is head of Proskauer's Global Finance practice. His principal focus is the representation of leading private credit providers in complex corporate finance transactions, including leveraged sponsor buyouts, acquisition financings and recapitalization transactions. Justin's clients include leading institutional investors, direct lenders, private debt funds, investment banks and business development companies, and he advises these clients on a broad range of financing transactions, including syndicated and non-syndicated senior and senior "stretch" loans, unitranche facilities, second lien financings, mezzanine financings, high

yield bonds and structured preferred equity. Justin has also advised clients in connection with various debt and equity investments involving sports teams and leagues, including investments in U.S. soccer teams, multiple European soccer teams, Formula 1 teams and Rugby leagues. Justin has closed finance transactions with an aggregate value well in excess of \$100 billion. His clients include market-leading investors, including Ares Capital, Antares Capital, Bain Capital, Churchill Asset Management, Golub Capital, Jefferies Finance, Thoma Bravo Credit and Varagon Capital.

BREGASI, Ndenisarya

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Ndenisarya Bregasi is a partner in the asset management and investment funds practice and is based in the Washington, D.C. office. Her practice focuses on the representation of investment companies, their independent directors and trustees, and investment advisers on a full range of regulatory, compliance, and transactional matters. Ndenisarya works with investment company complexes and investment advisers of all sizes and is particularly focused on serving the needs of each individual client. In 2015, Ndenisarya was selected by Fund Action and Fund Directions as a Rising Star of Mutual Funds. Each year colleagues in the industry identify self-starters who have risen quickly to further the development of their company and the mutual funds community as a whole. Fund Action and Fund Directions subsequently determine winners based on an advanced set of criteria relating to leadership and outstanding contributions to the mutual fund industry.

Professional Memberships: Board Chair, Washington Conservatory of Music American Bar Association District of Columbia Bar Association Maryland State Bar Association

BREHENY, Brian V.

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Featured in Securities (USA - Nationwide)

Practice Areas: Mr. Breheny is co-head of Skadden's SEC Reporting and Compliance practice. He concentrates his practice in the areas of mergers and acquisitions, corporate governance, and general corporate and securities matters and advises numerous clients on a full range of SEC reporting, compliance and corporate governance matters, including advising on compliance with the provisions of the Dodd-Frank Act, the SEC's tender offer rules and regulations, and the federal proxy rules, as well as on ESG-related issues. Mr. Breheny is a leading authority on SEC issues, having formerly served as Chief of the SEC's Office of Mergers and Acquisitions and Deputy Director of the Division of Corporation Finance.

Before the SEC, Mr. Breheny worked at another international law firm in its New York and London offices. He began his career at KPMG as a certified public accountant.

Professional Memberships: Mr. Breheny is a member the Executive Committee for Northwestern Law School's Securities Regulation Institute and the Advisory Board for Practising Law Institute's Annual Institute on Securities Regulation and SEC Institute. A fellow of the American College of Governance Counsel, Mr. Breheny has served as a member of the board of directors of the Society for Corporate Governance and as a member of the board of directors and President of the SEC Alumni Association, currently serves as chair of the society's diversity taskforce and has repeatedly been recognized by the National Association of Corporate Directors as part of its Directorship 100, a list of the most influential people in and around the boardroom.

Personal: J.D., St. John's University School of Law, 1996; B.S., St. John's University, 1990

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Featured in Investment Funds (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/b/brennig-nicole>.

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Featured in FCPA (USA - Nationwide), Litigation (District of Columbia)

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BREWER, Robin

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Featured in International Trade (USA - Nationwide)

Practice Areas: Patent Litigation ITC Litigation Litigation Intellectual Property Law

Career: Robin Brewer represents technology companies in patent litigation before the federal courts, the International Trade Commission (ITC), and the Patent Trial and Appeal Board (PTAB). Her broad engineering background informs her counseling of clients in all areas of technology. Robin has handled cases involving a wide variety of technologies ranging from carburetors to smartphones. Robin handles all aspects of litigation, including developing strategy, claim construction, dispositive motions, expert and fact discovery, and trial preparation. She has won favorable legal victories for key technology clients on critical issues before the ITC, victories that have become regularly cited precedent.

BRIAN, Brad

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Featured in Litigation (USA - Nationwide), Law Firm Defense (USA - Nationwide), Litigation (California)

See under California for profile.

BRILL, Jeffrey A.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, Washington, DC

Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Jeffrey Brill is co-head of Skadden's Financial Institutions Group and co-head of the M&A Group in New York. He also co-heads the firm's global FinTech practice, which was named a Law360 Practice Group of the Year in both 2022 and 2023. Mr. Brill has a diverse practice, primarily concentrating on mergers and acquisitions, other corporate and commercial transactions and corporate law matters. He has represented public and private clients in a broad variety of U.S. and international transactions, including negotiated and contested acquisitions, dispositions, mergers, auctions, carve-outs, strategic investments, recapitalizations, reorganizations, joint ventures, partnerships, and other corporate and commercial transactions. He also represents clients in connection with various corporate matters, financings and corporate governance. Mr. Brill serves on the firm's Policy Committee, its top governing body. He also is the co-coordinator of the firm's global alumni program.

Professional Memberships:

Member, Board of Directors, National Academy Foundation

Publications: Mr. Brill's recent publications include: "The Third Attempt: Banking Agencies Revive Incentive-Based Compensation Rules for Financial Institutions" (Skadden Publication, May 21, 2024); "Central Banks Consider Digital Currency Pros and Cons in US and Europe" (Skadden's 2022 Insights, January 19, 2022); Chambers Global Practice Guide: Fintech (Law and Practice-USA) (Chambers and Partners, 2021)

Personal: In recognition of his work, Mr. Brill has been ranked repeatedly in Chambers, where clients describe him as an "incredible lawyer" with a "keen sense for spotting, and more importantly, resolving even the most difficult issues." The Best Lawyers in America, The Legal 500 US and IFLR1000. In addition, he has been named: • a 2023 Dealmaker by MergerLinks; • a 2022 Fintech MVP by Law360; • a recommended practitioner by Who's Who Legal: Fintech & Blockchain; • one of the best blockchain lawyers by global technology think tank Identity Review; • a Sports Business Journal Power Player in Sports Law (Platinum Tier); • one of the Forty Under Forty top dealmakers in the country, one of only six attorneys to receive such recognition, by Investment Dealers' Digest; and • a recipient of 40 Under 40 accolades by The M&A Advisor.

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Featured in International Trade (USA – Nationwide)

Practice Areas: Paul focuses on Section 337 litigation before the U.S. International Trade Commission. He has won 17 of 19 trials at the ITC and won or favorably settled many more prior to trial. His work for plaintiffs has led to orders excluding competitors' products from the United States and high-value settlements and license agreements, and he has a near-perfect track record of wins following trial on the defensive side. Paul also works with Customs and Border Protection.

Career: Previously leader of the Section 337 practice at Quinn Emanuel, founder of the Washington office; partner at Alston & Bird; law clerk to the Hon. James Turk (W.D. Va.).

Personal: UVA School of Law, J.D.; Cambridge University, M.Phil.; Yale University, B.A.

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Featured in Climate Change (USA – Nationwide), Environment (New York)

Practice Areas: Jean-Philippe Brisson is a lawyer ranked nationally and globally who advises oil and gas, power, industrial, and financial institution clients on a wide range of energy and environmental matters, including carbon capture and sequestration and carbon neutrality. Mr. Brisson is one of the most experienced attorneys in the US in the climate change and carbon neutrality areas. Mr. Brisson is recognized by Chambers Global, Chambers USA, The Legal 500 US, and Who's Who Legal. He is recognized as a 2021 Environment & Energy Trailblazer by the National Law Journal and a recipient of the 2012 Burton Award for Legal Achievement. He is a registered lobbyist in California where he represents clients before the State Legislature and State Agencies. Mr. Brisson was previously Vice President in Goldman Sachs' Global Commodities business where he helped establish Goldman's US carbon trading desk and worked on a number of private equity transactions. Over his career, he has diligenced, negotiated, structured, and drafted more than 200 environmental commodities transactions and has advised clients on environmental issues in more than 150 M&A, private equity, and banking transactions. Mr. Brisson currently represents the FivePoint Holdings on the design of NetZero Newhall, the largest carbon neutral city in the world. Microsoft on the deployment of its US\$1 billion Climate Innovation Fund, and Occidental Petroleum on a carbon capture and sequestration (CCS) project in Texas. He formerly served as Global Co-Chair of the Environmental Regulation & Transactions Practice. Mr. Brisson is a trustee of Boys Hope Girls Hope New York.

BRIZEK, Ryan
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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Ryan Brizek focuses his practice on transactional and regulatory matters involving regulated funds, with a particular focus on making private markets investment strategies accessible to public investors. Ryan regularly advises clients on the structuring, formation and operation of regulated funds and other products designed to provide retail and high net worth investors access to alternative asset classes, such as private equity, private credit, infrastructure, secondaries and liquid alternatives. He has deep experience across the various types of regulated fund structures, including interval funds, tender offer funds, listed closed-end funds, business development companies (BDCs), mutual funds and exchange-traded funds (ETFs). Ryan also provides strategic investment management regulatory advice to asset management firms in M&A transactions. Ryan has significant experience advising closed-end funds and their underwriters on capital markets transactions, including initial public offerings, underwritten and privately placed common and preferred stock offerings, at-the-market offerings and rights offerings to acquire shares of common or preferred stock. He routinely advises closed-end funds on governance and transactional matters, including defensive measures to seek to protect the interests of long-term shareholders, as well as proxy contests and related standstill arrangements.

Career: Joined Firm, 2018; Partner in 2020.

Personal: J.D., George Washington University Law School (2008); B.S., Pennsylvania State University (2004).

BROCK, Robert C
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Featured in Litigation (USA – Nationwide), Products Liability (USA – Nationwide)

Practice Areas: Robert "Mike" Brock is a nationally recognized trial lawyer with over 30 years of experience handling high-stakes, bet-the-business litigation. His practice focuses on representing pharmaceuticals and life sciences companies, particularly in product liability and mass tort cases. He has tried cases in a wide range of areas and has represented clients in antitrust, malpractice, toxic tort and securities class action litigation, as well as in other types of cases. Mike is a fellow of the American College of Trial Lawyers. Mike has represented companies in some of the most high-stakes litigation in recent history. He served as the lead trial lawyer for BP in the Deepwater Horizon oil spill litigation. His trial performance has been highly praised and widely reported in the press. According to the Financial Times, one legal professional said that "in a courtroom full of top-tier

legal talent," Mike was particularly impressive, delivering "one of the most methodical and skillful cross-examinations I have seen" in 25 years. Mike is recognized by various legal publications as a first-class trial lawyer in products liability and mass tort litigation.

BROD, Craig B
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Craig B. Brod's practice focuses on a wide variety of complex securities, corporate governance and corporate matters. Craig advises senior management and boards of U.S. and non-U.S. entities on these subjects, including in connection with SEC filings, public and private offerings of securities, transactions (including spin-offs) and other corporate matters. Craig represents corporate issuers, investment banks and investors and has extensive experience in the full range of offerings for U.S. and non-U.S. issuers, including initial public offerings, public and private debt and equity financings for established companies, including high yield offerings, and financings in connection with acquisitions and corporate restructurings. His issuer counseling experience also extends to a variety of crisis management issues, ranging from accounting restatements to disclosure of cybersecurity incidents.

Career: Joined firm, 1980; became Partner, 1989; JD, Yale Law School (1980). Editor, The Yale Law Journal. BA, summa cum laude, Phi Beta Kappa, Columbia College (1977).

Professional Memberships: Visiting Clinical Lecturer in Law at Yale Law School Advisory Board Member, Yale Law School Center for the Study of Corporate Law Chair, Executive Committee of the Yale Law School Association Member, Board of Directors of Yale Law School Fund Former Member, Securities Advisory Committee, Ontario Securities Commission

BROMLEY, James L
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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

BROOKER, Stephanie
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Featured in Litigation (District of Columbia), Financial Services Regulation (USA – Nationwide)

Practice Areas: Stephanie Brooker is Co-Chair of the firm's White Collar Defense and Investigations, Financial Institutions, and the Anti-Money Laundering Practice Groups. She focuses on internal investigations, regulatory enforcement defense, white-collar criminal defense, and compliance

counseling. She handles a wide range of white collar matters, including representing financial institutions, multi-national companies, and individuals in connection with criminal, regulatory, and civil enforcement actions involving sanctions; anti-corruption; anti-money laundering (AML)/Bank Secrecy Act (BSA); securities, tax, and wire fraud, foreign influence; "me-too;" cryptocurrency; and other legal issues. She routinely handles complex cross-border investigations. Her practice also includes BSA/AML and FCPA compliance counseling and deal due diligence and significant criminal and civil asset forfeiture matters. Her investigations matters involve multiple government agencies, including DOJ, SEC, FRB, OCC, FDIC, OFAC, FINRA, New York Department of Financial Services, state banking agencies and gaming regulators, and foreign regulators.

Career: Former federal prosecutor; Former Chief of the Asset Forfeiture and Money Laundering Section in the U.S. Attorney's Office for the District of Columbia. Former Director of the Enforcement Division at the U.S. Department of Treasury's Financial Crimes Enforcement Network (FinCEN).

Personal: J.D., Georgetown University, 2001; B.S., Northwestern University, 1996.

BROOME, Shannon
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Featured in Climate Change (USA – Nationwide), Environment (California)

Practice Areas: Managing Partner of the firm's San Francisco office, leader of the California environmental practice and firm-wide Climate Change and ESG practices. Shannon represents energy companies, including oil and gas and renewable energy and fuels, other manufacturers, and trade associations on climate change, related environmental social and governance issues, air quality regulation and enforcement, and emergency response. She leads the defense of a major petroleum company in the climate change nuisance suits filed across the country. She also advises companies on energy transition, environmental and social governance, and environmental justice issues. Her practice encompasses advancing new technology to address climate change, including carbon capture and sequestration of hydrogen, and e-fuels. She is currently advising a client on a groundbreaking project to address climate change, which addresses a range of carbon capture and storage issues involving a large joint venture to capture carbon and store it, potentially for later beneficial use, including legal issues around carbon sequestration and contractual obligations. Her chemical engineering experience affords her useful and practical insight into development of regulations and for advising on environmental, health, and safety compliance and enforcement issues.

Her clients describe her as “a superb, innovative and deeply analytical lawyer” in Chambers USA 2020.

BROSSY, Katie

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Featured in Native American Law (USA – Nationwide)

Practice Areas: Katie Brossy's practice focuses on representing Indian tribes, tribal governmental instrumentalities and tribally owned enterprises. She has worked on several highly significant tribal matters, including one of the largest Indian water rights settlements in U.S. history and the largest tribal trust claim settlement. She represents tribal clients on a variety of matters, including: •Indian water law, including Congressional enactment and implementation of Indian water settlements •U.S. Department of Agriculture Natural Resources Conservation Services funding opportunities •Tribal trust accounting litigation and settlement •Withdrawal of trust assets pursuant to the American Indian Trust Fund Management Reform Act •Negotiating 105(l) leases with the Department of Interior and Indian Health Service •Federal appropriations and Congressional representation •Bureau of Indian Education school construction and financing •Tax law •Indian gaming law •Land trust and restricted-fee land matters •Environmental regulation •Contract support costs under the Indian Self-Determination Education and Assistance Act •Tribal sovereign immunity

Professional Memberships: Board Member, National Park Trust Board Member, Notah Begay III Foundation Board Member, National Park Trust Board Member, Chief Standing Bear Project Member, Akin Diversity, Equity and Inclusion Council

Personal: Member of the Ponca Tribe of Nebraska, as well as of Santee Sioux J.D., Columbia Law School B.A., University of Nebraska at Lincoln

BROWDER, Justin

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Featured in Investment Funds (USA – Nationwide)

Practice Areas: Justin L. Browder is a partner in Willkie's Asset Management Department and Co-Chair of the Willkie Digital Works practice. Justin concentrates his practice on counseling investment advisers, investment funds, broker-dealers, and blockchain, cryptocurrency, and digital asset ecosystems and market participants concerning all aspects of the federal securities laws. He has substantial experience providing ongoing regulatory and operational advice to managers of private funds—including hedge funds, private equity funds and venture capital funds, sponsors of wealth management and separately managed account programs (including robo-advisory and other automated investment programs), and

digital asset investors and sponsors of digital asset and blockchain-based investment platforms. A central component of his practice involves representing investment advisers and broker-dealers in regulatory examinations and enforcement proceedings.

Personal: JD, University of Miami School of Law, 2009. AB, Duke University, 2006. See: <https://www.willkie.com/professionals/b/browder%20justin>

BROWER, James

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Featured in International Trade (USA – Nationwide)

Practice Areas: James Brower is a partner in Morrison Foerster's Litigation Department, residing in the Washington D.C. office. James has extensive experience advising and representing clients in matters relating to the Committee on Foreign Investment in the United States (CFIUS) and other national security-related matters. He has worked across a variety of departments within the U.S. Federal Government, including the Defense Security Service (now the Defense Counterintelligence and Security Agency) within the Department of Defense and the Office of Investment Security within the Department of the Treasury. James, while with the Department of the Treasury, led the review, assessment, and investigation of over one hundred transactions and spent years handling complex filings, transactions, and policies. He also led CFIUS's mitigation monitoring efforts and the deployment and implementation of the CFIUS Pilot Program. Directly prior to joining Morrison Foerster, James worked at a global law firm representing clients before CFIUS advising clients on various policies and processes in compliance with federal statutes, and leading engagements with the Defense Counterintelligence and Security Agency. James received his B.A. in English as well as Government and International Politics from George Mason University, and his J.D. from The George Washington University Law School.

BROWN, Allison

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Featured in Litigation (USA – Nationwide), Products Liability (USA – Nationwide)

Practice Areas: Ms. Brown is a nationally recognized trial lawyer and experienced litigator who handles a wide range of complex matters, including product liability, mass torts, commercial and environmental actions. She has served as lead trial counsel in numerous high-profile cases around the country. Her representations include handling numerous matters for Johnson & Johnson, Zhejiang Huahai Pharmaceutical Co. and Colgate-Palmolive Company, among many others.

Career: J.D., Georgetown University Law Center, 2003; B.A., New York University, 1999.

BROWN, Brad

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Featured in Transportation (USA – Nationwide)

Practice Areas: Trial & Appellate Litigation Areas of Focus: Aviation; Business Litigation; Class Action; Insurance; Insurance Coverage & Bad Faith Litigation; Insurance Policyholder Defense; Product Liability

Career: Brad Brown maintains a national litigation practice with an emphasis on aviation, products liability, insurance and business related matters. He regularly defends domestic and international manufacturers, airlines, insurers, business entities, cargo companies, ground handlers, and individuals in state and federal courts. Brad has successfully defended at trial individuals, businesses, airlines, and manufacturers. Brad is also experienced in representing clients in class action litigation, federal multidistrict litigation and in state and federal appeals. He also frequently handles, both at the trial and appellate levels, insurance coverage matters and subrogation claims. Brad's clients appreciate his ability to skillfully evaluate and efficiently resolve a wide variety of litigation matters. Clients further value Brad's awareness of each client's business and numerous external demands when handling a claim and recommending whether to take a case to trial or seek a resolution. Clients frequently engage Brad to investigate, evaluate and resolve claims before they develop into actual lawsuits.

Professional Memberships: DRI Products Liability Committee, Aviation and Aerospace SLG Chair; North Dallas Chamber of Commerce, Board of Directors

BROWN, Brooks R

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Brooks Brown is a partner in Goodwin's Complex Business Litigation and Dispute Resolution and Financial Industry Litigation groups. He specializes in the defense of leading financial services and technology companies in complex consumer finance and privacy class actions, government investigations and enforcement actions, and general civil litigation matters. He also frequently provides compliance advice and litigation risk analysis to financial services, FinTech, technology, healthcare, business-to-consumer (B2C), business-to-business (B2B), and other companies.

Personal: JD, Boston University School of Law 1996 (cum laude, Managing Editor of the Boston University School of Law Probate Law Journal); BA, Connecticut College 1991

BROWN, Colleen Theresa

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: COLLEEN THERESA BROWN handles privacy, cybersecurity, data protection, and emerging technology issues for a diverse group of companies, including those in the financial, life sciences, technology, energy, telecommunications, media, retail, and manufacturing sectors. She has focused her practice on digital risk management. This includes compliance, governance, investigations, litigation and regulatory enforcement, and crisis management relating to privacy, data rights, digital safety, AI, cybersecurity, and data breaches. Colleen is a Certified Information Privacy Professional (CIPP)/United States and a certified Artificial Intelligence Governance Professional (AIGP) through the International Association of Privacy Professionals (IAPP). She is on the Advisory Boards of the Electronic Privacy Information Center and the Future of Privacy Forum in her personal capacity. Colleen's counseling experience includes cyber risk and data breach management, corporate data protection and privacy compliance programs, international data protection and cross-border transfer, applied and generative Artificial Intelligence, Big Data, Internet of Things, electronic surveillance, trade secrets, social media, cloud computing, and online brand protection. She also has significant experience in counseling and strategy under CAN-SPAM, CCPA, CFAA, COPPA, ECPA, ESIGN, FCRA, FOIA, GDPR, GLBA, HIPAA, the Privacy Act, TCPA, Unfair and Deceptive Trade Practices, state privacy laws, and common law claims including defamation and privacy torts, privacy regulations and enforcement in federal agencies including the Federal Trade Commission (FTC) and the Federal Communications Commission, and industry self-regulation on privacy matters, including those related to online advertising and PCI DSS compliance.

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Featured in Insurance (USA – Nationwide), Insurance (California)

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BROWN, Jason E.

Ropes & Gray LLP, Boston

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Featured in Investment Funds (USA – Nationwide)

Practice Areas: Jason Brown is a partner in the asset management group and co-head of the firm's private funds regulatory practice. Jason has extensive experience representing investment advisers to private equity funds, real estate funds, credit funds, venture capital funds, hedge funds, separate accounts and commodity pools.

BROWN, Jay Ward

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Featured in First Amendment Litigation (USA - Nationwide), Media & Entertainment (District of Columbia)

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BROWN, Kristine McAlister

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Featured in Privacy & Data Security (USA - Nationwide), Litigation (Georgia)

Practice Areas: Kristy takes a strategic approach to complex commercial litigation and has a strong track record of defeating class certification, developing strategic litigation strategies, and delivering excellent results. With clear and creative advice, Kristy is a nationally known, go-to litigator in high-stakes litigation matters of all sorts at both the trial and appellate levels. Kristy has particularly deep experience in class actions and government investigations involving privacy and cybersecurity. She has defended class actions and multi-district litigation arising out of some of the biggest data breaches in history. She is also an experienced privacy litigator, defending and guiding clients in numerous industries in high-profile, high-stakes privacy class actions arising under the full panoply of state and federal privacy laws. Kristy is also a first-chair trial lawyer who is often called on by clients to try sophisticated business-to-business disputes where hundreds of millions of dollars are at stake.

Career: Chair, firm's Partners Committee; Chair, firm's Privacy & Cybersecurity Litigation Team.

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Featured in Capital Markets (California), Capital Markets (USA - Nationwide)

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Featured in Litigation (USA - Nationwide), Litigation (Texas), Litigation (Texas: Houston & Surrounds)

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Featured in Financial Services Regulation (USA - Nationwide), Government (USA - Nationwide)

Practice Areas: Reg provides investigations related guidance, strategic counsel and crisis management assistance to a broad range of companies and senior executives confronting challenges and opportunities at the intersection of government, law, media and public policy. He has assisted leading institutions and high-profile

individual clients with hundreds of congressional inquiries, as well as numerous federal, state and global government investigations and crisis avoidance and mitigation matters. Many of his clients are among the world's most prominent banks, hedge funds, private equity and venture firms, energy companies, government contractors, universities, healthcare institutions and technology firms, as well as CEOs and high-ranking public officials.

Career: Reg was recently named by the Washingtonian as one of D.C.'s 2024 Most Influential People, for the second consecutive year. He previously served in the White House Counsel's office, and as Chief of Staff for a financial services CEO. He also serves on the Board of Directors for Blackstone, and the Board of Visitors of George Mason University.

Personal: Harvard Law School, J.D., cum laude, 1996 Yale University, B.A., Political Science, cum laude, 1989

BROWN, Sanford M

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: When community bankers want to buy, sell or raise capital, they call on Sandy to ease them through the transaction. Clients value his three decades of experience and banking industry connections as they navigate the growing regulatory environment. Sandy counsels and represents financial institutions and specialty finance companies, as well as their shareholders and holding companies, in matters involving state and federal banking laws, regulations, and enforcement actions; in corporate transactions, such as mergers, acquisitions, securities offerings, and holding company matters; and on issues involving cybersecurity, privacy, and identity theft. Sandy served in the Office of the Comptroller of the Currency from 1987 to 1989. His responsibilities included a wide range of matters relating to the regulation of national banks, including the development of banking policy in the areas of risk-based capital and dividends.

Career: Faculty, Southwestern Graduate School of Banking.

BROWN, Tyler

Latham & Watkins LLP, Washington, DC

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Tyler Brown advises strategic investors and their portfolio companies on their most complex federal energy regulatory law matters, particularly involving the power sector. Mr. Brown leverages unrivaled experience and a sophisticated understanding of the federal energy regulatory landscape to help clients navigate: •Federal energy regulatory compliance involving electric generation and transmission facilities •Transactions in the power sector, including financings,

mergers, and acquisitions •Administrative litigation and enforcement actions with respect to the US electric energy markets before the Federal Energy Regulatory Commission (FERC) He analyzes issues under the Federal Power Act, Natural Gas Act, Natural Gas Policy Act, Public Utility Regulatory Policies Act, Public Utility Holding Company Act, Interstate Commerce Act, and various state energy industry restructuring statutes affecting the domestic energy industry. Mr. Brown maintains an active pro bono practice, including advising Green Era, a community-based renewable natural gas project in Chicago. Before law school, Mr. Brown worked at an economic consulting firm, where he focused on power markets.

BROWNE, Maureen F

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Featured in International Trade (USA - Nationwide)

Practice Areas: Complex litigation and counseling, including intellectual property litigation, products liability, commercial law, customs, international trade regulation and unfair competition, with a focus on Section 337 litigation. She has successfully represented both Complainants and Respondents in Section 337 investigations, and on appeal, involving a wide range of technologies such as rubber antidegradants, erythropoietin (EPO), dermal fillers, hemostatic products, digital media devices, educational toys, machine vision systems, flash memory, voltage regulators, semiconductors, software, batteries, and tungsten metallization. She has represented leading corporations including Samsung, Bombardier, GE Healthcare, BP America, Inc., and SK Innovation.

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Featured in Climate Change (USA - Nationwide), Environment (District of Columbia)

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Featured in Securities (USA - Nationwide)

Practice Areas: GREGORY S.

BRUCH is the founder of Bruch Law Group PLLC, a securities enforcement boutique in Washington, D.C. He is a nationally recognized attorney in the areas of securities law regulation and white-collar defense. He has served as lead counsel in many complex and high-profile securities enforcement matters and special situations, and has served as corporate monitor, counsel to the corporate monitor, and independent compliance consultant on numerous occasions following SEC and DOJ enforcement actions. Mr. Bruch worked

at the SEC's Division of Enforcement for twelve years, the last five as an Assistant Director, where he was responsible for several of the agency's significant enforcement actions concerning complex financial fraud, market manipulation, insider trading, and the FCPA. Mr. Bruch received the Stanley Sporkin Award for his contributions to enforcement during his time at the SEC. Before moving to a specialized boutique, he was a partner in the Washington, D.C., offices of Willkie Farr & Gallagher LLP and Foley & Lardner LLP. He graduated from Stanford University (A.B. in History, 1982), and from the University of Iowa College of Law (JD with High Distinction, 1985), where he was the Editor in Chief of the Iowa Law Review and received the Legal Scholarship Award from the law faculty. Following graduation, Mr. Bruch was a law clerk to the Hon. George E. MacKinnon of the United States Court of Appeals for the D.C. Circuit.

BRYSON, James

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Featured in Derivatives (USA - Nationwide)

Practice Areas: James Bryson is a derivatives and structured finance specialist. He advises on a wide range of derivatives transactions in all the major asset classes, repos, securities lending, structured notes and SRT deals. He also advises on a broad range of regulatory and strategic issues across the derivatives and structured finance markets. James advises clearinghouses on various matters, including the launch of new services and products, in the US and UK. In addition to James' transactional experience, a substantial part of his practice focuses on the regulatory aspects of the derivatives market, and he has extensive experience advising market infrastructure, banks and buy-side firms on Dodd-Frank, EMIR and other regulations. James is widely recognized as a leading derivatives lawyer, having been recognized in Chambers USA 2023 under "Associates to Watch" and Legal 500 2023 as a "Rising Star." A client shared with Chambers USA that "James is a very strong associate." Another client enthused "He has excellent derivatives knowledge and is very responsive." James has spoken at industry events on a variety of derivatives regulatory issues. He also advises on contentious derivatives issues, close-outs and valuations disputes, both in the US and UK. James is based in A&O Shearman's New York office, and has previously been on secondment to a major US investment bank. James graduated with first class honors from the University of Bristol. He is a solicitor of England and Wales.

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Featured in Insurance (USA - Nationwide), Insurance (District of Columbia)

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BUCHOLTZ, Jeff

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Jeff Bucholtz focuses on appeals and legal issues before federal and state courts across the country. As a partner in the firm's Appellate, Constitutional and Administrative Law and Contracts and Business Torts practices, Jeff represents clients in a wide range of civil, regulatory and criminal matters. Jeff has argued over 40 appeals spanning nearly every federal circuit and several state courts, including two arguments before the U.S. Supreme Court. Jeff's experience extends to a wide range of subject areas, including False Claims Act investigations and litigation, First Amendment and other constitutional issues, product liability litigation, administrative law, and many other types of business litigation. He has particular expertise in Life Sciences and represents numerous FDA-regulated companies in civil, regulatory and criminal matters. Mr. Bucholtz represents clients in a variety of industries in appeals as well as trial court litigation, and government investigations and regulatory matters that require exceptional legal analysis and creative and strategic advocacy.

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas), Corporate/M&A (Texas)

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Broker-Dealer; Canada; Capital Markets; Corporate Governance; Commodities, Futures & Derivatives; Consumer & Retail; Energy & Natural Resources; Environmental, Social and Governance (ESG); Financial Services; General Practice; Healthcare & Life Sciences; Oil & Gas; Renewable & Alternative Energy; Restructuring.

Career: Partner since 1987. Of Counsel since 2022. Member of S&C's Capital Markets Group. Mr. Buckholz has handled a wide range of public and private debt and equity financings for U.S. and non-U.S. issuers and their underwriters, including initial public offerings, privatizations and investment grade, hybrid and high-yield financings. He also has extensive experience advising on equity derivatives matters, both in the capital markets and in over-the-counter contexts, and regularly advises on disclosure, financing, corporate governance and other general matters for a wide variety of corporate, financial institution and utility clients. Mr. Buck-

holz also advises clients on governance and corporate law matters and co-authored the "Public Company Deskbook," published by PLI. Mr. Buckholz has advised on debt and equity offerings for clients such as by American International Group, American Water, Bank of Montreal, Becton Dickinson, Canadian National Railway, Enbridge, Québec and Tyco Electronics.

Professional Memberships: Chair, Federal Regulation of Securities Committee, American Bar Association (2019-22); NYCBA (past Chair, Securities Regulation Committee); NYSBA.

Personal: Columbia Law School (JD, 1979); Dartmouth College (AB, 1976).

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Featured in Litigation (USA - Nationwide), Products Liability (USA - Nationwide), Litigation (Texas: Austin & Surrounds)

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BULL, Richard

DLA Piper LLP (US), San Diego

Featured in Startups & Emerging Companies (USA - Nationwide), Venture Capital (California)

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BURDON, Kenneth E

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Ken Burdon advises registered investment funds, BDCs, investment advisers and other financial services companies and financial institutions on the full spectrum of product development and distribution and related regulatory, compliance and governance issues, as well as M&A, divestitures and split-offs, among other matters. He works with fund sponsors on the development of innovative products and counsels BDCs and closed-end funds on IPOs and other capital raising offerings. Ken also guides fund sponsors and distributors, BDCs and closed-end funds, mutual funds and others in routine and non-routine activities, such as seeking exemptive or no-action relief from the SEC and FINRA. Ken is also a leading voice in the closed-end fund industry on the topics of corporate governance and addressing shareholder activism.

Publications: Kenneth E. Burdon, Closed-End Fund Activism: How to Level the Playing Field, *The Review of Securities & Commodities Regulation* (Feb. 7, 2024)

Personal: Boston University School of Law, 2007 J.D. (summa cum laude; Editor, *Boston University Law Review*); Boston University, 2004 B.A. (summa cum laude; Phi Beta Kappa)

BURETTA, John

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Featured in FCPA (USA - Nationwide), Litigation (New York)

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BURGESS, Angela

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Featured in FCPA (USA - Nationwide)

Practice Areas: Angela is senior counsel after 22 years as a partner in Davis Polk's White Collar Defense & Investigations practice.

BURKE, Kerry

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Featured in Capital Markets (USA - Nationwide), Securities (USA - Nationwide)

Practice Areas: Kerry Shannon Burke has been helping public and private companies structure and execute capital markets and finance transactions and navigate the pitfalls of public company reporting and governance for over 20 years. Kerry regularly represents issuers, ranging from development stage ventures to large public companies, as well as underwriters and other institutional investors, with private and public debt and equity financings. She is a "go-to" advisor for large public companies on corporate governance, SEC reporting, ESG, and compliance program design. Kerry also assists private companies on governance and IPO readiness matters, including with respect to board and committee independence, internal and disclosure controls and similar matters. Kerry has particular expertise counseling clients on the Investment Advisers Act and assists investment advisers, including private equity funds, hedge funds and venture capital funds, on various status questions and ongoing compliance matters.

BURNAFORD, Douglas

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Doug Burnaford is Co-Chair of the Global Fund Finance Group. He regularly advises asset managers, business development companies, alternative lenders, and other institutional investment firms on complex financing transactions, including fund financings and asset-backed lending facilities. Mr. Burnaford counsels clients in all aspects of their financing needs, including: •Fund financings •Collateralized loan obligations (CLOs) •Direct lending and origination platforms •Asset securitizations •General corporate credit facilities •Joint venture formation and financings •Middle market and broadly syndicated lending facilities •Separately managed accounts (SMAs) •SPV and ABL facilities •NAV facilities Mr. Burnaford draws on a deep under-

standing of his clients' businesses as well as in-depth industry and product knowledge to provide strategic guidance tailored to achieve each clients' long-term goals.

BURNER, Eric

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Eric advises

issuers, underwriters and investors in the purchase, sale and financing of financial assets such as newly-originated, performing, re-performing and non-performing mortgage loans, REO properties and other mortgage-related assets. He has extensive experience working with commercial and investment banks, hedge funds and private equity funds, mortgage banking companies, insurance companies, registered investment companies and mortgage REITs in their structured and corporate finance activities. Eric also represents sellers and purchasers of whole mortgage loans, REO properties and servicing rights.

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Featured in Gaming & Licensing (USA - Nationwide), Gaming & Licensing (Nevada)

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BURNETT, Henry Guy

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Harry Burnett focuses on international commercial and investor-state arbitration matters, along with general domestic and international litigation. A partner in our International Arbitration practice, Harry represents clients in a broad array of international disputes and frequently serves as an arbitrator in international disputes. With more than 25 years of litigation and arbitration experience, Mr. Burnett represents clients in arbitration of international commercial disputes under rules of the International Chamber of Commerce (ICC), the International Centre for Dispute Resolution (ICDR), JAMS International and the CPR International Institute for Conflict Prevention & Resolution, and in investor-state arbitrations under the rules of the International Centre for Settlement of Investment Disputes (ICSID), the ICSID Additional Facility, the UN Commission on International Trade Law (UNCITRAL) and the ICC related to claims under bilateral investment treaties, the Energy Charter Treaty, multilateral investment instruments and local investment laws.

BURNS, James

Cleary Gottlieb Steen & Hamilton LLP, Washington, DC

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: James R. Burns advises broker-dealers, exchanges, clearing agencies, hedge funds and private equity funds, other market participants, and boards across a range of regulatory, transactional, compliance and enforcement matters. Jim previously served as Deputy Director of the SEC's Division of Trading and Markets (TM) and the SEC's Deputy Chief of Staff during the years the agency was responding to Dodd-Frank, the Flash Crash and other market developments. He brings significant experience and insights into current issues in SEC, FINRA and other self-regulatory organization (SRO) rule-making, examination and enforcement contexts, and provides strategic advice in support of U.S. and non-U.S. entities overseen by TM and the Division of Investment Management, FINRA and other SROs. He also advises on digital and financial technology developments, cybersecurity and business continuity issues, and foreign entity obligations—ranging from broker-dealer and investment adviser matters to evolving regulatory expectations among federal, state, SRO and international oversight and coordinating authorities.

Personal: JD, cum laude, Georgetown University Law Center, 2001. DPhil, Oxford University, 1997. MPhil, Oxford University, 1994. AB, magna cum laude, Harvard College, 1991.

BURNS, Stephen L
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Stephen L. Burns is a partner in Cravath's Corporate Department. He focuses his practice on representing companies and investment banking firms in connection with public and private offerings of securities, as well as on general corporate matters, including corporate governance and M&A matters.

Career: University of Texas School of Law (JD, with Honors, 1990; Member, Chancellor's Honor Society; Associate Editor, 'Law Review'); University of Oklahoma (BBA, with Distinction, 1987)

Personal: For more information: <https://www.cravath.com/people/stephen-l-burns.html>

BURNS, Will
Paul Hastings LLP, Houston
Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)
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BUROKER, Kelly
Vedder Price PC, Chicago
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Featured in Government (USA – Nationwide)

Practice Areas: Ms. Buroker focuses her practice on representing and counseling defense and civil government contractors in all aspects of federal procurement law. Her experience includes advising and representing clients in bid protests litigation before the Government Accountability Office (GAO) and

the Court of Federal Claims, defending contractors against False Claims Act actions and white collar criminal defense matters involving allegations of government procurement-related misconduct. She also assists clients in the preparation and pursuit of requests for equitable adjustments and certified claims. Ms. Buroker regularly counsels contractors on a variety of federal statutes, regulations and government contract-related matters, including Federal Acquisition Regulation, False Claims Act and Service Contract Act compliance; the Small Business Administration's small business and minority business programs and size status; contractor teaming agreements; joint ventures; and subcontracts. She has represented clients in compliance issues with Export Administration Regulations and International Traffic in Arms Regulations, licensing agreements and the preservation and maximization of rights in technical data and software.

BUSCH, Tony
Winston & Strawn LLP, Washington, DC
Featured in International Trade (USA – Nationwide)

Practice Areas: Tony Busch is a national security-focused international trade lawyer who advises companies how to contend with complex export controls, economic sanctions, and investment restrictions arising from an increasingly contentious global regulatory landscape. Tony counsels clients on compliance with the Export Administration Regulations, the International Traffic in Arms Regulations, nuclear export controls, and Office of Foreign Assets Control (OFAC) economic sanctions. Tony's experience is particularly strong in the areas of software and encryption, aerospace and aviation, government contracting, and materials processing. Other matters Tony handles include Antiboycott Regulations compliance, critical technologies and mandatory declaration determinations necessary for Committee on Foreign Investment in the United States (CFIUS) analysis, and Foreign Trade Regulations compliance. In corporate deals, Tony identifies transactions that may trigger CFIUS Part 800 mandatory disclosure obligations, Defense Counterintelligence and Security Agency Foreign Ownership, Control, and Influence reporting requirements, and Directorate of Defense Trade Controls (DDTC) 60-day notice requirements, and guides clients and corporate teams through fact-finding, analysis, and any necessary disclosure, reporting, or notice requirements. Tony's services include interfacing on clients' behalf with regulatory agencies such as the Bureau of Industry and Security, DDTC, OFAC, and CFIUS, preparing sanctions delisting petitions, performing self-classification analysis, preparing license applications and classification requests, managing voluntary self-disclosures of past violations, drafting compliance policies, and performing international trade compliance due

diligence for mergers, acquisitions, and other corporate transactions. Tony began his practice in federal government contracting, investigations, and False Claims Act litigation and is thus particularly sensitive to the needs of clients doing business with the government or subject to government investigation. Prior to his legal career, Tony served as counterterrorism analyst.

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Featured in International Trade (USA – Nationwide), Intellectual Property (District of Columbia)

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BUSH, Derek M
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Derek M. Bush's practice focuses on advising U.S. and international financial institutions and foreign sovereigns on full range of U.S. bank regulatory matters and legislation, including: Dodd-Frank Act requirements, restructurings, corporate governance and investments; corporate transactions, including M&A, asset sales, privatizations, capital markets transactions, joint ventures and strategic alliances; and internal investigations and in enforcement proceedings involving federal banking agencies.

Career: Joined firm, 1995; became partner, 2003. J.D., with honors, Law Review comment editor, University of Chicago (1994); A.B., cum laude, Princeton University (1989).

Professional Memberships: Member of the Bar in the District of Columbia. Member, Executive Council, Banking Law Section of the Federal Bar Association Previous co-chair, ABA Banking Law Subcommittee on International Banking.

BUTZIN, Brent
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Practice Areas: Brent's practice focuses on advising public agencies on the structuring, procurement, negotiation, financing, construction, and delivery of his clients' most innovative, unconventional, and challenging projects. He has extensive experience in the use of public-private partnerships and other alternative contracting tools and brings an emphasis on delivering value to the public through the entire project lifecycle.

BYRD, Michael
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Michael Byrd focuses his practice on oil and gas mergers and acquisitions, with particular emphasis in

the upstream segment of the industry. Mike has served as lead counsel in over 100 oil and gas M&A transactions. He also prepares and negotiates a wide range of upstream agreements, and advises his clients on oil and gas disputes. Since 1998, Mike has been certified by the Texas Board of Legal Specialization in Oil, Gas and Mineral Law. He has served five times as Chair of the Oil, Gas and Mineral Law Exam Commission, which writes and grades the exam for that certification.

Career: Admitted in Texas, Louisiana and Pennsylvania.

Professional Memberships: Advisory Board Member, Institute for Energy Law; Member, Rocky Mountain Mineral Law Foundation; Member, American Association of Professional Landmen.

Publications: Authored numerous articles on energy matters, including for State Bar of Texas Oil, Gas and Energy Resources Law Section Report and Houston Bar Association Oil, Gas and Mineral Law Section.

Personal: University of Texas School of Law, JD

BYRNE, Donna
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Featured in Energy & Natural Resources (USA – Nationwide)

Career: Donna Byrne is widely recognized as a leading energy regulatory and litigation attorney for electric power and natural gas market participants. Drawing from an established track record before FERC and deep market intelligence, she helps clients mitigate risk while guiding them through their toughest challenges. Donna represents clients in complex commercial disputes and litigation in connection with issues related to the California energy crisis, Regional Transmission Organization withdrawal, federal pre-emption and the filed-rate doctrine, among other areas. Donna has represented clients seeking FERC approval for transactions covered by FPA section 203, has led matters involving FPA section 205 approvals, and has defended clients in complaint proceedings before FERC pursuant to FPA section 206. Additionally, Donna is recognized as a leading practitioner for companies and individuals regarding FERC enforcement investigations. She is experienced in conducting internal investigations, guiding clients through decisions about self-reporting potential regulatory violations, and all aspects of FERC enforcement investigations, including public show cause order proceedings and adjudication of alleged violations in federal district court. Donna has repeatedly succeeded in convincing FERC enforcement staff to close large-scale investigations based on a robust and comprehensive presentation of the relevant factual and legal issues.

C HANIFIN, Brendan
Ropes & Gray LLP, Chicago
Featured in International Trade (USA – Nationwide)

Practice Areas: Brendan Hanifin provides clients with comprehensive regulatory and transactional counseling across a range of international risks, including foreign direct investment regulations, economic sanctions, anti-money laundering laws, and anti-corruption laws. Clients value Brendan's breadth of regulatory knowledge, transactional proficiency, and ability to forge practical solutions tailored to their business and strategic goals. Brendan represents clients in national security reviews before the Committee on Foreign Investment in the United States (CFIUS), including reviews of non-notified transactions and negotiation of national security agreements. He routinely provides CFIUS-related advice and counseling to private equity sponsors, venture capital firms, sovereign wealth funds, and U.S. businesses throughout all stages of the investment life cycle. Drawing on his years of experience conducting international risk due diligence, clients rely on Brendan to navigate their most complex cross-border transactions. In this capacity, Brendan has evaluated hundreds of companies' international risk compliance programs, understanding that there is no one-size-fits-all solution to managing international risks. He leverages this experience to help clients across a broad range of industries perform complex risk assessments and develop (or enhance) effective, risk-based compliance programs. Brendan has particular experience helping U.S. investment managers develop risk-based anti-money laundering and economic sanctions compliance programs. Brendan also represents clients in multijurisdictional internal investigations and government enforcement actions. He has assisted numerous clients to prepare and resolve disclosures to the Office of Foreign Assets Control (OFAC), the Bureau of Industry and Security (BIS), the Directorate of Defense Trade Controls (DDTC), the Department of Justice (DOJ), and the Securities and Exchange Commission (SEC). A former member of Law360's International Trade Editorial Advisory Board, Brendan publishes regularly on international risk-related topics.

CACCESE, Michael S.
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Featured in Registered Funds (USA - Nationwide), Investment Funds (Massachusetts)
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CACCIA, John
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Featured in Private Equity (USA - Nationwide)

Practice Areas: John Caccia represents sponsor and investor clients in the formation and capitalization of a broad range of United States and offshore private funds, and related financing,

acquisition and disposition transactions. His practice focuses on the representation of sponsors in structuring, negotiating and capitalizing private funds and other investment vehicles, as well as the formation of related U.S., offshore and multinational investment advisory and management entities of private funds. Mr. Caccia represents sponsors in the formation and capitalization of funds active in U.S. and international debt and equity markets with a broad range of institutional investors and other investors, including funds with investment mandates covering debt, energy, leveraged buyouts, venture, growth equity, fund of funds, mezzanine and distressed assets. He also represents private funds in structuring and negotiating portfolio investments and dispositions, investment joint ventures, financing, co-investments and significant strategic initiatives.

Personal: Mr. Caccia repeatedly has been selected for inclusion in Chambers USA: America's Leading Lawyers for Business and Chambers Global: The World's Leading Lawyers for Business. He also is recognized as a leading practitioner by The Best Lawyers in America, The Legal 500 U.S. and The International Who's Who of Private Funds Lawyers. Mr. Caccia recently has been profiled in Lawdragon Magazine, and he regularly speaks on the subject of private funds in the capital markets, including at Fordham University, New York University, Bocconi University in Milan, The Rotman School of Management at the University of Toronto and the University of Oxford.

CACHÁN, Manuel F
Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, Los Angeles
1-213-687-5390
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Featured in Products Liability (USA - Nationwide)

Practice Areas: Manuel Cachán is a trial lawyer who has served as lead counsel on numerous significant and high-profile jury trials in the most challenging jurisdictions throughout the United States. He has represented Fortune 500 companies before federal and state courts in jury trials across the nation in breach-of-contract litigations, banking actions, product liability lawsuits and professional malpractice cases. His representations include handling numerous matters for Monsanto Company, Johnson & Johnson, NBCUniversal, among many others. Mr. Cachán is a fellow of the International Academy of Trial Lawyers, which is granted by invitation only and limited to 500 active trial lawyers from the United States.

Career: Fulbright Fellow, Spain, 1997 Law Clerk, Hon. Arthur L. Alarcón, U.S. Court of Appeals for the Ninth Circuit
Professional Memberships: Fellow, American Bar Foundation Fellow, International Academy of Trial Lawyers Fellow, Litigation Counsel of America Board Member, Public Counsel Board Member, Alliance for Children's Rights Honorary Trustee, Mexican-American

Bar Foundation Member, Chancery Club of Los Angeles Member, Pacific Council on International Policy

Personal: Mr. Cachán has been honored by several leading industry outlets and organizations, including: -Benchmark Litigation as a Top 100 Trial Lawyer in the United States, the 2024 Product Liability Litigator of the Year, a National Practice-Area Star, a California Litigation Star and a Local Litigation Star-The American Lawyer as Litigator of the Week and Litigator of the Week Runner-Up (multiple times) -the Los Angeles Daily Journal, which listed one of his jury wins as a Top Defense Verdict of the year -Forbes as one of America's Top 200 Lawyers-the Los Angeles Business Journal as a Leader of Influence in Los Angeles-the Minority Corporate Counsel Association, which has named him to its annual list of Rainmakers

CADEN, Colleen
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Featured in Immigration (USA - Nationwide), Immigration (New York)
See under New York for profile.

CAIN, James
Eversheds Sutherland (US) LLP, Washington, DC
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Featured in Derivatives (USA - Nationwide)

Practice Areas: With more than three decades of experience, Jamie has guided insurers, banks, securities and commodities firms, and funds through significant transactions that transform their businesses including public and private securities offerings and mergers and acquisitions. He regularly works with US and foreign companies to interpret and comply with the myriad of securities, commodities, insurance and banking laws that apply to these transactions. A frequent speaker at industry conferences, Jamie is recognized for his knowledge of the Dodd-Frank Act and the regulation and use of derivatives including those instruments used for interest rate, foreign exchange, commodity, credit default and equity transactions and related collateral arrangements. He represents a wide range of global clients, typically on the buy side, including major public companies, financial institutions, public and private funds, government sponsored enterprises and foreign governments. He advises these clients on documentation of those transactions and on internal and regulatory compliance, investigations, enforcement actions and other disputes, including those arising from close out and valuation in the context of counterparty insolvency proceedings. Jamie was an active participant in ISDA industry working groups focusing on the regulatory and documentation issues recently including the groups working on the transition away from LIBOR. Jamie also advises insurers, banks and broker-dealers in connection with cross-industry acquisitions and in the

distribution of their respective products both domestically and internationally.

CALDER, Andrew
Kirkland & Ellis LLP, Houston
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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas), Private Equity (Texas)

Practice Areas: Partner focusing on mergers and acquisitions, corporate and securities law, and corporate governance. Represents many of the largest private equity sponsors, such as Blackstone, KKR, GIP and GSO and many of the largest Fortune 500 companies. Has worked on many of the largest transactions in the infrastructure sector.

Career: Kirkland & Ellis LLP, 2014-Present. Simpson, Thacher & Bartlett LLP, 2004-2014
Personal: University of Edinburgh 2000 (LLB Hons)

CALIGUR, Matthew W
BakerHostetler LLP, Houston
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Featured in International Trade (USA - Nationwide)

Practice Areas: Matthew Caligur is a seasoned first-chair litigator and trusted advisor with a successful track record of advocating forcefully for his clients in the courtroom and providing sound counsel to help them manage business challenges and mitigate risks effectively and efficiently. He regularly handles a wide range of commercial litigation, international trade and product liability matters for large and small clients in a variety of industries, including manufacturing, energy, healthcare, technology, life sciences and transportation. Described as "... hard-working, intelligent, and inventive" by his peers, Matthew works closely with clients to understand and achieve their goals in a methodical, cost-effective manner. He is the Managing Partner of BakerHostetler's Houston office.

CALLAHAN, Timothy P
McGuireWoods LLP, Chicago
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Featured in Projects (USA - Nationwide)

Practice Areas: Tim Callahan has closed wind, solar and other renewable energy projects aggregating well over 10,000 MWs in his nearly 30-year career. He is a leading advisor to owners, developers, sponsors, lenders, manufacturers and contractors in all facets of the development, financing, acquisition and disposition of energy and other infrastructure facilities. His comprehensive experience includes advising clients in connection with renewable energy facilities, gas and coal fired power plants, and gas and water pipelines. Prior to joining McGuireWoods, Tim served as the global chair of the Wind Energy Practice at another Am Law 100 law firm. He frequently speaks and writes on alternative energy.

CALLCOTT, W Hardy

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: HARDY CALLCOTT's practice concentrates on enforcement defense and regulatory counseling concerning securities market and regulatory issues for broker-dealers, investment advisers, mutual funds, and others in the financial services industry. He provides securities enforcement defense before the SEC, Department of Justice, FINRA and other SRO and state regulators for members of financial services industry, public companies and officers and directors. He also conducts internal investigations. Prior to Sidley, Hardy was senior vice president and general counsel with Charles Schwab & Co. Inc. He also served in the General Counsel's Office of the SEC as assistant general counsel for Market Regulation (now Trading and Markets), and taught in the Securities LLM program at Georgetown University Law Center. After law school, Hardy clerked for the Hon. Mariana Pfaelzer in the U.S. District Court for the Central District of California.

CALSYN, Jeremy

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Featured in Antitrust (USA - Nationwide), Antitrust (District of Columbia)

Practice Areas: Jeremy Calsyn's practice focuses on the full range of antitrust matters. Jeremy has represented clients in their most high-profile and sophisticated matters, including mergers and acquisitions requiring regulatory approval in dozens of jurisdictions, numerous global and U.S.-focused cartel investigations, and in litigation in federal, state and administrative courts. He was co-lead trial counsel to Juul Labs in defeating the FTC's challenge of Altria's investment in Juul Labs. He is counsel to Pinnacle in the RealPage class action litigation, is handling numerous merger investigations, and is representing clients in several confidential cartel investigations.

Career: Joined Cleary in 1999; became partner in 2008; J.D., magna cum laude, Georgetown University Law Center (1999); B.S., summa cum laude, Southwest Missouri State University (1995); Law clerk, Judge Louis F. Oberdorfer of the U.S. District Court for the District of Columbia (2000-2001).

Professional Memberships: Member, California and District of Columbia Bars.

CAMMARN, Scott

Pierce Atwood LLP, Portland
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Pierce Atwood senior counsel Scott Cammarn has 34 years of banking law experience, focusing his practice on regulatory matters,

mergers and acquisitions, legislation, and transactions. Scott has represented various national and international financial institutions, and has practiced before the Board of Governors of the Federal Reserve System, the Office of the Comptroller of the Currency, the Federal Deposit Insurance Corporation, the Commodity Futures Trading Commission, and many state banking departments.

Career: Prior to joining Pierce Atwood, Scott was a partner with Cadwalader, Wickersham & Taft LLP, where he was the firm's lead bank regulatory attorney and co-chair of their Financial Services Department. Scott's practice included federal and state bank regulatory and consumer credit issues, sanctions, anti-money laundering, privacy, information security, and fintech matters. Earlier in his career, Scott was lead bank regulatory counsel for Ally Financial, senior vice president and general counsel at LendingTree, and served in various legal capacities at Bank of America, including associate general counsel, bank regulatory, global marketing, and global corporate affairs.

CAMPBELL, Andrew

Morrison Foerster, San Francisco

Featured in REITs (USA - Nationwide)

Practice Areas: Corporate Finance | Capital Markets, Public Companies Counseling + Compliance, Corporate Governance, Equity Offerings, IPOs, Debt Offerings + 144A Offerings, Private Placements, Mergers + Acquisitions, SPACs

Career: Andy's practice focuses on representing issuers and underwriters in capital markets transactions and advising public and private companies on a variety of other corporate and securities matters, including strategic transactions, corporate governance matters, and compliance with the U.S. federal securities laws and the listing standards of securities exchanges. With a particular focus in the REIT industry, Andy has extensive experience advising both issuers and underwriters in initial public offerings and other registered and unregistered offerings of common and preferred equity, debt, and equity-linked securities. He also serves as primary outside counsel to a number of public and private companies and regularly advises members of management and boards of directors regarding corporate and securities matters.

Personal: Williams College, B.A., 2005; University of Alabama, J.D., 2008

CAMPBELL, Gary

Perkins Coie LLP, Washington, DC
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Featured in Government (USA - Nationwide)

Practice Areas: Government Contracts Business Litigation Digital Media & Entertainment, Gaming & Sports Gaming Sports

Career: Gary Campbell has more than 20 years of experience representing companies of all sizes, from the largest federal contractors to small and emerging companies, in all aspects of federal

and state procurement matters. His practice is informed by his prior experience as in-house counsel to a Fortune 100 aerospace and defense company. This practical experience, along with his deep knowledge of the rules and regulations that govern government contracts, allows Gary to provide knowledgeable day-to-day advice and counseling to government contractors. Gary's counseling practice includes contract negotiations, ethics and compliance issues, internal investigations and government audits, mergers and acquisitions, and country of origin determinations under the Buy American Act (BAA), Trade Agreements Act (TAA), and the Berry Amendment. Additionally, Gary maintains an active bid protest practice litigating protests (pre-award, post-award and size) at the Government Accountability Office (GAO), U.S. Court of Federal Claims (COFC), and SBA's Office of Hearing and Appeals (OHA).

CANNI, Todd J

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Featured in Government (USA - Nationwide)

Practice Areas: As Co-Leader of the Government Contracts team, Todd Cani is entrusted by government contractors to resolve their most important "bet-the-company" government contracts matters and unexpected "crisis" events. He advises contractors throughout the life cycle of a government contract from award through closeout and everything in between, including bid protests, debarment matters, civil False Claims Act investigations, civil investigative demands, government disclosures, complex contract disputes and building and enhancing ethics and compliance programs. Todd is widely known as one of the nation's preeminent suspension and debarment lawyers and one of only a few debarment lawyers who previously served as a Department of Defense debarring official. Todd has significant experience representing contractors during "parallel proceedings", when the government pursues contractors seeking multiple remedies, including criminal, civil enforcement under the False Claims Act, contractual and/or suspension and debarment. He has successfully represented scores of contractors through government investigations and debarment inquiries, including large publicly traded contractors, small and medium sized contractors, contractor executives, owners and engineers. Todd also has successfully represented clients in qui tam litigation under the False Claims Act, including obtaining dismissal of a multimillion-dollar lawsuit at the motion to dismiss stage. Todd has appeared before nearly every active civilian and DoD Suspension Debarment office, including the U.S. Air Force, U.S. Army, U.S. Navy, Defense Logistics Agency (DLA), Defense Health Agency, EPA, General Services Administration (GSA), Department of Homeland Security (DHS), Department of Health and

Human Services (HHS), Department of the Interior, NASA, National Science Foundation (NSF), Small Business Administration (SBA), Office of Personnel Management (OPM), Department of Housing and Urban Development (HUD), Department of Transportation (DOT) and Department of Veteran Affairs.

CANNON JR, George D

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Chip specializes in energy regulation and markets focusing on the U.S. power sector. He provides strategic advice to clients on regulatory and commercial issues both in the regional wholesale power markets (Regional Transmission Organizations/Independent System Operators (RTOs/ISOs)) as well as in non-RTO/ISO regions. He represents clients in drafting and negotiating physical and financially-settled power purchase agreements, energy storage tolling agreements, complicated interconnection shared facilities agreements, and behind-the-meter arrangements with data centers and other large end users. He regularly assists clients with all regulatory aspects of acquisitions, divestitures and financings of electric generation and transmission projects, including obtaining required Federal Energy Regulatory Commission (FERC) and state public service commission approvals. Chip has deep experience representing clients before FERC, the U.S. Department of Energy (DOE), federal courts and state regulatory commissions. Chip's clients include independent power producers, large scale energy consumers, electric utilities, generation and transmission project developers, energy traders and financial institutions. He concentrates his practice on the production, delivery, sale, and consumption of electric energy and related products, primarily from wind, solar, hydro and other renewable energy resources, fuel cells, and energy storage resources.

CANTER, Elizabeth

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Libbie Canter represents a wide variety of multinational companies on privacy and cyber security issues, including helping clients with their most complex privacy challenges and the development of governance frameworks and processes to comply with global privacy laws. She routinely supports clients on their efforts to launch new products and services involving emerging technologies, and she has assisted dozens of clients with their efforts to prepare for and comply with federal and state privacy laws, including the California Consumer Privacy Act and California Privacy Rights Act. Libbie represents clients across industries, but

she also has deep expertise in advising clients in highly-regulated sectors, including financial services and digital health companies. She counsels these companies — and their technology and advertising partners — on how to address legacy regulatory issues and the cutting edge issues that have emerged with industry innovations and data collaborations. She also regularly represents clients in strategic transactions involving personal data and cybersecurity risk. Libbie has an active pro bono practice. She represents several non-profit groups — one of which provides low income individuals with support to increasing financial savings, and several of which provide services to immigration communities — on privacy and data protection issues.

CAPITO, Charles

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(202) 887-1683
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Featured in International Trade (USA – Nationwide)

Practice Areas: Government Contracts + Public Procurement; National Security, CFIUS, FARA, Sanctions + Export Controls; Litigation

Career: Charles Capito is a partner in both Morrison & Foerster's National Security and Government Contracts + Public Procurement practices. In the National Security space, he has significant experience counseling clients on the complex and evolving considerations related to the Committee on Foreign Investment in the United States (CFIUS). Charles frequently helps investors and U.S. businesses through every aspect of the CFIUS process, from understanding and allocating CFIUS risk on the front end, to presenting cases before the Committee, to negotiating appropriate mitigation measures, and ultimately to implementing and complying with mitigation agreements after the fact. Charles' experience includes securing clearances for some of the largest and most sensitive cases reviewed by CFIUS, as well as dozens of more discreet transactions and investments. Charles regularly advises clients on critical regulatory regimes in the national security space. Whether in the context of specific transactions or day-to-day counseling, clients rely on Charles to help them comply with and operate under U.S. export controls, in particular, the International Traffic in Arms Regulations (ITAR) and Export Administration Regulations (EAR).

Personal: J.D., Washington and Lee University; A.B., Duke University

CAPONE KIRK, Shannon

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: Shannon Capone Kirk, Chambers Band 1-ranked and Legal 500 Tier 1-ranked in E-Discovery, focuses exclusively on electronic discovery law at both domestic and cross-border levels serving as Ropes & Gray's Managing Principal &

Global Head of the firm's Advanced E-Discovery and A.I. Strategy practice. According to Business Today, where she was recently awarded the Top 10 Leading Lawyers Shaping E-Discovery and Information Governance Nationwide, Shannon is "among the sharpest attorneys" and "is able to 'see around corners' and get ahead of risk and strategic challenges before most others are even aware of them." As quoted by Chambers, Shannon is "impressive and outspoken when it comes to controlling E-Discovery spend and pursuing advanced workflows for her clients." Shannon serves global corporations as outside E-Discovery Counsel in large-scale litigation and investigations, with deep experience strategizing on Litigation Readiness Programs, protocols to collect and review data in foreign countries, and on the most efficient, practical, and cost-effective document preservation, collection, and review plan for any given matter. Shannon has mastered the application of machine learning in document review and is ideally positioned to help clients navigate this and the many other aspects of E-Discovery critical to litigation and investigations. Shannon is a contributing author on several E-Discovery books, including the EDI Judges' Guide to E-Discovery, specifically the Technology Assisted Review chapter for use by the Federal Bench. Recently awarded as a Thought Leader Nationwide by Who's Who Legal, Shannon has published numerous cutting-edge articles in leading publications such as Law360, New York Law Journal, Law Technology News, Corporate Legal Times, National Law Journal, among many others, and frequently presents at prestigious institutes including Georgetown Law's Advanced eDiscovery Institute, the Annual Electronic Discovery Institute ("EDI") Leadership Summit, and SIFMA's Compliance & Legal Forum examining all aspects of E-Discovery, and in November 2023, Shannon will serve as a faculty member faculty of EDI's Sixth Annual Judicial Training Symposium. Notably, Shannon examined on National Public Radio's "All Things Considered" how technology is changing the legal profession, and specifically document review. Shannon was a professor of E-Discovery at Suffolk Law School in Boston for several years. Shannon also leads Ropes & Gray's interactive E-Discovery training for attorneys, part of Ropes & Gray's #1-ranked formal training program for the past several years by Vault.

CAREY, Jason

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(202) 662-5186
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Featured in Government (USA – Nationwide)

Practice Areas: Jason Carey represents clients in high-stakes government procurements worth billions of dollars, in industries such as aerospace & defense, healthcare, biotechnology, IT, and

telecommunications. He has litigated more than 100 protests before the U.S. Government Accountability Office; the Court of Federal Claims; and state tribunals across the country. He advises clients regarding compliance matters (such as organizational conflicts of interest), and key risk mitigation measures (such as protection of intellectual property).

Professional Memberships: Vice Chair, ABA Bid Protest Committee
Personal: University of Virginia School of Law, J.D., 1999; Williams College, B.A., 1996

CAREY, Jessica

Paul, Weiss, Rifkind, Wharton & Garrison LLP, New York
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/jessica-s-carey>

CARLIN, John P

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/john-p-carlin>

CARLSON, R J

Sidley Austin LLP, New York
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: R.J. CARLSON has represented underwriters, issuers and credit enhancement providers in a variety of structured finance transactions, encompassing both public and private offerings of securities in domestic and cross-border transactions. R.J. also regularly advises clients on the application of the Uniform Commercial Code to a broad range of financings. R.J. primarily represents underwriters and certain issuers in securitizations of auto, equipment and residential mortgage assets. In addition, R.J.'s recent experience includes advising clients with respect to credit risk transfer transactions and purchases and sales of auto receivables and residential mortgage loans.

CARLSON, William

Shapiro Sher Guinot & Sandler, Baltimore
410-385-4205
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Featured in Corporate/M&A (Maryland), REITs (USA – Nationwide)

Practice Areas: William E. Carlson is the president of Shapiro Sher and the chair of the firm's business department. He concentrates in corporate and securities law advising public and privately held clients in mergers and acquisitions, equity and debt financings, joint ventures, technology transfer and licensing, employment and consulting ar-

rangements, and corporate governance issues, as well as general corporate planning. He also serves many companies as their "outside general counsel." Mr. Carlson has served as independent counsel to Special Committees, Boards of Directors, and individual directors of publicly-held REITs and other companies regarding corporate governance and transaction issues. In addition, Mr. Carlson also assists biotech companies in their formation, IP planning, licensing, fundraising, clinical trial and CRO contracting and governance.

Professional Memberships:

American Bar Association Maryland State Bar Association and its Section of Business Law, serving as its chair, 2012-2013, (after having served as its vice chair, 2011-2012, and secretary, 2010-2011) Chair of Section of Business Law's Committee on Corporation Law, 2015–Present Member, Maryland State Bar Association's Board of Governors, 2017–2018 Bar Association of Baltimore City Editorial Board of Medical Innovation & Business (a Lippincott Williams & Wilkins journal), 2009-2010 Spring 2010 Guest Lecturer in "Commercializing Scientific Discoveries" Course at The Johns Hopkins University Carey School of Business Director, Greenspring Fund, Incorporated

CARMAN, Eva Ciko

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Featured in Securities (USA – Nationwide)

Practice Areas: Eva Carman is the co-head of Ropes & Gray's global securities and futures enforcement practice and is managing partner of its 550-lawyer New York office. She is a well-known regulatory enforcement lawyer, with over 30 years of experience representing financial firms in SEC, CFTC, and FINRA enforcement cases as well as conducting internal investigations for companies and boards. Her work has received national recognition from leading organizations, including Legal 500, Crain's, Best Lawyers in America and Chambers, where she is recognized by clients as "extraordinarily knowledgeable," "exceptionally smart," and "superb at what she does." Her breadth of experience coupled with her knowledge of the financial services industry makes her a go-to lawyer for some of the world's most sophisticated financial organizations.

CARNEGIE, Les

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Featured in International Trade (USA – Nationwide)

Practice Areas: Les Carnegie advises companies, financial institutions, and private equity funds, both in the US and globally, on their outbound and inbound business transactions. He helps clients navigate US export controls, sanctions, and foreign investment reviews by CFIUS. He co-leads Latham's Economic Sanctions & Export Controls Practice,

and the CFIUS & US National Security Practice. Mr. Carnegie advises clients on legal, policy, and enforcement issues arising under: •US trade and economic sanctions •US export controls •National security reviews of foreign investments in the US conducted by the Committee on Foreign Investment in the United States (CFIUS) Mr. Carnegie draws on strong working relationships with regulators and two decades of legal experience to help clients understand legal restrictions and requirements, secure licensing, make voluntary disclosures and respond to enforcement actions, as well as maintain compliance with various US legal regimes, including: •National security reviews before CFIUS •US Treasury Department's Office of Foreign Assets Control (OFAC) •US Department of State's International Traffic in Arms Regulations (ITAR) •US Department of Commerce's Export Administration Regulations (EAR), the Foreign Trade Regulations (FTR), and antiboycott regulations He has developed particular insight on key strategic industries, including: •Banking and financial services •Energy •Life Sciences/Biotechnology •Aerospace/Defense •Consumer/Retail goods •Hospitality/Entertainment •Not-for-profit NGOs/Tax-exempt organizations Mr. Carnegie frequently writes and speaks on sanctions and CFIUS topics. He is regularly recognized by Chambers USA and The Legal 500 US, and was named a Top Advisor by Foreign Investment Watch in 2020, and a Compliance MVP by Law360 in 2021. Clients describe him as "our first choice when tackling complex economic sanctions or export control compliance matters," and "a tireless, engaging advocate and forward thinker," whose "knowledge of US sanctions is excellent, as are his relationships with OFAC personnel." Mr. Carnegie organized and edited the first Foreign Direct Investment Regimes app, covering investment from several global jurisdictions. He clerked for Judge Gerald B. Tjoflat of the US Court of Appeals for the Eleventh Circuit.

CARPER, Cody
Weil, Gotshal & Manges LLP, Houston
cody.carper@weil.com
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Cody Carper is a partner in Weil's Private Equity practice, where he focuses on complex energy and infrastructure transactions, including representing private equity sponsors and management teams in acquisitions and divestitures of upstream and midstream oil and gas assets, energy financings and equity joint venture transactions. He regularly advises both investors and operators in drilling partnerships and other joint development arrangements.

Career: Joined Firm: 2023

Personal: South Texas College of Law (JD, 2007); The University of Texas (BA, 2004).

CARRUZZO, Fabien
Kramer Levin Naftalis & Frankel LLP,
New York
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Featured in Derivatives (USA - Nationwide)

Practice Areas: Fabien Carruzzo, head of Kramer Levin's Derivatives and Structured Products group, counsels asset managers, investment banks, commodity traders and other market participants in the full spectrum of transactional and regulatory derivatives matters. Fabien's work covers a wide range of equity, credit, currency, commodity, and fixed-income derivatives and bespoke structures, as well as structured financing swaps, repos and other asset-based financing arrangements. Drawing on his experience advising clients on high-profile financial insolvencies, including Lehman Brothers, Fabien counsels clients in assessing and mitigating the liquidity, credit, insolvency and regulatory risks inherent in trading financial products. He also advises market participants on the implementation of regulatory reforms affecting the derivatives and futures industry globally. Fabien's work with credit derivatives has involved advising traders on numerous prominent credit and succession events over the years. Recently, he also led Kramer Levin's engagement as counsel for the members of the International Swaps and Derivative Association (ISDA) Determinations Committee in Sears, securing a landmark decision to include a syndicated leveraged loan in the list of instruments that can be used to settle Sears' Credit Default Swap (CDS) contracts.

CARVER, Krista Hessler
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Featured in Life Sciences (USA - Nationwide), Healthcare (District of Columbia)
See under District of Columbia for profile.

CASSIDY, Susan B.
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Featured in Government (USA - Nationwide)

Practice Areas: Susan Cassidy advises clients on the complex rules and regulations imposed on government contractors, with a special emphasis on the defense and intelligence sectors. She combines a sophisticated knowledge of the FAR and DFARS with the practical insight gained from senior in-house positions at both dedicated defense and commercial item contractors. Ms. Cassidy has particular expertise in the complex regulatory intersection of cybersecurity and government contracts and regularly advises clients on the unique risks associated with a cyber incident involving sensitive government information. Ms. Cassidy also has an active practice counseling clients on a wide variety of supply chain issues,

including Section 889, government sourcing restrictions, the Supply Chain Executive Order, counterfeit parts requirements, product exclusions, and DoD's Cybersecurity Maturity Model Certification (CMMC). Ms. Cassidy has considerable litigation experience and has represented clients in bid protests, prime-subcontractor disputes, APA cases, and product liability litigation before federal courts, state courts, and administrative agencies.

Career: Prior to joining Covington, Ms. Cassidy served in a number of senior in-house counsel roles for commercial item and major defense contractors. Before moving in-house, Ms. Cassidy was a litigation and government contracts partner at a large international law firm in DC.

CASTILLO, Tara
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Tara represents clients in warehouse finance, structured finance, specialty finance, securitizations, and other asset-backed transactions. Tara represents borrowers, issuers, lenders, placement agents, underwriters, and other industry participants across a broad spectrum of asset classes, including auto loans and leases, consumer loans, credit card receivables, floorplan loans, lease-to-own receivables, merchant cash advance loans, solar loans, and timeshare receivables. Tara has extensive experience representing fintech platforms engaged in consumer lending and other financial products. She also advises on the receivables financing aspects of large industry mergers and acquisitions.

Career: Co-chair, firm's Finance Group; Co-chair, Auto Finance team. Guest lecturer, Universidad Diego Portales and Universidad de Chile law schools in Santiago, Chile, on securitization and structured finance.

Professional Memberships: D.C. Diversity Committee for the firm's Washington, D.C. office; Structured Finance Association Women in Securitization Cabinet.

Publications: Co-author of the chapters Securitization Readiness Considerations for Consumer Finance Companies, Timeshare Loan Securitizations, and Auto Loan Securitization in the treatise "Securitization: Legal and Regulatory Issues."

CASTRO, Jorge
Miller & Chevalier Chartered, Washington, DC

Featured in Government (USA - Nationwide)

Practice Areas: Jorge is Co-Lead of the Firm's Tax Policy Practice. He advises clients on a broad range of tax policy and regulatory matters, representing them before the U.S. Congress and Treasury Department. He combines his technical tax knowledge and legislative and regulatory expertise to successfully advance policy solutions with

lawmakers. His practice also focuses on resolving complex client issues before the Internal Revenue Service (IRS), leveraging his experience and intimate knowledge of the inner workings of the IRS.

Career: Counselor to the IRS Commissioner, Internal Revenue Service (2010–2014); Senior Tax Counsel, U.S. Senator John D. Rockefeller IV (2007–2010); Tax Counsel, U.S. Representative Stephanie Tubbs Jones (2004–2007)

Professional Memberships: Fellow, American College of Tax Counsel; Member, Hispanic Bar Association of the District of Columbia

Personal: JD, University of Wisconsin Law School (2002); BA, George Washington University (1999)

CASTRO JR., David
Kirkland & Ellis LLP, Houston
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: David's practice focuses on acquisitions, divestitures and the formation of joint ventures involving energy assets, including upstream, midstream and renewable assets. David also advises clients on joint development and farmout agreements (including "Drillco" arrangements), exchange agreements, gathering and processing agreements and other commercial arrangements concerning the development of oil and gas properties.

Career: Kirkland & Ellis LLP, 2014–present. Baker Botts LLP, 2009–2014.

Personal: University of Chicago Law School, J.D., 2009; Duke University, B.A., History, 2006.

CASWELL, Brad
Linklaters, New York
brad.caswell@linklaters.com

Featured in Investment Funds (USA - Nationwide)

Practice Areas: Brad's practice extends across the spectrum of regulatory and compliance matters in the U.S. He has extensive experience advising global financial institutions, investment managers and private fund managers on issues related to the U.S. Investment Advisers Act, ESG, new marketing rules in the U.S., insider trading laws, conflicts of interest, business continuity, and anti-money laundering. Brad is an accomplished funds lawyer who counsels global financial institutions, investment managers, hedge, private equity, credit and real-estate funds on operational, regulatory, compliance and formation matters. Brad has represented numerous private fund managers in SEC examinations. He also regularly advises on SEC registration (and exemptions) and implementing strong and practical compliance programs. He frequently provides compliance training to clients. With over a decade of in-house experience, Brad is uniquely positioned to advise clients having served as General Counsel and Chief Compliance Officer of a large private fund manager in Hong Kong and the U.S., and as counsel at Goldman Sachs.

CATALDO, Kelly

Latham & Watkins LLP, Los Angeles

Featured in Projects (USA - Nationwide)

Practice Areas: Kelly Cataldo advises clients through all phases of the construction, financing, and investment in energy, oil and gas, and other infrastructure projects located in the US and Latin America. Ms. Cataldo regularly advises lenders, sponsors, and investors on transactions involving one or more of the following, with a focus on renewable energy assets: •Financing, including loans and private placements •Tax equity investments •Cash equity investments and other joint venture arrangements

CAVE, Steven

King & Spalding LLP, McLean

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Featured in Government (USA - Nationwide)

Practice Areas: Steve Cave is a partner in the firm's Special Matters and Government Investigations practice. Steve represents a wide variety of government contractors including those specializing in defense, consulting, and information technology. His focus is on government contract counseling and compliance, and transactional support. Steve has led numerous internal investigations and served as primary counsel during mergers and acquisitions involving government contractors. Steve regularly counsels contractors on risks arising under laws and regulations applicable to contracting with federal, state, and local government entities. He has in-depth experience leading and managing internal investigations and risk reviews as both in-house counsel, and external counsel. As a former in-house attorney for a leading consulting company, Steve has unique perspectives that help companies quickly dissect and assess relevant risks, and make informed decisions. Mr. Cave serves as counsel in high-stakes litigation, including pre- and post-award protests at the GAO, the U.S. Court of Federal Claims, and various state tribunals, and size protests and appeals. Steve also has extensive experience handling litigation related to the Freedom of Information Act and various open records laws in states and localities.

CENDALI, Dale

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Featured in Intellectual Property (USA - Nationwide), Intellectual Property (New York), Media & Entertainment: Litigation (New York)

See under New York for profile.

CERNIUS, William J

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william.cernius@lw.com

Featured in REITs (USA - Nationwide)

Practice Areas: William Cernius retired from the partnership in November 2023. His general corporate transactional practice and extensive

experience focused on mergers and acquisitions, capital markets, and general corporate and complex securities matters across a wide range of industries. He has been a resident lawyer in each of the San Diego, Los Angeles, Orange County, and London offices. His broad experience in advising private and public companies regarding the intricacies of the US federal and state securities laws rendered Mr. Cernius a frequent lecturer on related topics, including initial public offerings. Earlier in his career, Mr. Cernius was an investment banker in charge of Morgan, Olmstead, Kennedy & Gardner's venture capital fund. At the time of his retirement, Mr. Cernius was a member of the Orange County and American Bar Associations.

CHAMBERS, Damara L

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Featured in International Trade (USA - Nationwide)

Practice Areas: Damara Chambers, a leading CFIUS and trade controls lawyer, advises clients on cross-border investment, international trade, and national security matters. She co-leads Latham's CFIUS & US National Security Practice. Ms. Chambers advises foreign and domestic clients on complex US national security regulatory issues involving: •Reviews conducted by the Committee on Foreign Investment in the United States (CFIUS) •Facility security clearances and the mitigation of foreign ownership, control, or influence (FOCI) •US export controls •US economic sanctions Ms. Chambers has extensive experience representing clients in all aspects of national security reviews before CFIUS. She has represented clients in a variety of landmark CFIUS matters and brings experience in negotiating some of the most significant national security agreements with the US government. In her national security practice, Ms. Chambers also counsels clients on obtaining facility security clearances, adjudicating FOCI, and negotiating FOCI mitigation agreements with the Department of Defense's Defense Counterintelligence and Security Agency (DCSA), the Department of Energy, and other cognizant security agencies under applicable national industrial security regulations. She also advises clients regarding negotiating, implementing, and complying with various types FOCI mitigation instruments. In her export controls and sanctions practice, Ms. Chambers advises companies on: •Compliance with the Export Administration Regulations (EAR), the International Traffic in Arms Regulations (ITAR), and nuclear export controls administered by the Department of Energy and the Nuclear Regulatory Commission (NRC) •Economic sanctions administered by the Treasury Department's Office of Foreign Assets Control (OFAC) •Import and licensing requirements imposed by the Bureau of Alcohol, Tobacco,

Firearms, and Explosives (ATF) She also frequently advises on export control and economic sanctions issues in mergers, acquisitions, and divestitures. Ms. Chambers frequently speaks and writes on CFIUS and trade controls topics. Ms. Chambers also represents clients in federal court litigation and maintains an active pro bono practice. Her work includes advising clients in victim compensation, interpleader actions, and immigration matters. Ms. Chambers began her legal career as a law clerk to Judge Juan R. Torruella on the United States Court of Appeals for the First Circuit. Prior to entering the practice of law, Ms. Chambers served as a US Navy Officer in the Naval Nuclear Propulsion Program. She has held other positions within the federal government as well, including Special Assistant to the Secretary of Energy and Legislative Fellow with the US Senate Committee on Finance. Ms. Chambers currently serves as a member of Latham's Women Enriching Business (WEB) Committee, which promotes women in business both inside and outside the firm.

CHAMBERS, J Michael

Latham & Watkins LLP, Houston

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Featured in Banking & Finance (Texas), Capital Markets (USA - Nationwide), Capital Markets (Texas)

Practice Areas: Michael Chambers advises companies, investors, and lenders in a variety of capital-raising transactions. He formerly served as Global Vice Chair of the firm's Corporate Department. A prolific dealmaker, Mr. Chambers has navigated hundreds of transactions in all stages of a company's growth, raising more than US\$150 billion on clients' behalf. With a keen understanding of market practice, he advises an impressive roster of companies, private equity funds, investment banks, and other institutional debt and equity investors in successive transactions across the business life cycle. He also draws on his decades of experience to provide boards and management teams with a strategic corporate perspective and insight on raising capital at every point in the market cycle. Mr. Chambers is regularly recognized by leading publications, including Texas Lawyer, Legal 500, Chambers USA, and The Best Lawyers in America for capital markets and bank finance in Texas and nationally. His transactional work includes advising on: •Cross-border transactions •Private equity investments •IPOs and other equity offerings •High-yield debt offerings •Debt exchange offers •Term loans •Recapitalizations and restructurings

CHAMP, Norm

Kirkland & Ellis LLP, New York

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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Norm represents the most sophisticated private fund sponsors in the world on complying with the

constantly changing regulatory environment in the United States and other countries. Sophisticated private fund sponsors seek out Norm's advice because he can bring to bear his perspective as an experienced law firm partner, former regulator and a former partner of a private fund manager. Norm's large and wide-ranging practice, including defending numerous SEC examinations, gives him unparalleled insight into how sponsors are addressing regulatory issues. Previously, Norm was the director of the Division of Investment Management at the U.S. Securities and Exchange Commission (SEC). Prior to that he was the Deputy Director of the SEC's Office of Compliance, Inspections and Examinations (OCIE) and the Associate Regional Director for Examinations in the SEC's New York Regional Office. In these capacities he supervised SEC examinations of investment advisers and other market participants. Before joining the SEC, Norm was Executive Vice President and General Counsel of Chilton Investment Company, an adviser to hedge funds.

Publications: Mastering Money

(McGraw Hill 2019) Going Public

(McGraw Hill 2017) Co-author with David A. Breach, Chapter on "Investment Management" in treatise Successful Partnering Between Inside and Outside Counsel (Thomson Reuters 2021).

CHANDA, Rajib

Simpson Thacher & Bartlett LLP, New York

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Hailed as a "Trailblazer" by the American Lawyer for his legal contributions to the democratization of access by ordinary investors to private markets investments, Rajib helps asset management firms design, develop and structure investment products. Rajib heads Simpson Thacher's Registered Funds practice, which has over 75 lawyers globally. Rajib regularly represents the leading asset management firms in the world, including recent representations of Apollo, Artisan Partners, BC Partners, Benefit Street, Blackstone, Blue Owl, Carlyle, Cohen & Steers, Collier Capital, Diameter Capital, First Eagle, Golub, HarbourVest, Irradiant Partners, JPMorgan Asset Management, KKR, Lexington Partners, Morgan Stanley, New Mountain, Onex Credit, Sixth Street Partners, SkyBridge Capital, Starwood Capital Group and TPG Angelo Gordon, among many others.

Career: Partner at Simpson Thacher since 2014. Washington, D.C. office Co-Managing Partner; Chair of Partner Development Committee; former firm Hiring Partner and Co-Chair of Diversity Committee. Previously at Ropes & Gray (Associate, 2001-2009, Partner 2009-2014).

Professional Memberships:

Advisory Board, Mutual Fund Directors Forum Member, ABA Task Force on Fund Directors Member, Fund Board

Views' Editorial Think Tank Advisory Board, Fund Directions Board Member, National Symphony Orchestra National Board Member, Compass Pro Bono

Personal: Brown University, A.B., 1997 (honors); Harvard Law School, J.D., cum laude, 2000.

CHANDLER, Tim

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Featured in Energy & Natural Resources (USA - Nationwide), Private Equity (Texas)
See under Texas for profile.

CHANDLER, Trina

Latham & Watkins LLP, Houston
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Featured in Projects (USA - Nationwide)

Practice Areas: Trina Chandler, a nationally recognized M&A and private equity practitioner, advises clients on strategic transactions across the power and renewables, energy transition, and infrastructure sectors. Ms. Chandler draws on more than two decades of industry experience handling mergers and acquisitions, joint ventures, private investments, and corporate transactions. She regularly counsels private equity firms, infrastructure funds, major energy and utility companies, and financial investors across the power and renewables, energy transition, and infrastructure sectors. Before joining Latham, she practiced at another leading global law firm, where she served as Co-Head of the Energy and Infrastructure Industry Group, Chair of the Women's Initiative, and a member of the Management Committee.

CHANG, Samuel

Cleary Gottlieb Steen & Hamilton LLP, New York

Featured in International Trade (USA - Nationwide)

Practice Areas: Sam Chang's practice focuses on cross-border regulatory and enforcement matters, including those relating to economic sanctions, export controls, CFIUS, and global foreign direct investment. Sam has represented leading companies, sovereign and state-owned entities, and individuals in complex regulatory and enforcement matters before OFAC, CFIUS, the Bureau of Industry and Security, U.S. Departments of Justice and State, SEC, and FINRA, as well as sensitive internal investigations. His practice spans various industries in all stages of the corporate life cycle, including matters with strategic advisory, compliance, transactional, enforcement, and remediation considerations.

Career: Sam first joined the firm in 2015 as a summer associate. Prior to rejoining Cleary in 2018, he clerked for Judge Hisashi Owada at the International Court of Justice and Judge Harris L. Hartz at the U.S. Court of Appeals for the Tenth Circuit. Sam has also worked with the U.S. Department of the Treasury's Office of the General Counsel for International Affairs and the U.S. Department of State's Office of the Legal

Adviser. J.D., Harvard Law School, Laylin Prize (2016); A.B., Harvard College.

Professional Memberships: Member of the District of Columbia and New York Bars.

CHARLES, GuyLaine

Charles Law PLLC, New York
guylaine@charleslawpllc.com

Featured in Derivatives (USA - Nationwide)

Practice Areas: GuyLaine Charles is the founder of Charles Law PLLC. She has over twenty years of experience structuring, negotiating, and documenting complex financial transactions for buy-side clients, including prominent asset managers, some of the largest public pension plans in the U.S. and Canada, as well as emerging and established hedge funds and private equity funds and their portfolio companies. She also represents market infrastructures and financial institutions. GuyLaine is exceptionally effective at collaborating with stakeholders and advising executives and has a reputation for building consensus among parties with competing interests. GuyLaine routinely negotiates derivatives and other trading agreements, including ISDA Master Agreements, Master Securities Forward Transaction Agreements, repos, sponsored repos, securities lending agreements, prime brokerages agreements, and futures and options agreements. She also advises on regulatory compliance. GuyLaine is a speaker, instructor, and moderator at industry conferences, training sessions, and financial institutions across North America, including at the International Swaps and Derivatives Association, the International Energy Credit Association, the Practising Law Institute, the National Association of Women Owned Law Firms, the New York City Bar Association, the Futures Industry Association, the American Bar Association, Morgan Stanley and the Caisse de Depot et Placement du Quebec. She has also been a guest lecturer at the University of Toronto Faculty of Law, the American University Washington College of Law School, the University of Pennsylvania Law School, and Georgetown Law. GuyLaine also teaches courses on "Energy Derivatives and the ISDA Documentation" and "NAESB Negotiations" Institute.

Professional Memberships:

GuyLaine is a member of the New York Bar and the Law Society of Ontario.

CHARLES, Rudgee

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Rudgee S. Charles is a partner in the Structured Finance & Structured Private Credit Practice Group in the Dallas office of Kirkland & Ellis LLP. He has experience representing issuers, borrowers, lenders and initial purchasers in a broad range of asset finance, securitization, structured finance, structured lending

and receivables sale transactions. He is active in both the public and private capital markets with broad experience encompassing warehouse financings, trade receivables financings, private placements and registered ABS offerings. He also counsels clients on complex offering issues, securities laws and corporate governance matters.

CHARLES, Scott K

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

CHARONKO, Katherine

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Kate Charonko is a thought leader and pioneer in the field of Electronically Stored Information (ESI) and is Bailey Glasser's ESI Practice Group Leader. Kate is a Certified e-Discovery Specialist (CEDS), which is a globally-recognized credential that assures clients and co-counsel that our approaches are efficient, cost-effective, and reduces risk in all phases of e-Discovery. The strategic use of ESI – and the timing related to when ESI strategies are deployed in pending or threatened litigation – can greatly impact the flow and cost of legal proceedings. In her role as ESI Practice Group Leader, Kate designs ESI strategies that provide structured and conceptual analytic functionality for numerous aspects of e-Discovery, including document review strategy, use of technology and technology assisted review (TAR), collection and preservation strategy, ESI protocols, and training and implementation of e-Discovery practices. Kate also provides consulting services for all Bailey Glasser e-Discovery case managers and attorney case teams to drive analytics adoption at the firm, resulting in significant time and cost savings to clients. In addition to her e-Discovery practice, Kate serves as part of Bailey Glasser's multidistrict litigation (MDL) teams focusing on automotive and medical device product liability actions across the country. She was appointed to serve as liaison director of e-Discovery and ESI on several MDL leadership committees and creates case-specific document review workflows. Kate frequently speaks on various e-Discovery topics, including ESI, TAR, and legal ethics. In 2019, she was invited to share her "lessons learned" about her path to becoming a lawyer in Nora Riva Bergman's book, "50 Lessons for Women Lawyers From Women Lawyers."

CHASE, Scott C

Goodwin, Boston
SChase@goodwinlaw.com

Featured in REITs (USA - Nationwide)

Practice Areas: Scott Chase is a partner in Goodwin's REITs and Real Estate M&A, Capital Markets and Public Company Advisory practices. Mr. Chase works on a variety of corporate and securities matters, including public and private offerings of securities, securities law and corporate governance matters for public companies and public and private mergers and acquisitions.

Personal: JD, 2005 Duke University School of Law BA, 2000 Amherst College (magna cum laude)

CHEEK, Marney

Covington & Burling LLP, Washington, DC
+1 202 662 5267

mcheek@cov.com

Featured in International Arbitration (USA - Nationwide)

Practice Areas: Ms. Cheek arbitrates international disputes before tribunals in complex commercial and treaty cases and litigates international disputes in US and international courts. Her practice draws upon her public international law expertise and spans a range of jurisdictions and industries, including oil and gas, mining, and life sciences. Ms. Cheek is co-chair of the firm's International Arbitration practice and vice-chair of the International Trade practice.

Career: Associate General Counsel, Office of the U.S. Trade Representative (2003-2005)

Professional Memberships: ABA, ASIL, ICCA, ITA

Personal: Harvard Law School, JD (1998); Princeton University, MPA (2000); Stanford University, AB (1994)

CHEEK, William

Adams and Reese LLP, Nashville
will.cheek@arlaw.com

Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Alcohol and Hospitality, Government Relations – State and Local

Career: Often referenced as the go-to liquor lawyer in Tennessee, Will Cheek is a preeminent member of Adams and Reese's Alcohol and Hospitality practice. He counsels both local and national clients on licensing and regulatory compliance under Tennessee state and local liquor and beer laws. Will counsels distilleries, wineries, breweries and contract manufacturers on production, distribution and marketing, including complex federal and state issues. Will is one of the leading experts in tied-house issues, in which members of one of the three tiers (manufacturer – wholesaler/ distributor – retailer) are prohibited from having an ownership interest in a member of a different tier. Will's understanding of state and federal tied-house laws has allowed him to assist clients in navigating these restrictions, including drafting special legislation, formations of distillery trusts, and special liquor licenses that allow for a variety of interests across the three tiers. Will represents clients before the Tennessee Alcoholic Beverage Commission and local beer boards in licensing,

enforcement actions and administrative hearings. Working in concert with Adams and Reese's Government Relations team, he drafts state and local legislation and represents clients in state court actions challenging existing ordinances and statutes and regulations. Will is a trusted legal adviser to startup businesses and emerging companies within a wide range of industries. As "on-call general counsel," Will plays a critical role in helping mom-and-pop and closely held companies accomplish growth and success. This representation ranges from Tailgate Brewery, a Nashville-based brewery adding taprooms across the state, to Kraft CPAs, one of Tennessee's largest independent accounting firms. Will is a founding member of the Alliance of Alcohol Industry Attorneys and Consultants, and he serves as an advisory board member and legal counsel for the National Association of Licensing and Compliance Professionals.

Professional Memberships:

National Conference of State Liquor Administrators; Alliance of Alcohol Industry Attorneys and Consultants, Founding Member; Lawyers Association for Women, Frequent Programming Co-Chair; National Association of Alcoholic Beverage Licensing Attorneys; National Association of Licensing and Compliance Professionals, Advisory Board Member and Legal Counsel; National Cannabis Bar Association; Tennessee Bar Association; Nashville Bar Association; Belmont University Center for Entrepreneurship Legal Clinic, Co-Founder; The Entrepreneur Center, Founding Angel Partner

Publications: Will regularly posts articles covering Tennessee-related alcohol, restaurant and hospitality news in his blog Last Call.

Personal: Metro Nashville Arts Commission, Secretary and Commissioner; Tennessee State Fair Association, Board of Directors; Tennessee History for Kids, Board of Directors; Conexio Americas, Legal Counsel; Family Council at Cheekwood, Founding Member; Leadership Music, Legal Counsel; Leadership Nashville, Class of 2007; Nashville Originals, Legal Counsel; Nashville Pride, Legal Counsel; Belcourt Theatre, Legal Counsel; Former Chair and Founding Member, Board of Directors; Non-Profit Management, Legal Counsel; Former Board Chair; Children's House of Nashville, Former Board of Directors; Community Resource Center, Former Board President

CHEGWIDDEN, Bryan

Ropes & Gray LLP, New York
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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Bryan, partner and global head of the firm's asset management group, advises several of the world's leading asset managers, including some of the largest mutual fund families (and/or their independent directors) and investment advisers. He

has extensive experience organizing alternative investment products, including hedge funds, private equity funds and funds of funds (both registered and unregistered), and advising clients on cross-border matters, with a particular emphasis on non-U.S. sponsors offering products and services into the U.S. Bryan was the head of the firm's New York office from its founding in 2001 until 2011. Bryan is consistently recognized as a leading investment management lawyer by clients, peers and industry commentators. He has been ranked nationally by Chambers USA every year since 2007, earned accolades from IFLR1000, The Best Lawyers in America, and Legal 500, and twice been named one of 500 leading lawyers in America by Lawdragon (2012-2014). Clients and peers interviewed by Chambers have shared the following about Bryan: "A real expert" and "a really talented lawyer." "Excellent mix of subject matter knowledge, appreciation for business objectives, and good interpersonal skills." "Powerful insights that have been extraordinarily helpful." "Excellent quality service."

CHEN, Pamela

Kirkland & Ellis LLP, New York
Featured in Registered Funds (USA – Nationwide)

Practice Areas: Pamela Chen is an investment funds partner in the New York office of Kirkland & Ellis LLP. Pamela represents registered open-end and closed-end funds, interval funds, tender offer funds and business development companies (BDCs), and their investment advisers, sponsors and independent board members. She advises on the structuring, formation and operations of a range of registered alternative products, including registered funds of private funds and liquid alternatives. Pamela also provides counsel to funds and investment advisers on matters arising under the federal securities laws, regulatory compliance, and a broad range of transactions involving funds and advisory organizations. Most recently, she served as in-house counsel responsible for all legal matters arising out of the U.S. retail business of a large asset management firm. There, she was responsible for the structuring and formation of the firm's first interval funds. She also advised on the firm's strategic vision for new retail investment vehicles and investment strategies (including alternative, sustainable and ESG products). Pamela is a frequent speaker at conferences and events in the asset management industry, including those hosted by the Investment Company Institute and the Mutual Fund Directors Forum.

Personal: J.D., Georgetown University Law Center; B.A., Case Western Reserve University (magna cum laude)

CHEN-YOUNG, Claudine A.

Winston & Strawn LLP, Chicago
Featured in Capital Markets (USA – Nationwide)

Practice Areas: Claudine Chen-Young handles the full range of mortgage

finance needs for financial services clients such as investment banks, REITs, hedge funds, and asset management firms. Claudine counsels financial institutions that buy and sell mortgage products, and she assists issuers with structuring the financing of mortgage financial assets. In addition, Claudine has helped companies create acquisition programs for the purchase and sale of several types of mortgage loans, including through correspondent lenders, and establish servicing and other related arrangements. A seasoned RMBS and mortgage finance attorney for over 20 years, Claudine has extensive experience with buying and selling all types of residential, commercial, and business-purpose mortgage loans. She supports clients in creating innovative deal structures through securitization and other strategies. Claudine assists with complex financing structures to solve corporate objectives, and provides critical support to business teams towards smooth and successful deal execution.

CHENG, Tai-Heng

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Featured in International Arbitration (USA – Nationwide)

Practice Areas:

TAI-HENG CHENG is a U.S. trial lawyer, international arbitration practitioner, and legal advisor to C-suites, boards, and governments. He is the global co-head of International Arbitration and Trade at Sidley. He is also the co-managing partner of the firm's Singapore office. Tai has the rare distinction of being recognized on multiple continents as a preeminent disputes lawyer. Tai is recognized in all three categories in Chambers for International Arbitration: Counsel, Arbitrator, and Enforcement (2023). He has won and collected nine figure awards in North and South America and Europe. He also won the first investor-state arbitration under a Singapore treaty and collected that award against Mexico. He defeated a nine-figure claim in a life sciences arbitration even though the client was found to have breached its contract. He currently serves as president of a tribunal deciding whether or not China violated a treaty, and is a member of another tribunal hearing a treaty claim brought against Ethiopia. No court has ever set aside an award by Tai. Tai's track record of success includes U.S. litigation. He dismissed a U.S. federal lawsuit concerning the largest cyber-heist of the New York Federal Reserve by North Korean hackers, earning him American Lawyer's "Litigator of the Week" award. He was the first attorney to defeat a motion to dismiss a defamation claim against short sellers in New York. He swiftly parlayed that unprecedented win into a payment to his client under a settlement. For two decades, he has also successfully defended clients before the U.S. regulators, including the Department of Justice and the Securities and Exchange

Commission. Beyond disputes, Tai is sought out by C-suites to solve complex international problems. Tai delivers results by tapping into his global network, and devising novel strategies that leverage the entire Sidley platform. In 2022, after bankers failed to sell a global energy company's unbankable coal assets, Tai helped that company sell its coal for US\$1 billion dollars to Middle East entities that did not require financing. This in turn allowed the buyers to supply energy to Europe when the war in Ukraine extended into winter. Tai also selectively represents governments. He negotiated with the National Rifle Association to restore a rare World War II gun to Poland. For that, Poland conferred upon Tai, by an act of parliament, its "Bene Merito" medal. When the International Court of Justice took up a case to decide if Kosovo's declaration of independence was lawful, Tai devised a strategy for Kosovo of obtaining recognition from important states by signing human rights and investment treaties with them. Kosovo successfully pursued that strategy, ensuring its survival irrespective of the Court's decision. He also helped East Timor draft its first criminal procedure code. Tai is a trustee of the Frick Museum; board member of the Smithsonian Institute's National Museum of Asian Art; chair of the board of American Friends of St. James's Church in Piccadilly; trustee of the Foreign Policy Association; and co-founder of the Cheng-Harrell Institute for Global Affairs, among other civic engagements.

CHERNICHAW, Adam

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(+1) 212 610 6466
adam.chernichaw@aoshearman.com

Featured in Outsourcing (USA – Nationwide), Technology (USA – Nationwide), Technology (New York), Outsourcing (New York)

Practice Areas: Adam is a partner in the Technology Transactions practice in the New York office. Adam's practice is deal-focused. He is highly regarded by both clients and adversaries alike, as a business and results oriented negotiator who facilitates and structures complex (and often innovative and transformative) commercial transactions to help clients execute their strategic goals.

CHESKIEWICZ, Scott

Jackson Walker LLP, Austin
scheskiewicz@jw.com

Featured in Investment Funds (USA – Nationwide)

Practice Areas: Corporate & Securities; Investment Funds

Career: Scott is the leader of Jackson Walker's institutional investor practice, where he leads a team of lawyers experienced in representing institutional investors around the world with respect to alternative assets investments (e.g., "private markets" strategies such as private equity funds, real estate funds, infrastructure funds and credit funds as well as "public markets" strategies such as hedge funds, long-only funds, collective investment trusts, and separately managed accounts).

Representative clients include: public and private pension plans, university and research endowments, sovereign wealth funds, insurance companies, corporate investment divisions, funds of funds and family offices. One of Scott's key focus areas is in bespoke investment arrangements, which can take the form of separately managed accounts, funds of one, master custody agreements, and strategic partnerships. These arrangements typically involve a high degree of customization, including bespoke investment guidelines and restrictions, changes to the standard of care, non-standard expense reimbursement, and highly customized management and incentive fee models. One of Scott's favorite things to do is to work with clients to develop new incentive fee structures, including building and testing the fee models, because, in Scott's words, "one cannot draft a fee schedule if one does not understand the math, and the best way to understand the math is to build the model."

Professional Memberships:

Alignment of Interests Association (AOI)
Texas Hedge Fund Conference, Panelist
Texas Hedge Fund Association, Events
Committee National Association of
Public Pension Plan Attorneys (NAPPA)
American Bar Association - Business
Law Section, Institutional Investor
Subcommittee

CHEUNG, Tiffany

Morrison Foerster, San Francisco

Featured in Privacy & Data Security (USA - Nationwide), Litigation (California)

See under California for profile.

CHIMON, Jason

Nixon Peabody LLP, New York
jchimon@nixonpeabody.com

Featured in Startups & Emerging Companies (USA - Nationwide)

Practice Areas: Jason Chimon represents both health care and general corporate clients in a variety of corporate transactions, including mergers and acquisitions, private equity, venture capital, and joint ventures, as well as technology-based startups from formation, to capital raises, through exit. He also supports the technology transfer and research operations of clients in negotiating various research and clinical trial agreements. EMERGING COMPANIES I help my emerging company clients, including those spun-off from academic research institutions, grow their business and raise capital through seed, angel, VC, and private equity financings. This includes advice and negotiation regarding formation, IP licensing, and the other agreements that make up the varied spectrum of issues unique to each start-up client. CORPORATE TRANSACTIONS I represent both buyers and sellers in the purchase and sale of businesses in a wide range of industries including health services, life sciences, and private equity. I also maintain a robust general business law practice, often acting as outside in-house counsel to handle clients' day-to-day legal needs. CLINICAL RESEARCH AND TECHNOLOGY TRANSFER I work with

academic institutions, pharmaceuticals, CROs, and clinical trial sites to facilitate the conduct of clinical research. I also work closely with academic clients to develop and support their technology transfer programs and these institutions' various technology-driven transactions. My experience with both industry and academic clients has given me the hands-on experience needed to best — and most practically — advise my clients. Industry will seek to enter the vibrant emerging company space as part of their efforts to seek new ways to integrate and ensure access to burgeoning technologies. This will include increased formation of venture funds to invest in these opportunities in an organized, purposeful way.

Career: Georgetown University Law Center, J.D. Boston College, B.A., cum laude

CHING, Jonathan

McDermott Will & Emery LLP, New York
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Featured in Capital Markets (USA - Nationwide), Derivatives (USA - Nationwide)

Practice Areas: Partner Jonathan Ching focuses his practice on structured transactions involving derivatives, commodities and both digital and traditional asset classes. Drawing on his experience as in-house counsel at leading banks and investment managers, he provides practical and clear strategic advice to help clients navigate complex issues. Among other areas, Jonathan routinely structures, negotiates, documents and handles administrative aspects of physical and financial commodity transactions, including inventory financing and monetization, intermediation arrangements, secured finance and lien-based structures and master agreements for the energy markets. Over the course of his career, Jonathan has worked with clients whose products span the gamut of natural resources and commodities, including crude oil and refined products, base and precious metals, agricultural products, natural gas liquids and renewables. View more at: <https://www.mwe.com/people/jonathan-ching/>

Professional Memberships:

National Asian Pacific American Bar Association Leadership Council on Legal Diversity

CHINYOY, Alexander

Covington & Burling LLP, Washington, DC

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Featured in International Trade (USA - Nationwide)

Practice Areas: Alexander Chinoy assists clients with the resolution of international intellectual property and trade disputes, appearing before a range of U.S. courts and agencies. He is an accomplished trade litigator who has been involved in more than 30 Section 337 unfair import investigations before the U.S. International Trade Commission (ITC), as well as a range of enforcement and regulatory matters involving U.S.

Customs and Border Protection (CBP) and the U.S. Department of Commerce.

CHISLING, Brian

Simpson Thacher & Bartlett LLP, New York

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Partner in the Firm's Corporate department and Energy & Infrastructure Group, focusing on mergers and acquisitions. Advises clients, including utilities, independent power producers, pipeline companies, transmission companies, fiber-optic and other telecommunications companies, private equity funds, and financing parties with respect to mergers, acquisitions, joint ventures, spin-offs and divestitures, securities issuances and financings, and related federal and state regulatory issues. In the power industry, he has regularly advised both strategic utility clients and private equity clients. Examples of high-profile mergers and other transactions include: recent acquisitions of large renewable energy portfolios and developers by private equity firms, ITS Holdings' sale to Fortis, JPMorgan's sale of its physical commodities trading businesses, American Electric Power's acquisition of Central and South West Corp., and the acquisition of TXU by a group of private equity firms.

Career: Joined Firm 1994; Partner 2012.

Personal: BA and BS, Indiana University (1991); JD, Ohio State University Moritz College of Law (1994).

CHIZZIK, Andrew

Weil, Gotshal & Manges LLP, New York
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Featured in Private Equity (USA - Nationwide)

Practice Areas: Andrew Chizzik is a partner in Weil's Private Funds practice, representing U.S. and non-U.S. private investment fund sponsors in structuring and negotiating the terms of domestic and offshore private equity funds. In addition, he advises private investment fund sponsors and their personnel with various employment and separation agreements and economic sharing arrangements. Andrew also represents certain prominent limited partners in connection with their investments in private investment funds, real estate funds and venture capital funds, as well as buyers and sellers of secondary interests in private investment funds. Clients include Apollo Global Management, Brookfield Asset Management, Genstar Capital, JLL Partners, PSP, and WL Ross & Co.

Personal: Cornell University (B.S., 2001); Fordham University School of Law (J.D., 2004).

CHOATE, Michael J.

Proskauer Rose LLP, New York
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Featured in REITs (USA - Nationwide)

Practice Areas: Michael Choate is a partner in Proskauer's Corporate Department and is a member of the Capital Markets Group and both Real Estate Capital Markets and Private Equity Real Estate Groups. Michael's practice is broad and includes a focus on transactional matters involving both public and private real estate offerings as well as private equity and joint venture transactions along with mergers and acquisitions, corporate governance issues and federal securities compliance matters.

CHOE, Anne

Willkie Farr & Gallagher LLP, New York
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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Partner in the Asset Management Department. Advises a wide range of pooled investment vehicles, including mutual funds, exchange-traded funds (ETFs), private funds (hedge funds, private equity funds and venture capital funds) and their sponsors and investment managers. In-depth knowledge of the various securities and other laws applicable to pooled vehicles and regularly counsels investment advisers and family offices on a variety of SEC regulatory and compliance matters. Regularly represents investment advisers and funds in SEC examination and enforcement matters.

Personal: JD, University of North Carolina School of Law, 2009; BS, University of Maryland, 2002. See: <https://www.willkie.com/professionals/c/choe%20anne>

CHOKSI, Vijay

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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Vijay is an accomplished cannabis law attorney who leverages an insider's understanding of the business to serve the commercial and regulatory needs of clients in the medical and adult-use marijuana industries. Vijay's in-house experience means that in addition to possessing detailed knowledge of state and federal laws and regulations that govern the legal cannabis, health care and CBD sectors, he understands their practical implications for operations. Former General Counsel and Senior Director of Compliance for one of Florida's leading vertically integrated medical marijuana companies, Vijay is also well-versed in corporate matters, and has negotiated contracts governing nearly all aspects of the business, including security, lab testing, business associate relationships and commercial leases. His broad experience includes handling privacy and risk management issues, securing use variances with the Department of Health Office of Medical Marijuana Use and developing policies and procedures to ensure compliance with a broad spectrum of state and federal regulations, including HIPAA, the Telephone

Consumer Protection Act (TCPA), the Food Drug and Cosmetics Act (FDCA), OSHA regulations and the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA). In fact, his role as general counsel involved him in nearly every aspect of the business, from media relations to information technology. He also has experience in health care law, compliance and business transactions as well as regulated substance-related litigation and intellectual property.

Professional Memberships: Canablis Law, Accounting and Business (cLAB) (President 2018-2019), Vice President (2020-2021) | Tech GC (Charter member, 2020) | The Florida Bar: Business Law, Health Law, Administrative Law sections | International Cannabis Bar Association (INCBA) | American Health Lawyers Association (AHLA) | Health Care Compliance Association (HCCA)

CHORAZAK, Mark
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Mark Chorazak is co-head of Skadden's Financial Institutions Regulatory Group. He has extensive experience advising on the full spectrum of banking law matters, including traditional and cutting-edge bank regulatory and legislative issues. His clients range from global and regional financial institutions to fintechs and private equity sponsors. Mr. Chorazak regularly counsels clients on issues arising under the Dodd-Frank Act, Bank Holding Company Act, Change in Bank Control Act, International Banking Act, Bank Secrecy Act and Bank Service Company Act, among other key U.S. banking laws. He also advises on authority and control questions, fintech and financial innovation issues, chartering and expansionary proposals, corporate governance practices, affiliate transaction restrictions, Volcker Rule issues, anti-money laundering and sanctions compliance, and enforcement actions. In addition, Mr. Chorazak counsels on capital and debt offerings and private investments in bank and nonbank financial institutions. He has obtained regulatory approvals on a wide range of transactions, including for some of the largest bank mergers.

Career: Prior to joining Skadden, Mr. Chorazak served as head of the U.S. bank regulatory practice and co-chair of the fintech initiative at another major international law firm.

Professional Memberships: Co-Chair, Legislation and Regulation Subcommittee, Banking Law Committee, American Bar Association; Banking Law Committee, New York City Bar Association; Board of Advisors, Center for Banking and Finance, UNC School of Law

CHORY, John
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Featured in Startups & Emerging Companies (USA - Nationwide), Corporate/M&A (Massachusetts), Technology (Massachusetts), Private Equity (Massachusetts), Technology (USA - Nationwide)

See under Massachusetts for profile.

CHRISTIANSEN, Brian
Simpson Thacher & Bartlett LLP, New York

Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: With more than two decades of experience, Brian Christiansen is recognized as one of the country's foremost financial services lawyers. He counsels U.S. and international banking organizations, nonbank financial services firms and their investors and counterparties on all types of regulatory, transactional, compliance and enforcement matters. Brian often handles multifaceted and novel matters in the financial services industry. He has helped clients structure and execute acquisitions, investments and corporate transactions, obtain charters, raise capital, develop new products, implement compliance programs, conduct internal investigations and resolve enforcement actions. Brian also routinely represents clients before the OCC, FDIC, Federal Reserve and state banking departments.

Career: Joined Firm as Partner, 2024.

Professional Memberships: Chairman, Mergers and Acquisitions Subcommittee, Banking Law Committee, American Bar Association (2011-2015).

Personal: J.D., The George Washington University, 2002 (with honors; Member, The George Washington Law Review); B.S., University of Virginia, 1999 (McIntire School of Commerce, Finance).

CHUNG, Steven
Hughes Hubbard & Reed LLP, Washington, DC
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Featured in Transportation (USA - Nationwide)

Practice Areas: Steven I. Chung is a partner in the Corporate and Finance Group of Hughes Hubbard & Reed, is chair of its Aviation group, the Head of the firm's Corporate and Finance Group in Washington, DC and is a member of the firm's highest governing body, the Executive Committee. Steven represents sponsors, lenders, export credit agencies and commercial banks in connection with a broad spectrum of international financial and corporate transactions, including acquisitions, joint ventures, domestic and cross-border secured and unsecured financings, leveraged leasing, structured financings, restructurings and credit enhancements in the US, Caribbean, South America, Asia and Europe. He has extensive experience in a wide variety of aircraft and other structured equipment financings, including representing clients in aircraft acquisitions and

dispositions; domestic and cross-border leveraged lease transactions; aircraft portfolio securitizations (ABS); the issuance of enhanced equipment trust certificates (EETCs); syndicated credit facilities; pre-delivery payment and warehouse facilities; and joint venture transactions. He has worked on many of the most important financings involving aircraft, including the first 144A/Reg. S offering of ABS notes after the 2008 financial crisis and the first non-US airline enhanced equipment trust certificate (EETC) involving Cape Town Alternative A. Many of his deals have won "Deal of the Year" awards from leading industry publications. Steven also represents sponsors, lenders, export credit agencies, commercial banks and equipment suppliers in connection with complex domestic and international financing arrangements, joint ventures, equity investments and restructurings, including securitizations, secured and unsecured lending, cross-border financings, structured financings, bankruptcies and workouts for capital intensive infrastructure, energy, telecoms, satellite and transportation projects, including fixed-line and wireless telecom installations, container terminal facilities and power facilities in the US, Caribbean, South America, Asia and Europe.

CHURCHILL, David A
Morrison Foerster, Washington, DC
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Featured in Government (USA - Nationwide)

Practice Areas: David A. Churchill is co-chair of the Government Contracts Practice. His practice includes litigating disputes involving award, performance and termination of federal contracts before the Court of Federal Claims, agency boards of contract appeals, and the GAO. He has an active counseling practice in contract award-related matters and on issues arising during performance of government contracts and subcontracts. He also counsels in matters involving internal company investigations and mandatory disclosures of conduct potentially covered by the False Claims Act and other federal statutes. He served as chair of the Public Contract Law Section of the ABA.

CICALA, Conte
Withers Bergman LLP, San Francisco
Practice Areas: Conte is special counsel in the litigation and arbitration team at Withers Bergman LLP. Conte focuses his practice on commercial, maritime, transportation and trade litigation, and providing corporate and legal advice to companies in these fields. He has extensive first-chair experience representing his clients at trial, arbitration and before government agencies and boards. He has also counseled companies during merger discussions, government investigations, major contract negotiations, labor disputes, expansion into new modes of carriage and during other significant events. Conte sat on the Board of Directors of an international shipping

line for almost a decade. He also served as a US Army Reserve officer for 15 years, much of which was spent with Transportation and JAG units. Conte has consistently been recognized for his experience in transportation and maritime law disputes. He is recognized by Chambers as one of the top lawyers in the Transportation: Shipping/Maritime: Litigation (outside of New York) category. Additionally, his achievements have been recognized by Super Lawyers, Best Lawyers and Legal 500.

CICCONI, Martine
Akin, Washington, DC

Featured in State Attorneys General (USA - Nationwide)

Practice Areas: Martine Cicconi is co-leader of Akin's state attorneys general practice and focuses her practice on high-profile litigation and government investigations matters, particularly those brought by state attorneys general. With experience in both the public and private sectors, she provides clients with comprehensive, strategic advice to guide them through state attorney general investigations and enforcement actions. Martine served as a Special Assistant to the President and Senior Counsel in the Office of the White House Counsel. Martine also served as Associate Counsel in the same office during the Obama administration. Prior to joining the Biden White House, Martine served as Deputy Solicitor General in the Office of the Virginia Attorney General, where she was an appellate and trial litigator. She argued major cases in federal and state courts and drafted numerous multistate amicus briefs in the U.S. Supreme Court. Martine was a law clerk for Justice Ruth Bader Ginsburg on the U.S. Supreme Court and Chief Judge Merrick B. Garland on the U.S. Court of Appeals for the D.C. Circuit.

Professional Memberships: District of Columbia Bar, California Bar
Personal: J.D., Stanford Law School, 2010, B.A., Stanford University, with distinction, 2007

CIRAOLLO, Caroline D.
Kostelanetz LLP, Washington, DC
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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

Practice Areas: Tax Controversy; Tax Fraud; White Collar Criminal Defense
Career: Caroline Ciraollo, former Acting Assistant Attorney General of the U.S. Department of Justice's Tax Division, is a partner with Kostelanetz LLP and founder of its Washington, D.C. office. Her practice focuses on federal and state civil tax controversies, including representation in sensitive audits, administrative appeals, and litigation, providing tax advice, conducting internal investigations, and representing individuals and entities in criminal tax investigations and prosecutions. She also serves as a consulting and testifying expert witness and an independent mediator in tax disputes. During her tenure with the Justice Department, Caroline

was actively involved in all aspects of Tax Division operations and responsible for approximately 500 employees, including more than 360 attorneys in 14 civil, criminal, and appellate sections. Caroline is former President of the American College of Tax Counsel and former Chair of the Civil & Criminal Tax Penalties Committee of the American Bar Association ("ABA") Section of Taxation. She currently serves as the ABA Tax Section's Vice Chair for Membership, Diversity, and Inclusion and Chair of the Loretta Collins Argrett Fellowship Program. Caroline also served as an instructor with the IRS Military Volunteer Income Tax Assistance program at Ft. George G. Meade. Caroline is a recipient of the ABA Section of Taxation's Janet Spragens Pro Bono Award, the IRS Chief Counsel Award, the highest honor that can be conferred by that office, and the Tax Excellence Award from the Taxation Section of the Maryland State Bar Association. Caroline is an Adjunct Professor at the Georgetown University Law Center (International Tax Controversies and Criminal Tax Law and Procedure) and University of Baltimore School of Law Graduate Tax Program (Tax Practice and Procedure).

CIRESI, Michael V
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Featured in Products Liability (USA - Nationwide), Litigation (Minnesota)
See under Minnesota for profile.

CIVIDANES, Emilio W
Venable LLP, Washington, DC
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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: One of the country's first privacy lawyers, Milo Cividanes focuses his practice on assisting companies to develop and implement regulatory, government relations, and litigation strategies to preserve and expand their use of data in connection with 21st century business models. He has repeatedly been acknowledged globally as a leading authority on data protection and as an effective problem solver. Milo co-leads the eCommerce, Privacy, and Cybersecurity Group, which has been recognized as one of the top privacy practices and top advertising practices in the United States.

CLARK, Barton B
Latham & Watkins LLP, Washington, DC
1.202.637.1009
barton.clark@lw.com
Featured in Private Equity (USA - Nationwide)

Practice Areas: Barton Clark advises clients on a full range of investment management matters, from the formation of sponsors and funds to a variety of strategic transactions. Drawing on 25 years' experience, Mr. Clark develops practical and commercially driven solutions for private equity funds and their sponsors and advisers. He brings vast experience across a range of fund types

and investment areas, with a particular focus on energy and infrastructure. An adaptive problem solver, Mr. Clark helps both established and emerging sponsors achieve the objectives for their funds in combination with their broader business needs and goals. His practice includes: •Fund formation •Portfolio investment structuring •Sponsor equity •Governance arrangements •Joint ventures •Other strategic transactions, including secondary transactions and special purpose acquisition company transactions •Registration and compliance matters under the Investment Advisers Act of 1940 and the Investment Company Act of 1940 He has authored a number of articles on the private fund industry and served as executive editor of The University of Chicago Law Review while attending law school. Mr. Clark also regularly provides pro bono counsel to nonprofit organizations, including The Nature Conservancy.

CLARK, Mitzi
Keller and Heckman LLP, Washington, DC

Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Mitzi Clark advises domestic and international corporations on a wide range of food, cosmetic, and drug packaging regulatory issues, ranging from U.S. Food and Drug Administration (FDA) premarket clearance requirements for food contact materials and local and state regulations concerning plastics and chemicals, to good manufacturing issues and regulatory requirements for food, alcoholic beverages, cosmetics, and animal feed. Mitzi's practice extends to the international arena, where she regularly counsels clients on regulatory matters in jurisdictions such as Asia, Canada, the European Union (EU), Latin America, Africa, and the Middle East. Mitzi began her legal career at Keller and Heckman in the firm's Washington, DC office where she experienced firsthand the mechanics of U.S. regulatory agencies. Recognizing the need for food contact expertise on the West Coast, she relocated in 2018 to Keller and Heckman's San Francisco office, which she currently manages. Since her time in San Francisco, Mitzi has helped numerous companies understand the nuances of various state and local laws and regulations, including California's Proposition 65, A.B. 1200 on Plant-Based Food Packaging and Cookware, the Rigid Plastic Packaging and Container Program (RPPC), and the State's plastic bag legislation. While in law school, Mitzi served as the executive editor of the Temple Environmental Law and Technology Journal. Before attending law school, Mitzi received a Master's in Public Health. Coupled with her scientific background in cancer research, Mitzi's experience in public health and epidemiology brings a unique technical perspective to complex regulatory matters. Mitzi has contributed to various trade publications, including Food Packaging Bulletin, Plastics Recycling Update, and FLEXO

Magazine, as well as packaginglaw.com. She is frequently invited to speak at domestic and international conferences and has presented on topics related to food contact regulatory matters, recycled plastics, and California's Proposition 65 and other state-related legislation.

CLARK, Timothy
Freshfields Bruckhaus Deringer US, New York

Timothy.Clark@freshfields.com
Featured in Private Equity (USA - Nationwide)

Practice Areas: Tim is the Global Co-Head of Private Funds and Secondaries at Freshfields Bruckhaus Deringer US. Tim's practice focuses on private capital, specifically fund formation and secondaries transactions, and the regulatory aspects critical to both. He represents a wide range of private equity and private capital clients and has experience with forming not only traditional buyout funds, but also funds in the credit, real estate, infrastructure and agriculture spaces. Tim has repeatedly represented private fund managers in the formation of closed-end funds that invest in a wide variety of strategies, geographies and industries. Tim is repeatedly recognized as a leading Private Equity (or Investment Fund) lawyer by, among others, Chambers USA, Chambers Global, The Legal 500, The Best Lawyers in America and The International Who's Who of Business Lawyers. He is a member of the Private Investment Fund Forum.

Personal: J.D., 1988, New York University School of Law (cum laude, Order of the Coif, John Norton Pomeroy Prize, Law Review Alumni Association); B.A., 1985, Wesleyan University (Phi Beta Kappa, Heideman Award for Community Service)

CLARKE, Katie
Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, Washington, DC
katherine.clarke@skadden.com

Featured in International Trade (USA - Nationwide)

Practice Areas: Katie Clarke focuses her practice on cross-border investment and national security matters, primarily involving reviews conducted by the Committee on Foreign Investment in the United States (CFIUS) and related issues involving the Defense Counterintelligence Security Agency, non-U.S. foreign direct investment laws, export controls, cybersecurity and government contracting. Ms. Clarke advises a diverse group of clients on transactions ranging from early-stage fundraising to public company mergers across a variety of industries such as artificial intelligence, semiconductors, social media, renewable energy, aerospace, fintech, insurance, manufacturing, real estate, biotech, defense contracting and private equity.

Career: JD, Villanova University Charles Widger School of Law, 2017 (magna cum laude; Order of the Coif); B.A., University of Maryland, 2014

CLARKIN, Catherine M
Sullivan & Cromwell LLP, New York
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Capital Markets; Commodities, Futures & Derivatives; Corporate Governance; Cybersecurity; Environmental, Social and Governance (ESG); Financial Services

Career: Co-head of S&C's Capital Markets Group. Advises clients on a wide variety of capital market transactions across a broad range of industries. Has advised on many high-profile public and private offerings of equity and debt securities by U.S. and non-U.S. issuers, including IPOs, secondary offerings, complex debt issuances, liability management transactions and securities issued in connection with M&A and joint ventures. Regularly advises a broad range of clients on ongoing public company matters, including corporate governance, ESG, cybersecurity and disclosure matters. Frequent speaker and author in the areas of securities law and ESG.

Personal: Catholic University Law School (J.D. 1995); American University (B.A. 1992).

CLAYBOUR, Margaret
Rock Creek Energy Group, LLP, Washington, DC
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Margaret counsels and represents a broad swath of electric industry participants on a wide range of federal energy regulatory and administrative litigation matters. She provides strategic counsel to investor-owned utilities, renewable and conventional generators, private equity and institutional investors, developers, and renewable energy providers on transactional, regulatory, and litigation matters. Margaret counsels clients in commercial transactions involving FERC-jurisdictional assets, including regulatory due diligence related to the potential acquisition or financing of energy assets; corporate reorganizations, acquisitions or divestitures under Section 203 of the Federal Power Act (FPA); market-based and formula rates under Section 205 of the FPA; issuance of securities under Section 204 of the FPA; and obtaining certifications for exempt wholesale generators and qualifying facilities under the Public Utility Holding Company Act of 2005 and the Public Utility Regulatory Policies Act of 1978, respectively. Margaret represents clients in administrative litigation matters before FERC, including RTO/ISO generation and transmission interconnection issues, FERC enforcement investigation and self-reports, reactive power compensation, transmission formula rates, and Section 206 complaints. She also counsels clients on North American Electric Reliability Corporation and Regional Entity investigations

and audits. Margaret helps clients identify important federal energy regulatory considerations, develop and implement strategies to address regulatory issues. She advises clients on developing, maintaining, and auditing FERC compliance programs.

COBB, Emily A.

Ropes & Gray LLP, New York
emily.cobb@ropesgray.com

Featured in eDiscovery (USA - Nationwide)

Practice Areas: Emily Cobb is E-Discovery Counsel for Ropes & Gray with a focus on Advanced E-Discovery, Generative A.I. Strategy and Strategic Litigation across numerous practice areas. With over 20 years of experience, Emily is a trusted senior advisor to firm clients on a wide range of issues including information governance, discovery dispute resolution, efficient and innovative applications of document review technology, mobile device discovery, and Technology Assisted Review (TAR). Emily also consults on the development of advanced in-house E-Discovery programs that enable clients to establish and refine internal E-Discovery capabilities and establish a platform for the responsible application of advances in A.I. Emily works closely with Ropes & Gray's privacy attorneys and legal technology professionals to improve risk assessment, defensibility and efficiency in E-Discovery. As part of the firm's Advanced E-Discovery and A.I. Strategy Group, Emily has led advancements in the development of a new, technology-assisted approach to investigative reviews: The Bifurcated Time-Based Technology-Assisted Investigative Review (BAT), allowing clients an edge in fast-paced government investigations and providing greater transparency, efficiency, and budget predictability. Emily also develops best practices and strategies for electronic discovery as part of Ropes & Gray's interactive E-Discovery training for attorneys, the #1-ranked formal training program for the past several years by Vault. She invests time conducting CLE courses for attorneys outside of Ropes & Gray as well and regularly speaks on sophisticated issues at the forefront of E-Discovery. Emily is an active member of the Ropes & Gray LGBTQ+ forum, has an active pro bono practice and received the Immigration Equality Safe Haven Award for excellence in pro bono representation.

COBB, John

Paul Hastings LLP, New York
johncobb@paulhastings.com

Featured in Banking & Finance (New York),

Capital Markets (USA - Nationwide)

See under New York for profile.

COBERLY, Linda T

Winston & Strawn LLP, Chicago
312-558-8768

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Linda Coberly, co-chair of the litigation department, is a business litigator and leads the firm's Appellate & Critical Motions Practice.

She is known for her strong business sense, clear briefs, and compelling oral advocacy. She has argued nearly 70 appeals, including in the U.S. Supreme Court, eight different federal courts of appeals, and a variety of state appellate and supreme courts. She leads strategic, motions-intensive litigation matters at the trial court level and frequently serves in an appellate-lawyer-at-trial capacity in trial courts around the country. A significant portion of Linda's practice centers on advising and representing clients with respect to proceedings in the U.S. Supreme Court, drawing on her experience as a law clerk to Justice Stephen G. Breyer. She recently argued for the petitioner in *Macquarie Infrastructure Corp. v. Moab Partners, LP*, which deals with the scope of the private right of action under the federal securities laws. And she also served as lead appellate lawyer and led the briefing in the firm's 9-0 victory for a class of student-athletes in their antitrust challenge to the NCAA's amateurism rules.

COCCI, Meghan

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Featured in Leisure & Hospitality (USA - Nationwide), Real Estate (California: Southern)

Practice Areas: Meghan Cocci, Global Co-Chair of the Hospitality, Gaming & Leisure Industry Group, represents owners, investors, and operators on their most complex and highest-value hospitality and real estate projects and transactions around the world. A nationally recognized real estate lawyer, Ms. Cocci advises clients on a broad range of transactions and strategic matters, with a particular focus on the hospitality industry. She delivers creative and business-focused counsel to a variety of market participants, including hotel and non-hotel real estate investment trusts (REITs), private equity funds, family offices, real estate developers, and hotel brands. Ms. Cocci's practice includes: •Single asset and portfolio property acquisitions and dispositions •Negotiation of management agreements, franchise agreements, and related matters •Joint ventures •Acquisitions and dispositions of hotel management companies •Strategic advice on mixed-use developments Ms. Cocci brings more than two decades of experience advising on many of the most significant hospitality transactions in the United States and internationally, including in Asia, Europe, and the Middle East. Drawing on her sophisticated industry knowledge and strong working relationships with key market players, she offers strategic insights into how business and legal issues can play out in the long term. Ms. Cocci frequently speaks on real estate topics at major hotel conferences and other industry events, including: •New York University International Hospitality Industry Investment Conference (NYU IHIC) •Georgetown University

Law Center Hotel and Lodging Legal Summit •Berlin International Hotel and Investment Forum (IHIF) •International Society of Hospitality Consultants (ISHC) Annual Conference •American Lodging Investment Summit (ALIS) She serves on Law360's Hospitality Editorial Advisory Board.

COCO, Joseph A

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Featured in REITs (USA - Nationwide), Corporate/M&A (New York)

Practice Areas: M&A specialist that has led high-profile acquisition and disposition transactions, private equity matters and financings in diverse industries for more than 30 years. His deep industry knowledge and cutting-edge yet practical guidance make him a trusted advisor to both public and private companies on numerous negotiated and hostile acquisitions, initial public offerings and many of the largest, most complex REIT transactions. Also counsels clients on a wide range of corporate, securities law, corporate governance matters and shareholder activism defense. He has been involved in more than 150 major publicly disclosed M&A, REIT and financing transactions, including over 100 deals valued at more than \$1 billion each. Mr. Coco has also represented several S&P 500 companies, including REITs, and is one of the world's leading lawyers in the assisted/senior care facilities space, having advised on more than \$60 billion in deals in this area.

Personal: JD, Fordham University School of Law, 1981 (Member, Fordham Law Review); BBA, Finance, Iona College, 1978 (summa cum laude).

COHEN, Allan

Nixon Peabody LLP, Jericho
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Featured in Startups & Emerging Companies (USA - Nationwide)

Practice Areas: Allan Cohen, office managing partner in our Long Island office and a member of the firm's Policy Committee, represents a variety of companies, ranging from large and middle-market companies engaging in mergers and acquisitions to closely held and family-owned businesses engaging in transactions or otherwise in need of outside legal advice to technology-based startups organizing new business ventures and raising capital. Allan represents a variety of companies, ranging from technology-based startups, to mid-sized closely held and family-owned businesses, to large public companies. Allan dedicates much of his practice to emerging companies in the formation and organization of their businesses, seed, angel and VC financings, and general business advice. Allan also focuses on mergers and acquisitions, including buy-side work and sell-side work to strategic and private equity acquirors. He is involved in a wide range of industries, including health

care, medical device, life sciences and biotechnology, manufacturing and distribution, food and beverage, and consumer products. Allan distinguishes himself by his adeptness at handling his clients' varied legal needs and providing the type of business-minded outside counsel that companies would expect from an in-house general counsel. His clients view him as the "quarterback," ensuring that not only their business law, but also their intellectual property, employment, litigation, regulatory and other legal needs are met. I maintain a transactional and general business law practice, adept at handling my clients' varied business needs and providing the type of business-minded advice that businesses would expect from an in-house general counsel. My clients view me as the "quarterback," ensuring that not only their business law but also their employment, litigation, intellectual property, regulatory, and other legal needs are met. I dedicate much of my practice to mergers and acquisitions, including buy-side work for public and private companies and sell-side work for closely held and family-owned businesses. My M&A transactions involve a wide range of industries, including healthcare, medical device, life sciences, food, consumer products, and insurance. Over my career, I have closed well over 200 M&A transactions. Emerging companies also represent a significant part of my practice, including biotech, medical device, and other technology-based companies; I assist with business formation and organization and seed, angel, venture capital, and private equity financings. Much of my work is for "serial entrepreneurs" who have exited prior businesses and are starting their next ones. Technology-based and other companies that flourished during the pandemic will provide a hedge against economic uncertainty and fears of a recession. The greatest success will go to entrepreneurs that identify where the post-pandemic business world will be and get there before their competitors.

Career: Binghamton University, B.A., Economics, (Phi Beta Kappa) Columbia Law School, J.D., (Harlan Fiske Stone Scholar) London School of Economics and Political Science, Pre-Law

Professional Memberships: Allan Cohen is well known in the Long Island business, philanthropic, and civic communities. He is on the advisory boards of the Long Island Food Council and Pro Bono Counsel to Erase Racism. Past affiliations include service on the boards of directors of Phoenix House of New York and Phoenix House of Long Island, membership on the steering committee for the New York State Innovation Hot Spot Program, membership in the Long Island Angel Network, committee membership for the Coalition on Child Abuse and Neglect, consultancy to Junior Achievement, and membership on the Touro Law Center's Technology and the Law Advisory Committee. Allan is a member of the American, New York, and Nassau County Bar Associations. He is

former secretary of the Retail Financial Services Committee of the Association of the Bar of the City of New York.

COHEN, Barak
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Featured in Litigation (District of Columbia), Cannabis Law (USA – Nationwide)

Practice Areas: White Collar & Investigations Litigation Cannabis Law Government Contracts Foreign Corrupt Practices Act Compliance & Defense Antitrust & Unfair Competition Litigation Trade Secrets Asia-Pacific Compliance False Claims Act Workplace Harassment Coronavirus (COVID-19): Guidance for Businesses Consumer Finance Law Political Law Gaming Healthcare Music, Film & Television Sports

Career: Barak Cohen represents two kinds of clients: companies and individuals facing government enforcement and investigations, particularly in highly regulated industries and in sensitive corruption matters, and, as founder and chair of Perkins Coie's Cannabis Law group, he represents companies in litigation, regulatory compliance, and investigations that involve the cannabis industry. In his white-collar practice, Barak has particular experience representing companies that do business with the government, such as government contractors, tech companies, medical labs, medical device companies, and pharmaceutical companies, in investigations that involve fraud, waste, and abuse, and the False Claims Act (FCA) and kickbacks, as well as investigations led by agency inspectors general. He has also represented multinational companies in sensitive international investigations involving bid-rigging and international corruptions laws, such as the Foreign Corrupt Bribery Act (FCPA) and the U.K. Bribery Act. Barak is also a recognized expert in the area of public corruption and alleged political crimes. He has represented clients, including multiple sitting members of Congress, in USDOJ, Special Counsel, and state investigations regarding, among other things, bribery, campaign offenses and election crimes, the Foreign Agents Registration Act (FARA), and ethics offenses. In his cannabis practice, Barak represents international brands, multistate operators, and startups in civil litigation, investigations, and regulatory compliance matters that intersect with other diverse industries, ranging from e-commerce and technology platforms that facilitate cannabis transactions, to product-handling dispensaries and brands.

COHEN, Benjamin J
Latham & Watkins, London
Featured in Capital Markets (USA – Nationwide)

Practice Areas: Benjamin J. Cohen represents public and private US corporations, non-US corporations, investment banks, and private equity funds in capital markets, general securities, and corporate matters. A nationally

recognized corporate lawyer, Mr. Cohen regularly handles a broad array of high-profile and innovative capital markets and other financial transactions, including: •Initial public offerings •Direct listings •SPAC transactions •High yield debt offerings •Leveraged buy-outs •Public and private equity offerings •Debt exchange offers and tender offers and consent solicitations Mr. Cohen represents issuers and investment banking firms in capital markets and other financing transactions and companies with respect to general corporate and securities matters in a broad array of industries, including: •Technology •Retail •Healthcare •Natural resources •Homebuilding •Energy •Gaming

COHEN, H Rodgin
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Featured in Financial Services Regulation (USA – Nationwide), Corporate/M&A (New York)

Practice Areas: Bank Regulatory Capital Markets Congressional Investigations Consumer Financial Services Corporate Governance Criminal Defense & Investigations Cybersecurity Economic Sanctions and Financial Crime Energy Transition Environmental, Social and Governance (ESG) Financial Services Financial Services Investigations & Litigation Financial Services Mergers & Acquisitions Foreign Investments and Trade Regulations General Practice Mergers & Acquisitions Private Equity Renewable & Alternative Energy
Career: Senior Chair since 2010; Chair, 2000-2009. Rodge Cohen's primary practice focus is regulatory, enforcement, acquisition and securities law matters for U.S. and non-U.S. financial institutions and their trade associations, and corporate governance matters for a wide variety of organizations. Mr. Cohen also advises the financial services industry on multiagency investigations relating to compliance with anti-money laundering and sanctions issues, and cybersecurity. He frequently works with all the bank regulatory agencies as well as multiple other governmental agencies. Key recent matters include the Volcker Rule, numerous other provisions of the Dodd-Frank Act, international capital and liquidity standards, resolution and resolution planning, and cybersecurity. He provides corporate governance advice to a large number of financial and non-financial institutions, both regular clients and as special assignments, and is also a frequent advisor on the rise of strategic and corporate governance activism.

Professional Memberships: American Bar Association New York City Bar Association New York State Bar Association West Virginia Bar Association Westchester County Bar Association
Personal: Harvard Law (1968); Harvard A.B. (1965)

COHEN, Michelle W
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Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: iGaming Litigation | Agreements and Contracts | Licensing & Compliance | Data Privacy & Cyber Security | Advertising & Marketing Michelle leads companies through the complex licensing process in all states where gaming activities have been legalized and provides guidance on jurisdictions where legalization may be imminent. She also regularly counsels clients on the requirements of federal and state laws applicable to internet gaming, sports betting, free-to-play and social gaming, and games of skill and chance. Michelle represents clients before gaming authorities and state and federal consumer protection authorities, in private litigation (including consumer class action litigation) and in arbitration. Michelle helps clients launch nationwide promotions and prepares rules for sweepstakes, contests and giveaways. She also advises on necessary registration and bonding. She provides legal opinions for gaming operators to support the approvals of payment processors and social networks. As a Certified Information Privacy Professional-U.S., she brings her privacy expertise to guide gaming clients through the ever evolving landscape of state data protection laws and gaming-specific privacy laws and regulations. Michelle has deep experience counseling clients on legal and industry advertising and marketing requirements in the gaming industry and those applicable to all businesses, such as the Federal Trade Commission's endorsement guidelines.

Career: Previous experience: Partner, Thompson Hine LLP; Associate/Counsel, Paul, Hastings

Professional Memberships: •Board of Directors and Member, Governance Committee, Aspire! Afterschool Learning (non-profit focused on language and literacy for underserved elementary school children) •Member and Certified Information Privacy Professional (US) International Association of Privacy Professionals (IAPP) •Past Member, Emory Law Alumni Board •Global Gaming Women •Federal Communications Bar Association •District of Columbia Bar •New York State Bar Association •Women's Bar Association of DC •Pro Bono Volunteer through the District of Columbia Bar

Publications: "The Definitive Guide to Online Gaming and Sports Betting in the U.S." A regularly updated, comprehensive eBook covering the online gaming and sports betting industries in the United States from A-Z. Available for download here – <https://www.ifrahlaw.com/insights/guide-to-online-gaming-and-betting-in-united-states/>

COHEN, Robert A
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Featured in Securities (USA – Nationwide)

Practice Areas: Rob is a member of Davis Polk's White Collar Defense & Investigations practice. He brings 15 years of senior-level experience in the SEC's Division of Enforcement to his work representing companies, boards and individuals in government investigations, as well as conducting internal investigations. He represents public companies in SEC investigations concerning disclosures, accounting and internal controls. He is an authority on cryptocurrency enforcement, having served as the first-ever Chief of the SEC's Crypto Assets and Cyber Unit and led the SEC's first wave of cases involving digital assets. Rob frequently advises public companies and other clients in responding to and disclosing cybersecurity incidents, including defense of related government investigations. When Rob was Co-Chief of the SEC's Market Abuse Unit, he handled enforcement actions involving insider trading, market structure, manipulation, broker-dealers, ATSS and exchanges.

COHEN, Stephen
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Featured in Securities (USA – Nationwide)

Practice Areas: STEPHEN COHEN is the global practice leader of the Regulatory and Enforcement group and a member of the firm's Executive Committee. As a former senior leader in the Enforcement Division of the Securities and Exchange Commission (SEC), clients seek him out for advice on a comprehensive range of government and internal investigations, enforcement-related litigation, whistleblower complaints, cyber breaches and regulatory and compliance issues, including those seeking to strengthen corporate governance and compliance programs. Since joining Sidley in 2017, Steve has developed a track record for guiding his clients through their most difficult matters and achieving exceptional results. Steve leads Sidley's global Securities Enforcement and Regulatory practice, which received the 2019 Chambers USA Award for Financial Services Regulation. He is ranked by Chambers USA for Nationwide Securities: Regulation: Enforcement (2020-2023), where he is lauded for his "incredible expertise" and is described as a "sharp and powerful lawyer who is very bright, methodical and detail-orientated" (2023).

COHEN-LEVIN, Sharon
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Featured in Financial Services Regulation (USA – Nationwide), Litigation (New York)

See under New York for profile.

COHN, Halli

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Featured in Products Liability (USA – Nationwide), Litigation (Georgia)

See under Georgia for profile.

COLAIZZI, Roger

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Featured in Advertising (USA – Nationwide)

Practice Areas: Roger Colaizzi chairs Venable's national Advertising Litigation group. Roger has significant trial experience litigating Lanham Act false advertising, state deceptive trade practices, unfair competition, advertising class actions, trial and continuity marketing, direct-to-consumer marketing, social networking, affiliate advertising, domain names, keyword advertising, and other e-commerce matters. He has extensive trial experience in litigating brand protection advertising issues, including anti-counterfeiting, trademark, trade dress, patent, and copyright. He has successfully brought and defended against dozens of emergency preliminary injunction motions and requests for temporary restraining orders – important remedies in competitive advertising and the protection of IP, product brands, and other proprietary assets.

COLBY, Amie V

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Featured in Energy & Natural Resources (USA – Nationwide)

Career: Amie Colby is frequently called by clients to assist them with their most pressing Federal Energy Regulatory Commission (FERC) matters. Amie has particular experience with transmission-related issues, including transmission rate cases, compliance with open access transmission tariff (OATT) provisions, and FERC regulations related to Standards of Conduct (SOC). In addition, Amie focuses on interconnection issues including interconnection requirements and queuing practices. Amie also provides transactional support including market-based rate guidance, Public Utility Regulatory Policies Act of 1978 (PURPA) support, and advice on FERC's QF and EWG regulations.

COLE, Eva

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Featured in Antitrust (USA – Nationwide), Antitrust (New York)

Practice Areas: Eva Cole helps clients navigate the complex area of antitrust law, identifying and mitigating risks before they turn into problems and effectively managing and resolving problems that have unavoidably turned into disputes. As co-chair of the firm's Antitrust/Competition Practice Group, she focuses her practice on civil antitrust litigation, class actions, and international cartel investigations led by enforcement agencies around the world. She has particularly distinguished experience

representing clients in the electronics, financial, and sports industries. Eva regularly represents clients in complex commercial class action and litigation, and in connection with a wide array of federal and state antitrust issues, including monopolization, price-fixing, wage-fixing, no-poach agreements, group boycotts, exclusive dealing, tying, price discrimination, predatory pricing, unfair competition and other restraints of trade. She regularly coordinates joint defense group efforts in cases involving conspiracy claims against multiple defendants. Eva also has significant experience representing clients facing international cartel investigations and related follow-on civil class actions. She has helped clients navigate the difficult web of facing multiple, simultaneous government investigations around the world and has experience defending antitrust investigations brought by antitrust authorities in the United States, Australia, Brazil, Canada, the Czech Republic, Europe, Hungary, Japan, Korea, Mexico, Singapore and New Zealand. She represents clients in both civil and criminal antitrust matters and, in addition to her representation of major U.S. and multinational corporations, she also represents individual executives facing criminal antitrust claims. In this context, Eva has gained a great deal of experience assisting Japanese clients and is a core member of the firm's Japan practice. Over the years, she has developed a deep and enduring respect for Japanese traditions and Japan's unique business climate. She ensures that any client – whether in Japan or another part of the world – receives the same level of service as a client down the street. She also regularly acts as a liaison between non-U.S. based clients and their lawyers from other parts of the world to ensure global problems are handled consistently and efficiently. In addition, Eva regularly advises companies with respect to antitrust compliance. Among other things, she helps companies develop antitrust compliance policies and training to help prevent antitrust problems. In particular, Eva has helped private equity funds with numerous portfolio companies and other types of corporations with multiple subsidiaries and affiliates develop comprehensive and consistent antitrust compliance programming. In addition to Eva's experience in the antitrust context, she has also represented clients facing consumer fraud and other business tort and breach of contract claims, as well as various constitutional claims. She has represented clients across multiple industries including consumer electronics, food and beverage, finance, sports and entertainment, and retail. Eva has represented clients in all stages of litigation, including appeals, and through trial as a first-chair litigator. Eva brings personal attention to each and every matter she handles, recognizing that the best client relationships develop over time and mature into partnerships built on trust and familiarity. Clients benefit from her deep engagement,

strategic thinking, practical approach, and efficient management of complex matters.

COLEMAN, Stuart H

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Stuart Coleman has counseled registered funds and their independent board members and market-leading investment advisers for more than 40 years, through cycles of industry expansion and innovation and in times of economic and regulatory crisis. His clients include funds and/or boards in more than 30 well-known complexes (including those with registered hedge and private equity funds, ETFs and BDCs), with assets of nearly 10% of all the money invested in investment companies. Stuart also has represented board litigation committees and has served as an expert in a significant matter before the SEC and in private litigation. A well-known individual in the industry, Stuart has chaired the New York City Bar Association Committee on Investment Management Regulation and has served on the ABA's Task Force on the Fund Director's Guidebook. In addition, he has spoken at numerous prominent industry conferences and before industry groups. He is passionate about the performing arts in New York City. He and his wife serve on the boards of a number of dance companies and performing arts venues. Before joining Proskauer, Stuart was the co-managing partner of a national law firm for 12 years.

COLLINS, Ryan

Wright & Talisman PC, Washington, DC
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Electric Energy Regulation Oil Pipelines Natural Gas Pipelines Energy Project Development & Transactions

Career: Ryan's practice is focused on natural gas pipeline, oil pipeline, and electricity transmission and energy market regulation, before the Federal Energy Regulatory Commission (FERC), other federal agencies, and federal courts. Ryan is recognized by Chambers USA as being an "extremely bright and talented lawyer with very strong written and oral advocacy skills." On the electricity side of his practice, Ryan focuses on capacity markets, organized wholesale energy markets, and transmission planning and cost allocation for clients such as PJM Interconnection, L.L.C. He assists natural gas clients in obtaining certificates of public convenience and necessity to construct new or expansion facilities, ensuring compliance with regulatory requirements, gas import/export authorizations, as well as prosecuting both Natural Gas Act (NGA) section 4 and section 5 rate and tariff matters. He handles matters ranging from litigation to rulemaking and counsels clients regarding regulatory compliance and

operational responsibilities. He brings a sharp and critical thinker mindset to his work.

Professional Memberships: Energy Bar Association

Publications: Chapter 11: Pipeline Service Obligations and Chapter 46: Judicial Review, Regulation of the Gas Industry, 2018 (co-author) Chapter 145: Settlements, Energy Law and Transactions, Matthew Bender, 2018 (co-author)

COLUMBIA, Sarah Chapin

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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (Massachusetts)

See under Massachusetts for profile.

COMISKY, Ian

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Featured in Litigation (Pennsylvania)

See under Pennsylvania for profile.

COMPTON, Andrew

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Featured in Projects (USA – Nationwide)

Practice Areas: Andrew is a partner in the Global Energy and Infrastructure Group based in New York. He represents project sponsors (including private equity funds), commercial and direct lenders and other project participants in a wide range of asset acquisition/divestment and project financing transactions, with particular emphasis on the power (including renewables) and energy transition sectors. He has been involved in the U.S. offshore wind sector for a decade and has a deep understanding of the asset class. Earlier in his career, Andrew spent nearly a decade working in Asia (based in both Hong Kong and Tokyo) and has significant experience working with Asian-based trading companies, lenders and export credit agencies. Andrew has been recognized by Chambers as an "up and comer" in the Projects: Renewables & Alternative Energy and Projects: Nationwide categories, Legal 500 U.S. as a recommended lawyer (including being listed on the Legal 500 US-Mexico "Powerlist"), IFLR1000 as a notable practitioner and Latin Lawyer as a highly recommended practitioner. Andrew is also ranked in Euromoney's 2022 Expert Guide under Project Finance, which recognizes individuals considered by peers and clients to be the best in their respective fields in the legal industry.

Professional Memberships: Andrew is an active member in the New York community, and a frequent volunteer with Hope for New York and Big Brothers Big Sisters of New York City. He is also an active participant in the firm's pro bono program, and serves as the firm's social impact partner in the Americas. Andrew also serves on the board of directors of Lawyers Alliance for New York. Andrew frequently speaks at industry and client conferences.

COMSTOCK, Matthew

Willkie Farr & Gallagher LLP, Washington, DC
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Matthew Comstock is a partner in Willkie's Asset Management Department, where he is a part of the Regulatory and Enforcement, and Willkie Digital Works practices. He is based in the Firm's Washington, DC office. With over two decades of experience at the SEC and in private practice, Matt has a diverse practice spanning the legal and regulatory aspects of broker-dealer, securities trading and markets businesses, including digital asset regulation. He advises trading platforms, broker-dealers, clearing agencies, private funds and other clients on a variety of compliance, regulatory and transactional matters. He has substantial experience in broker-dealer financial responsibility and liquidations, securities credit regulation, compliance with self-regulatory organization rules, short selling, regulations governing market manipulation, securities lending, soft dollars, prime brokerage, and market structure. Matt regularly assists clients in the creation of trading platforms, custody and trading of alternative investments and digital assets, and navigating the regulatory requirements facing broker-dealers. He has a particular focus on regulation of digital assets issued on the blockchain, and has advised on the creation of a digital markets trading platform and establishment of cryptocurrency trading desks.

Personal: University of Augsburg, LL.M., 1995; University of Pittsburgh School of Law, J.D., 1994; University of Pittsburgh, Katz Graduate School of Business, M.B.A., 1994; University of Pittsburgh, B.A., 1991. See: <https://www.willkie.com/professionals/c/comstock%20matthew>

CONNAUGHTON, Alice

Morrison Foerster, Washington, DC
(202) 887-1567
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Featured in REITs (USA - Nationwide)

Practice Areas: Corporate Finance | Capital Markets

Career: Alice Connaughton is a partner in Morrison Foerster's REIT and Corporate Finance | Capital Markets practice. Ali's practice focuses on representing public and private companies, including real estate investment trusts (REITs) and other direct participation programs, in a variety of corporate and securities matters, including, among other things, public and private securities offerings and tender offers. Ali regularly advises boards of directors, audit committees, and management with respect to strategic matters and corporate governance issues. Ali also routinely counsels public company clients with respect to complex regulatory matters, compliance with federal and state securities laws, corporate governance and general corporate matters. She has represent-

ed several of the leading sponsors of public, non-listed REITs in connection with more than \$35 billion in public offerings. Ali has been recommended as a leading lawyer in Chambers USA for REITs since 2014.

Personal: Cornell University, B.S., 1998; American University Washington College of Law, J.D., 2001

CONNELLY, David

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Energy Energy/Utility Regulation Energy Litigation

Career: Dave Connelly counsels electric utilities and their affiliates on legal and policy matters before the Federal Energy Regulatory Commission (FERC) and U.S. Courts of Appeals. His practice focuses on electric transmission matters, including open-access transmission service, cost-of-service rates for transmission and ancillary services, incentive transmission rates, generation and transmission interconnection matters, and the provision of wholesale distribution service, both in bilateral and organized markets. He regularly advises on transmission and generation interconnection issues associated with renewable development and also advises on North American Electric Reliability Corporation compliance matters, including self-reports, spot checks, formal audits, and cybersecurity issues. Dave represents regulated public utility companies and affiliates, as well as independent transmission and generation developers and owners, electric cooperatives, and others involved in the electric energy industry.

Professional Memberships: Energy Bar Association Charitable Foundation of Energy Bar Association Foundation of the Energy Law Journal Maryland State Bar Association

CONNELLY, Kevin P

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Featured in Government (USA - Nationwide)

Practice Areas: Mr. Connelly focuses his practice on the representation of defense and civil government contractors in litigation and counseling covering all aspects of federal procurement law. He has extensive experience representing contractors in bid protests at the Government Accountability Office (GAO) and the Court of Federal Claims, in False Claims Act cases throughout the United States and in the preparation and litigation of claims. Mr. Connelly also has vast experience handling internal investigations, voluntary disclosures and all aspects of the Federal Acquisition Regulation and government contract-related statutes, as well as developing compliance programs for government contractors. In addition, he has significant experience dealing with myriad issues that arise from the

acquisition and sale of government contracts.

Professional Memberships: Member, American Bar Association, Public Contract Law Section

CONNOR, Frank (Rusty)

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Rusty Connor has for more than 30 years advised senior management and boards of directors in devising creative solutions for achieving their strategic goals and addressing their significant challenges. Mr. Connor's practice is focused on mergers and acquisitions, corporate finance, corporate governance, and related strategic matters. He has particular expertise in the financial services sector having worked on more than 400 mergers and acquisitions and capital markets transactions with aggregate deal value in excess of \$150 billion, including some of the largest and most complex transactions since the advent of consolidation in the banking industry in the 1980s.

CONNOR, G Brent

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Featured in Transportation (USA - Nationwide)

Practice Areas: Mr. Connor focuses his practice on international trade, export controls and economic sanctions before the Department of State, Department of Commerce and the Office of Foreign Assets Control. His extensive experience in the area of international trade includes advising U.S. and non-U.S. manufacturers, producers, government contractors, retailers, maritime companies and airlines on matters involving customs, export control, economic sanctions regulations, FCPA and anti-boycott issues. He regularly assists clients with developing export control compliance programs, auditing and improving existing programs, voluntary disclosures and classifying items. Mr. Connor also advises clients from various industries on CFIUS issues, including when the CFIUS regulations apply to a merger or acquisition, when a CFIUS filing is mandatory and the risks associated with failing to file a declaration or notice. He also assists clients with negotiating mitigation agreements with CFIUS and compliance issues related to the mitigation agreement. Mr. Connor also represents major U.S. and non-U.S. airlines, including all-cargo airlines, before the U.S. Department of Transportation (DOT), Transportation Security Administration (TSA) and Federal Aviation Administration (FAA) in connection with compliance matters; PFC and airport-related matters, defending hazardous materials enforcement actions; requests for approvals, licenses and certificates; route proceedings; codeshare issues; and other regulatory

and administrative matters. He also provides counsel on FAA legislative and environmental issues. Mr. Connor represents clients from various industries on issues pertaining to unmanned aircraft systems (UAS), including how to obtain authorization for UAS operations and on-going developments in the law on UAS issues. In addition, Mr. Connor counsels clients on all aspects of government contracts, including contract claims before agencies, boards of contract appeals, and the U.S. Court of Federal Claims. He represents clients in bid protests and assists with compliance with federal regulations and statutes, including domestic sourcing restrictions such as the Buy American Act and the Berry Amendment, and the protection of intellectual property when contracting with the government.

Professional Memberships: Editor, Air & Space Lawyer Member, American Bar Association Forum on Air and Space Law Member, American Bar Association International Trade Section Board of Governors, International Aviation Club of Washington, D.C.

CONROY, Hugh

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Hugh Conroy's practice focuses on bank and bank holding company regulatory issues, and he provides advice to both U.S. and non-U.S. financial institutions on a range of complex financial services regulatory issues. He currently devotes a significant portion of his practice to advice and advocacy on regulations related to capital, liquidity, the Volcker Rule, and banking regulation of derivatives and securities financing transactions. His practice encompasses bank and bank holding company regulatory issues arising out of complex structured finance transactions; derivative and structured derivative products; securities and commodities trading; new products and activities; mergers and acquisitions; private equity investments; and internal corporate reorganizations. Hugh is also engaged by fintech and digital asset clients for advice on chartering appropriate digital asset platforms, digital asset custody, and the federal and state overlay to digital asset businesses.

Career: J.D. (Kent Stone Scholar), Columbia University School of Law (1996); Fulbright Scholar, Kanazawa University (Japan, 1992-93); B.A., summa cum laude, College of William and Mary (1992).

Professional Memberships: New York Bar; American Bar Association Banking Law Committee.

Publications: Hugh presents on bank regulatory issues and current events in the banking industry at conferences sponsored by the American Bankers Association, the American Bar Association, the Financial Markets Association, and the Securities Industry and Financial

Markets Association, and has been a guest lecturer on bank regulatory matters at Columbia University School of Law and New York University School of Law. Hugh is also co-author of *The Guide to Bank Underwriting, Dealing and Brokerage Activities* (Thomson West), and a contributor to *Regulation of Foreign Banks & Affiliates in the United States* (Thomson West).

CONTINI, Kerry

Baker McKenzie, Washington, DC
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Featured in International Trade (USA – Nationwide)

Practice Areas: Kerry Contini is a partner in the Firm's International Trade practice and Global Sanctions Investigations group, specializing in sanctions and export controls. She helps multinational companies navigate these ever-changing rules and guides them through investigations when compliance issues occur. Kerry provides strategic advice on related geopolitical risks, human rights, and supply chain issues. Kerry has been ranked by Chambers Global and Chambers USA, with clients highlighting that "her advice and solutions are business-focused" and that she is "very practical and easy to work with." Legal 500 reported a client as stating that "Kerry is thoughtful, practical, efficient, and has really invested in getting to know our business and our team." Kerry has been quoted by the Wall Street Journal, Global Investigations Review, Bloomberg Law, the National Law Journal and Asian Legal Business. She is an editor of the Firm's Global Supply Chain Compliance Blog and is a regular contributor to the Firm's Global Sanctions & Export Controls Blog. Kerry's practice focuses on trade sanctions (including OFAC), export controls (EAR, ITAR, NRC, DOE), and antiboycott laws and regulations. Her practice involves the full range of compliance and investigations matters. She advises US and multinational companies on trade compliance programs, risk assessments, licensing, review of proposed transactions and enforcement matters. She regularly advises companies on investigations and voluntary self-disclosures, including cross-border investigations that involve potential violations across multiple jurisdictions. She provides strategic advice on the impact of trade compliance and geopolitical risks on major transactions, including M&A transactions, carve-outs and divestitures. Kerry works regularly with companies across a wide range of industries, including in particular the energy, healthcare, consumer goods and luxury goods sectors.

Publications: -- Regular contributor to the Firm's Export Controls & Sanctions Update blog and Global Supply Chain Compliance Blog • Co-author, "The UAE-Israel Abraham Accords – UAE boycott of Israel repealed but no change in US antiboycott laws," *WorldECR*, issue 93, October 2020 • Co-author, "What You Need to Know Before Importing/Exporting Legal Cannabis Products,"

Baker McKenzie Global Cannabis Compliance Blog, 31 July 2020 • Co-author, "Trade Sanctions in Sub-Saharan Africa," *WorldECR*, issue 79, May 2019 • Co-author, "The Global Magnitsky Act," *Criminal Law Forum*, 28 September 2018 • Co-author, "Due Diligence on the Oligarchs: predicting OFAC's next move," *The FCPA Blog*, 19 June 2018 • Co-author, "Due Diligence on the Oligarchs: predicting OFAC's next move," *The FCPA Blog*, 19 June 2018

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Annie Cook represents oil and gas pipeline, terminal and LNG clients across the U.S. on traditional and renewable energy, transportation and safety-related legal matters at the federal, state and local levels. With a particular acumen for technical issues, which has garnered the respect of both clients and regulators alike, Annie regularly advises on pipeline regulatory compliance and enforcement defense matters, including with respect to energy transition issues such as carbon dioxide and hydrogen, ranging from construction, operations, maintenance, incident response, to security. Annie has assisted clients in successfully challenging administrative agency actions at the administrative and federal appellate level and she is regularly involved with legislative and regulatory rulemaking advocacy. Along with her team, Annie has managed confidential investigations and compliance audits, including criminal investigations led by the Department of Transportation's Office of Inspector General, to favorable resolutions.

Professional Memberships:

Energy Bar Association; American Bar Association, Section of Environment, Energy and Resources Law Section on Administrative Law; D.C. Bar Association; Georgia Bar Association; Women's Energy Network; Atlanta Legal Aid Society Board of Directors

Personal: Emory University School of Law, J.D., 2008 (with honors); Kenyon College, B.A., 2003 (magna cum laude Phi Beta Kappa)

COOLEY, Shawn

Weil, Gotshal & Manges LLP, Washington, DC

Featured in International Trade (USA – Nationwide)

Practice Areas: Shawn Cooley is a partner in Weil's Corporate Department. His practice focuses on managing national security reviews and all foreign investment regulatory aspects of cross-border transactions. He brings to bear his deep experience and involvement with the interagency Committee on Foreign Investment in the United States (CFIUS) and the informal interagency working group known as Team Telecom. Mr. Cooley represents public and private companies, private equity funds, sovereign wealth funds,

and pension plans. Before joining Weil, Shawn was a partner at another international law firm. Prior to that, he served for nine years as the Director of Foreign Investment Risk Management at the U.S. Department of Homeland Security (DHS) and advised the Assistant Secretary for Policy, the General Counsel, the Deputy Secretary, and the Secretary within DHS, spanning three administrations, on all matters pertaining to foreign investment in the United States. **Personal:** Pennsylvania State University (B.S., 1998); The Catholic University of America, Columbus School of Law (J.D., magna cum laude, 2002).

COOPER, Elizabeth A

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Featured in Private Equity (New York),

Financial Services Regulation (USA – Nationwide), Corporate/M&A (New York)

See under New York for profile.

COPP, Kimberly

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Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: Gaming Lending and Finance Mergers and Acquisitions

CORNISH, Kelley

Selendy Gay PLLC, New York

Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

COSTELLO, Christopher

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: Chris Costello is a partner in Kirkland's Los Angeles office, where he advises clients on electronic discovery, international data privacy, cross-border discovery issues, and information governance issues. He brings an in-depth understanding of his client's information governance and litigation needs to each matter and helps clients design defensible, repeatable solutions that reduce clients' overall risks while finding cost effective solutions to the many challenges they face. Chris has helped build Kirkland's HSR and Second Request eDiscovery Response Team and is evaluating how advanced technologies can reduce the overall burdens such proceedings impose on clients. Chris has significant experience prosecuting and defending spoliation claims and was involved in the efforts that culminated in the 2015 Amendments to the Federal Rules of Civil Procedure. He is a frequent speaker on e-discovery and privacy matters and has authored numerous articles on those topics. Chris has also represented a wide variety of clients in complex commercial litigation and has successfully resolved cases in both federal and state courts. Chris is a core member of Kirkland's E-Discovery Team and was recognized in 2022-2024

by Chambers Global and 2021-2024 by Chambers USA for his significant contributions to E-Discovery and Information Governance.

Professional Memberships: International Association of Privacy Professionals, Lawyers for Civil Justice

Personal: Georgetown University Law Center J.D., cum laude; American University M.A., International Affairs (Comparative & Regional Studies in East Asia); St. John's University B.A., Government, magna cum laude.

COSTIN, Emily

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Featured in Employee Benefits & Executive Compensation (District of Columbia), ERISA Litigation (USA – Nationwide)

Practice Areas: Emily represents employers, plan sponsors, insurers, and fiduciaries in litigation over benefits and fiduciary matters under ERISA, including those involving investments, excessive fees, employer stock, actuarial factors, benefit termination, and health care matters. She manages administrative claims and appeals and responds to government audits, investigations, and subpoenas. Emily also counsels clients on ERISA fiduciary best practices and other litigation avoidance strategies.

Career: Chair, firm's ERISA Litigation Group.

COTTRELL, Amelia

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Featured in Securities (USA – Nationwide)

Practice Areas: Extensive experience in a range of securities enforcement proceedings; often represents individual and entity clients in high-stakes securities matters, including criminal and regulatory investigations. Previously co-head of Enforcement in the Securities and Exchange Commission's New York office. Represents public companies, private entities, and individuals in connection with SEC and other government inquiries, investigations, and actions, and also counsels clients on compliance matters including in connection with SEC examinations. Previously served as Associate Director of the Securities and Exchange Commission's New York Regional Office. Oversaw and managed SEC investigations and enforcement actions and was responsible for directing the New York Regional Office's enforcement program. Had oversight responsibility for half of the New York office's investigations and litigations, supervising a large team of attorneys, investigators, accountants and paralegals. Represented a publicly-traded precision medicine company and CEO in DOJ and SEC investigations concerning allegations of improper billing practices, and improper financial reporting and disclosure; conducted an internal investigation on behalf of a public company board in connection with whistleblower allegations of fraud; counseled investment advisers, funds, broker-dealers and financial entities in

connection with SEC examinations of their compliance regimes.

Personal: University of Chicago Law School, J.D. (with honors), 1998; Williams College, B.A. (magna cum laude), 1995. See <https://www.willkie.com/professionals/c/cottrell-amelia>.

COVIT, Barrie B

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Focuses on alternative asset management. Has represented some of the largest and best known sponsors of private equity funds including Carlyle, KKR, BlackRock, J.C. Flowers, Lexington Partners and Corsair Capital. He has represented sponsors of funds that focus on investments in specific asset classes – including energy, financial services and the secondary market – throughout the world, including in Western Europe, South Africa and Brazil. Mr. Covit represented the United States Treasury Department in connection with the establishment of its \$30 billion Public-Private Investment Program to purchase legacy assets from financial institutions.

Career: Joined Firm, 1998; Partner, 2007.

Personal: Columbia Law School (JD 1998); Harlan Fiske Stone Scholar; McGill University (BC 1995); James McGill Scholar.

CRAIG, Ashley

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Featured in Transportation (USA – Nationwide)

Practice Areas: Legislative and Government Affairs, International Trade and Customs, Homeland Security, Privacy and Data Security, Foreign Corrupt Practices Act/Anti-Corruption, Regulatory, Risk and Compliance, Transportation and Transportation Infrastructure, Maritime

Career: Ashley Craig co-chairs Venable's International Trade Group and maintains a diverse practice advising on domestic and international regulatory compliance concerns. He counsels both U.S. and non-U.S. companies on transactional matters, cross-border legal/regulatory and policy concerns, concentrating on export controls, economic sanctions, technology transfers, Customs compliance, and transport (all modes) regulation.

Personal: J.D., Catholic University, Columbus School of Law; Certificate, Comparative and International Law

CRAIN, Stephen B

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Featured in Litigation (USA – Nationwide), Litigation (Texas: Houston & Surrounds)

See under Texas for profile.

CRAWSHAW, Donald

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: General Practice Bank Regulatory Broker-Dealer Canada Capital Markets Commodities, Futures & Derivatives Corporate Governance Financial Services Investment Management Mergers & Acquisitions

Career: Donald Crawshaw is a member of Sullivan & Cromwell's Capital Markets, Financial Services, Investment Management and Commodities, Futures and Derivatives Groups. He has been active on matters for U.S. and Canadian clients throughout his career, working on a wide variety of investment management, public and private financing, acquisition and disposition, reporting, corporate governance, auditor independence, shareholder activism and other matters, and has extensive expertise on the multi-jurisdictional disclosure system between Canada and the United States. Mr. Crawshaw's investment management practice includes the representation of open-and closed-end funds and their directors and the development of innovative products, including exchange-traded and various types of unregistered funds. He has worked on public and private offerings of common and preferred equity, hybrid, convertible, and indexed debt securities and warrants for numerous Canadian and U.S. issuers.

Professional Memberships: ABA (Vice Chairman, Subcommittee on Investment Companies and Investment Advisers of the Federal Regulation of Securities Committee of the ABA Business Law Section; and Member of the following Task Forces of the Federal Regulation of Securities Committee: Task Force on Investment Company Use of Derivative and Leverage, Task Force to Update the Fund Directors Guidebook, Task Force on Fund Directors and Task Force on Cryptocurrencies and Blockchain and their Impact on the Asset Management Industry); Fellow of the American Bar Foundation; NYCBA; NYSBA.

Personal: Columbia Law School (LL.M. 1983), University of Toronto Faculty of Law (LL.B. 1982), University of Toronto (B.A. 1979).

CREEM, Gary

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Featured in Private Credit (USA – Nationwide), Banking & Finance (Massachusetts)

Practice Areas: Gary Creem is a Corporate partner, co-head of The Private Credit Group and a member of the Finance Group. Gary focuses his practice on complex corporate finance transactions, including leveraged sponsor buyouts, acquisition financings and recapitalization transactions. Gary routinely represents an array of leading institutional investors in direct, club and syndicated financing transactions in the middle market and upper middle

market, often involving cross-border components. His clients include leading investment banks, institutional investors, direct lenders, private debt funds, business development companies, and technology focused investors. Gary advises these clients on a range of credit products across the capital spectrum, including: senior and senior stretch loans; unitranche facilities (straight and bifurcated); second lien financings; mezzanine debt; subordinated notes; and other innovative financial products. Gary also advises clients on structuring software and other technology-based financings, including recurring revenue-based transactions. A significant part of Gary's practice is spent counseling institutional investors in complex inter lender arrangements, including agreements among lenders, intercreditor agreements and subordination agreements. Gary frequently advises clients on debt restructurings and out-of-court workouts, including forbearance matters, debt-for-equity exchanges, restructuring support agreements and Article 9 remedies. Gary has deep experience with non-traditional equity transactions, including debt-like preferred equity as third party financing, equity kickers and co-investments for private credit investors and debt for equity swaps involving troubled companies. Outside of his law career, Gary sits on the board of Families First in Massachusetts.

CRESPO, Melissa

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Melissa Crespo helps clients navigate a wide range of challenging privacy compliance and data security matters with a focus on the health information and the health care sector. She regularly helps clients develop and implement privacy compliance programs and advises companies on managing risk in connection with cutting-edge technologies and data initiatives. Melissa has particular experience in advising clients on compliance with the Health Insurance Portability and Accountability Act (HIPAA) and other laws governing the collection and use of medical and health information. Melissa regularly counsels clients responding to data breaches and security incidents. She has successfully defended clients in numerous regulatory inquiries regarding data security practices, including investigations by the Federal Trade Commission, the U.S. Department of Health and Human Services, state attorneys general, and foreign regulators following data security incidents. Melissa also advises multinational companies on the privacy and data security aspects of their M&A transactions and has experience drafting and negotiating tailored privacy and data security contract provisions.

Career: In 2019, 2020, and 2021, The Legal 500 US recognized Melissa as

a "Rising Star" in the area of cyber law, data privacy, and data protection. In 2016, she was shortlisted for the "Future Leader – Gender Diversity" award at the inaugural Chambers USA Diversity Awards. Melissa was a 2015 recipient of the Burton Award for Legal Achievement, which honors excellence in legal writing. Melissa earned her J.D., cum laude, from Howard University School of Law.

CRESS, Julie

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Featured in Climate Change (USA – Nationwide)

Practice Areas: Air Quality (California and nationwide) Climate Change (California and nationwide) Energy Transition Environmental Enforcement Defense

Career: Julie Cress is a seasoned environmental lawyer with a unique California regulatory experience having spent time working for the Bay Area Air Quality Management District and the California Air Resources Board as well as on the private side managing environmental, health, and safety programs. Julie has over 15 years of experience in California and federal environmental laws with a primary focus on air quality and climate change, assisting clients on regulatory, rulemaking advocacy, incident response, and compliance and enforcement matters. She has represented companies in various sectors including traditional energy and energy transition, auto and auto parts manufacturers, retailers, distributors, and transportation companies. While primarily focused on California's regulatory structure including air district permitting (new source review and Title V), compliance and enforcement advice, and hearing board disputes as well as rulemaking advocacy and compliance and enforcement counseling associated with CARB rules such as the Low Carbon Fuel Standard, Cap-and-Trade Regulation, and mobile source regulations impacting transportation fleets, Julie also supports clients complying with federal fuels (traditional and Renewable Fuel Standard) and aftermarket defeat device programs. Julie also counsels clients on various emissions-based credit regimes including compliance and voluntary carbon markets with a specific emphasis on Low Carbon Fuel Standard credit generation opportunities such as CCS, RNG, and hydrogen, registration for compliance and credit trading in the Cap-and-Trade Program, and advising clients on emission credit transaction documents. Julie's prior government experience, and her interpersonal nature with her clients and government regulators allows her to effectively and efficiently counsel clients in the day-to-day, and the not so day-to-day environmental regulatory programs with which they must comply. When she isn't serving her clients, Julie spends time with her husband and three children as well as serving on the

Board of the Mental Health Association of Alameda County.

Publications: Environmental Evolutions: <https://www.bakerbotts.com/thought-leadership/publications/2023/march/environmental-evolutions-its-last-call-for-cas-update-to-the-advanced-clean-fleets-regulations> Environmental Evolutions: New Signals on California's LCFS Amendments <https://www.bakerbotts.com/thought-leadership/publications/2022/august/environmental-evolutions-california-101-fast-facts>

Personal: J.D., Golden Gate University School of Law 2006 with distinction Certificate of Specialization: Environmental Law, Public Interest Law Dean's List Witkin Award for Academic Excellence, Legal Writing & Research B.S., Environmental Health, Illinois State University 2001

CROKER JR, James E

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Featured in REITs (USA - Nationwide)

Practice Areas: Advises U.S. and non-U.S. corporations, REITs, investment banks, financial institutions, pension funds, investment funds, and individuals on structuring domestic and cross-border acquisitions, dispositions and joint ventures, REIT IPOs and secondary offerings, fund formations, alternative energy projects, outsourcing transactions, real estate investments, tax treaty issues, and transfer pricing.

CROSS, Christopher

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Featured in Projects (USA - Nationwide)

Practice Areas: Christopher Cross is a corporate and finance transactional partner and Local Department Chair of the New York office of Latham & Watkins, as well as the former Co-Chair of the Energy - Oil & Gas Industry Group. He is also a member of the Africa, Latin America, Mergers & Acquisitions, Private Equity, and Project Finance Practices. Mr. Cross represents companies, government institutions, sovereign and private equity funds, and lenders in international joint venture, acquisition, project development, and financing transactions, primarily in the energy, extractive industry, and infrastructure sectors. Mr. Cross has executed transactions in more than 30 developing markets in addition to the core Americas, European, and Asian markets. Mr. Cross was recognized in Chambers USA, where he was praised by clients as a "really good all-rounder" who is "very knowledgeable and has a lot of experience." He was listed in Chambers Latin America, The Legal 500 US, and IFLR1000: Latin America as a leading energy and projects lawyer. He was also recognized by The Legal 500 Latin America as a key banking and finance lawyer.

CROW, Scot

Dickinson Wright PLLC, Columbus
scrow@dickinsonwright.com
Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Scot Crow is a Member and General Corporate, M&A and Private Equity Practice Group Chair in Dickinson Wright's Columbus office. He oversees transactions including mergers and acquisitions, venture capital financings, private offerings, private equity investments, mezzanine debt offerings, and divestitures, as well as advising corporate clients on legal issues in the cannabis and other regulated industries.

Professional Memberships: Columbus Bar Association, Ohio State Bar Association

CROWLEY, Daniel F. C.

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Featured in Government (USA - Nationwide)

Practice Areas: Dan Crowley is a partner and focuses his practice on public policy issues relating to financial services and capital markets, and he leads the firm's global financial services policy practice. In the decade before joining the firm, he led the government relations efforts at the Investment Company Institute, The Nasdaq Stock Market, and the National Association of Securities Dealers. Previously, he served for eight years in the U.S. House of Representatives in increasingly senior staff positions including general counsel, Office of the Speaker. Dan was a President George W. Bush appointee at the John F. Kennedy Center for the Performing Arts. He is nationally ranked for government relations by Chambers USA (2015-2023), and he is a member of the Economic Club of Washington, D.C.

Professional Memberships:

Economic Club of Washington, D.C. American Bar Association Business Law Section Federal Regulation of Securities Committee Exchequer Club of Washington, D.C. Women in Housing & Finance Republican National Lawyers Association U.S. Army Reserve, Military Police Corps, Honorable Discharge, 1986

Publications: "Rescuing ESG from the Culture Wars," Harvard Business Review, 9 February 2023 Quoted, "A 'fiduciary question' looms large over the ESG debate in 2023," S&P Global and SNL Metals & Mining Daily: East Edition, 26 January 2023 "Turning Down the Heat on the ESG Debate: Separating Material Risk Disclosures from Salient Political Issues," Harvard Law School Forum on Corporate Governance, 1 September 2022 "Takeaways And Next Steps After FSOC's Climate Risk Report," Law360, 22 November 2021

CRUSE, Sam

Gibbs & Bruns LLP, Houston
Featured in Litigation (USA - Nationwide), Litigation (Texas: Houston & Surrounds)

Practice Areas: Complex Commercial Litigation Energy Litigation Securities Litigation Private Clients Construction Litigation

Career: Sam practices all types of commercial litigation, including oil and gas, securities, construction, real estate, and fiduciary duty matters. Sam has tried cases for plaintiffs and defendants in court and arbitration. Sam Cruse is my first call for high stakes oil and gas litigation matters. He has successfully handled several high stakes oil and gas contract and royalties disputes for us. He is a highly effective courtroom lawyer and negotiator. -Legal 500 2023 Sam Cruse is a phenomenal lawyer. He has a terrific demeanor in court and is also phenomenal at solving problems outside of court. Sam is an excellent lawyer. -Chambers USA 2023 He is able to tackle problems and get to a practical solution. -Chambers USA 2022

CRUZ, Heather

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Featured in Hedge Funds (USA - Nationwide), Private Equity (USA - Nationwide)

Practice Areas: Heather Cruz is head of the firm's New York office. She represents U.S. and non-U.S. investment advisers in connection with the structuring and distribution of private investment products, including private equity funds, venture capital funds, multi-and single-strategy hedge funds, real estate funds, infrastructure funds, credit and distressed debt funds, as well as fund of funds. In addition, Ms. Cruz advises clients on the establishment, operation and sale of investment adviser and broker-dealer businesses. With respect to private investment funds, Ms. Cruz advises clients on a broad spectrum of legal issues and considerations relating to the establishment and operation of private investment funds marketed and operated on a global basis, including compensation and carry arrangements. She also represents institutional investors seeking to invest in private investment funds and in investment advisers. In addition, Ms. Cruz has extensive experience providing regulatory advice to broker-dealers and investment advisers, including regarding compliance with various aspects of U.S. Investment Advisers Act, the U.S. Investment Company Act, the rules and regulations of FINRA and the Dodd-Frank Act, with a particular focus on the Volcker Rule. She also advises on a range of issues relating to U.S. Investment Advisers Act, the U.S. Investment Company Act, and the rules and regulations of FINRA.

Professional Memberships: Member, Private Investment Funds Forum
Publications: Ms. Cruz's recent publications include: "A Practical Guide to Interpreting the New SEC Private Fund Adviser Rules" (Skadden Publication, September 14, 2023); "SEC Private Fund Rules - Applicability and Compliance Deadlines" (Skadden Publication, August 29, 2023); "SEC

Adopts Final Private Fund Adviser Rules" (Skadden Publication, August 23, 2023); "Takeaways From SEC Staff's Latest Reg BI Expansion" (Law360, May 3, 2023). contributed to Chambers Global Practice Guide: Fintech (Law and Practice - USA) (2021)

Personal: Ms. Cruz has repeatedly been selected for inclusion in Chambers Global: The World's Leading Lawyers for Business and Chambers USA: America's Leading Lawyers for Business. She also was named in Crain's New York Business' 2022 list of Notable Hispanic Leaders, Expert Guides - The World's Leading Lawyers Chosen By Their Peers, The Best Lawyers in America and as a worldwide leading lawyer in Euromoney Institutional Investor's 2015 Banking Finance and Transactional Expert Guide.

CUMMINS, J Gerard

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Featured in REITs (USA - Nationwide)

Practice Areas: JERRY CUMMINS' practice focuses on securities offerings, corporate matters and funds, with an emphasis on real estate-related transactions, primarily REITs, and real estate funds. He is a co-chair of the Investment Funds group in the New York office, which spans REITs, funds, investment advisers and derivatives. He serves as a chair of the firm's REIT industry team and regularly represents both issuers and underwriters in a variety of public and private debt and equity capital markets transactions by REITs, including initial public offerings. Jerry also works extensively on real estate and other funds. Jerry represents fund managers in fund formation (including club deals and joint venture structures) and seeding and other investments into fund managers, as well as representing institutional investors in their investments into private funds. Jerry has experience in counseling public companies regarding general corporate and securities laws matters, including acquisitions, dispositions, joint ventures, corporate governance matters, filings under the Securities Exchange Act of 1934, and stock exchange matters. He has worked extensively with equity and mortgage REITs, as well as issuers in other industries. Jerry has completed several complex real estate portfolio transactions involving the issuance of operating partnership units in UPREITs, DownREITs, and roll-ups.

CUMMO, Aimee

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: The most active issuers, originators, investors, and financial institutions seek Aimee's counsel and guidance on capital markets and the regulatory environment. She helps large financial institutions and nonbank lenders in all asset classes navigate the structured finance market. She advises

commercial and investment banks, hedge funds, REITs, and other capital market participants on all aspects of the finance, acquisition, management, and disposition of financial assets. She has extensive experience with repurchase and warehouse facilities, syndicated lines of credit and other secured lending programs, securitizations and other structured finance arrangements, acquisition finance transactions, and structured asset sales. Aimee's practice involves such diverse assets as performing and distressed residential, investor, and commercial mortgage loans, mezzanine loans, single-family rental properties, servicing rights, consumer and small-business loans, and equipment and auto leases. In addition, she has experience with workouts and restructuring distressed facilities.

Publications: Editor, Structured Finance Spectrum.

CUNNINGHAM, Alexandra B.
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*Featured in Products Liability (Virginia),
Products Liability (USA – Nationwide)*
See under Virginia for profile.

CUNNINGHAM, Joseph P
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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Partner in the Asset Management Department with experience representing leading sponsors of hedge funds, fund of funds, wealth management platforms and private equity funds with respect to fund formation and all related matters. Has extensive experience working with clients to structure open- and closed-end and hybrid vehicles to invest in liquid and illiquid asset classes. Routinely advises clients on optimal fund structures and terms, sales and marketing, investor communications, side letters, trading and investments, day-to-day operations and regulatory compliance. Working closely with Willkie's leading insurance practice, has extensive experience representing the world's largest insurance and reinsurance companies and asset managers on the formation of insurance-linked securities (ILS) funds.

Personal: Duke University School of Law, JD, 1998. Duke University, AB, 1994. See: <https://www.willkie.com/professionals/c/cunningham%20joseph%20p>

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*Featured in Insurance (USA – Nationwide),
Insurance (Illinois)*
See under Illinois for profile.

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*Featured in Litigation (Wisconsin), Native
American Law (USA – Nationwide)*
See under Wisconsin for profile.

CZARNIAK, Julia A
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Featured in Projects (USA – Nationwide)
Practice Areas: Ms. Czarniak concentrates on project finance and development, representing financial institutions and borrowers in financing transactions with the focus on energy sector, as well as other infrastructure and industrial projects. Ms. Czarniak has extensive experience in export credit, multilateral agency financings, oil and gas, power (including renewables) projects, restructurings, expansions in U.S., Russia, Asia, Middle East. She focuses on structuring and negotiating leveraged and other finance transactions, including acquisition facilities, leveraged leases, tax equity investments, Rule 144A bond financings and other secured and unsecured lending transactions.

Career: JD, Georgetown University Law Center, 1997; MA, Yale University Graduate School, 1993; BA, Moscow State University, 1990.

DAJANI, Mona E
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Featured in Projects (USA – Nationwide)

Practice Areas: Mona Dajani is a partner and the Global Co-Chair of the Energy, Infrastructure and Hydrogen teams and Co-Chair of the Baker Botts Energy Sector worldwide. She focuses on project finance and development, corporate finance, mergers & acquisitions, sustainable finance and tax equity matters along with advising government and private clients in energy and infrastructure projects worldwide. In her over 25 years of practice, Mona has led numerous financing and acquisition/disposition and project development/financing transactions involving solar, wind, hydrogen, carbon capture, hydroelectric, geothermal, biomass, renewable natural fuels, waste to energy and net-zero disruptive technologies such as digital connectivity, autonomous driving and e-mobility as well as gasification, transmission lines, and oil & gas pipelines. She has substantial experience managing syndicated loan and debt capital markets transactions, Islamic finance, equity and debt transactions, sustainable finance, ESG and arranging capital for new and established energy and infrastructure companies. Mona has a background as a licensed civil engineer with a MBA, he has represented variety of commercial and public institutions, sponsors, utilities, financial institutions, underwriters, energy and clean technology companies, infrastructure & private equity funds and investment banks in transactions throughout the Americas, Europe, Asia and the Middle East. In November of 2022, she was appointed for a three-year term as a U.S. Department of Energy Ambassador for C3E. Mona is also a Construction Lawyers Society Fellow, a member of the national Board of Directors for the American Council of

Renewable Energy (ACORE) and serves on the Board of Directors for ABANA – the preeminent U.S. organization for finance institutions with interest in the Middle East. In addition to English, Mona is fluent in French and Arabic.

Professional Memberships: New York State Bar; Illinois State Bar; Registered Foreign Lawyer, England & Wales, 2019; American Council on Renewable Energy (ACORE), Board of Directors; U.S. Department of Energy Ambassador for C3E; ABANA – the preeminent U.S. organization for finance professionals and institutions with interest in the Middle East, Board Member; Charter Fellow, Chartered Construction Lawyers Society of America; The Institute for Energy Law – International Section.

Publications: The following includes Mona's extensive thought leadership and press coverage. Mona is a regular contributor and commentator for Financial Times, CNBC, POLITICO, Bloomberg Energy, FOX News, New York Times, The Wall Street Journal, National Public Radio and USA Today, among others.

– "Exxon makes foray into electric vehicle battery minerals," The Hill, (Nov 2023). – "Exxon's lithium bet marks latest shift for oil and gas companies seeking new revenue sources," Houston Business Journal (Nov 2023). – "What Exxon's bet on lithium means for the oil industry," E&E News (November 2023). – "Shell, BP pull back on renewables," E&E News (November 2023). – "As US Congress regroup, lawmakers seek to avoid shutdown, reach permitting deal," S&P Global (September 2023). – "ESG's Staying Power Is Too Big for Businesses to Underestimate," Bloomberg News (August 2023). – "Offshore Wind Auction for the Gulf of Mexico Gets a Tepid Response" New York Times (August 2023). – "In first Gulf Coast wind auction, RWE ponies up \$5.6 million for Lake Charles project" The Advocate (August 2023). – "Total Cost of Joe Biden's Inflation Reduction Act Is Rising One Year Later" Bloomberg (August 2023). – "Secretary Yellen's China mission underscores economic diplomacy, domestic climate policy nexus" PV Magazine (July 2023). – "Transferability and direct pay are 'game changers' for US clean energy development," Energy Storage News (July 2023). – "Supreme Court takes aim at Mass v. EPA in immigration ruling," E&E News (June 2023). – "Inflation Reduction Act: New Guidance on Tax Credit Transfers," (June 2023). – "How SCOTUS gutting Chevron could haunt Republicans," PoliticoPro (May 2023). – "Managing Termination Risks on Major Energy Projects," (May 2023). – "Controversial legal doctrine could finally be on the chopping block at the Supreme Court" Washington Examiner (May 2023). – "Carbon Capture Key to EPA's New Power Plant Emissions Rule," Power Magazine (May 2023). – "SK Ecoplant's \$50 Million Investment in Project Nujioqonik," Global Legal Chronicle (May 2023). – "Chevron case: Supreme Court could take sledgehammer to agency power," The Hill (May 2023). – "JPMorgan's takeover of First Republic fuels M&A expectations," Reuters (May 2023). – "Power plants may soon go all in on carbon capture. But does it actually work?" Fast Company (May 2023). – "Supreme Court unlocks climate cases by rejecting oil industry bid," E&E News (April 2023). – "Citigroup beats estimates on higher income from loans; shares rise" Reuters (April 2023). – "Financing the Energy Transition: Forging Ahead in the Wake of Silicon Valley Bank," Power Mag (April 2023). – "Clean Hydrogen Hubs Can Help Grow A Green Economy," Law360 (April 2023). – "Growing the Global Hydrogen Market" Opis (April 2023). – "Storage quest arises amid hydrogen rush," Cipher (April 2023). – "Biden Admin Wrestles With Consumer Hesitancy on EVs," Energy Intelligence (April 2023). – "SVB's Failure A Lending Lesson For Clean Energy Developers" Law360 (March 2023). – "The great 'green hydrogen' battle," Law360 (March 2023). – "EU plans for hourly hydrogen tracking 'unfair' – lobby," Montel (March 2023). – "The Great Green Hydrogen Battle," Canary Media (March 2023). – "Analysis: SVB's climate tech clients face humbling funding questions," Reuters, (March 2023). – "Silicon Valley Bank marketed itself as a climate tech-friendly bank. How will its collapse impact the industry?, ABC News (March 2023). – "Silicon Valley Bank seizure leaves a massive hole – and a large opportunity – in the world of climate finance" CNBC News (March 2023). – "Expert voices: de-risk and deploy," Axios Pro (March 2023). – "Mona Dajani Comments on EV Standardization Efforts by Biden Administration," Law360 (June 2022). – "Deal lawyers react to EPA decision," Axios Pro (June 2022). – "U.S. States and Cities Fiercely Competing to Host U.S. Hydrogen 'Hub,'" Energywire (April 2022). – "Project Finance 2021: A practical cross-border insight into project finance 10th edition by Millbank LLP – "Using Project Finance for Hydrogen Applications," ICLG – International Comparative Legal Guide (May 2021). – "Mona Dajani: Supply Chain Shocks Dampen U.S. Renewables Takeoff," Inframation News (November 2021). – "Mona Dajani Comments on Biggest-Ever Carbon Capture Project," Bloomberg Law (November 2021). – "The Islamic Finance and Markets Review – United States," The Law Reviews, (November 2021). – "Will the Biden Infrastructure Bill Unlock Private Investment in the U.S.?", Investment Monitor (November 2021). – "The Biggest Green Hydrogen Hub in the U.S. Could Be Coming Soon to Mississippi," Canary Media (October 2021). – "MVP: Pillsbury's Mona Dajani," Law360 (September 2021). – "An Insight into Renewable Energy Laws and Regulations – USA Chapter," ICLG – Renewable Energy 2022 (September 2021). – "Firms Continue to Find Ways to Support, Inform Clients During Energy Transition," Texas Lawyer (June 2021). – "Energy Law and Transactions," LexisNexis, (2021). – "Esg Finance: An Enterprise-Wide Checklist," SHALE Oil & Gas Business Magazine (May 2021). – "Mona Dajani Unpacks Building Your

Own ESG Strategy in SunCast Podcast," SunCast Media (May 2021). -"Using Project Finance for Hydrogen Applications," ICLG — International Comparative Legal Guide — Project Finance 2021/10th Edition (May 2021). -"Green Bitcoin Does Not Have to Be an Oxymoron," Bloomberg Law (April 2021). -"Infrastructure Proposals Aimed at Facilitating the Energy Transition Elicit Wider Partisan Divide Than Others," Morning Consult (April 2021). -"Hydrogen Offers CEE a Huge Opportunity, but It Needs to Act Fast," Emerging Europe (March 2021). -"Jigar Shah to Head up U.S. DOE Loan Programs Office," Renewable Energy World (March 2021). -"2021 Outlook: Will Hydrogen Experience a Breakthrough?" Utility Dive (January 2021). -"Tax Extenders Included in the Stimulus Bill Poised to Provide a Boost to Renewables," Texas Lawyer Law.com (January 2021). -"Hydrogen: 3 Things to Watch in 2021," E&E News (January 2021). -"Utility Interest in Hydrogen 'Beyond Staggering': GE," Utility Dive (December 2020). -"S&P: Hydrogen Offers Opportunity for Energy Transition, but Economics Remain Difficult before 2030," Utility Dive (November 2020). -"Green Hydrogen in Natural Gas Pipelines: Decarbonization Solution or Pipe Dream?" Greentech Media (November 2020). -"Trump Administration Issues Strategic Framework to Direct Federal Hydrogen Research," Utility Dive (November 2020). -"Hydrogen First Used for Energy Storage Then Wider Applications: Mitsubishi Power," S&P Global Platts (November 2020). -"Mitsubishi Power: Hydrogen Is the Future," Shale Magazine (November 2020). -"5 Questions Energy Attorneys Are Hearing About Hydrogen," Law360 (November 2020). -"The Islamic Finance and Markets Review — United States," The Law Reviews, Ed. 5 (November 2020). -"Green Hydrogen, Holy Grail for Long-Term Energy Storage, Getting Supermajors' Attention," Renewable Energy World (October 2020). -"Following Forward-Looking Energy Clients, Big Law Firms Add Hydrogen Practices," Texas Lawyer (October 2020). -"Sustainability-Linked Debt Products Can Drive a Greener Economy," Bloomberg Law (August 2020). -"Statement from Mona Dajani on Progress Towards ACORE's \$1T American Renewable Investment Goal," North American Clean Energy (July 2020). -"Making Sure Renewable Energy Is in Your Business Plan for the Economic Recovery," The American Council on Renewable Energy (ACORE) (July 2020). -"Battery Storage Market Remains Robust Despite Coronavirus Delays," S&P Global Market Intelligence (Quoted, May 2020). -"Another Kind of Offshoring Forewind Coming to the U.S.," Financier Worldwide Magazine (April 2020). -"Clean Energy Industry on Edge as Coronavirus Fears Spread," Law360 (March 2020). -"Energy Storage: Batteries Not Yet Included," IPE Real Assets (March 2020). -"2020 Outlook: U.S. Renewable Resources on Steady Course for Increased Deployment," Utility Dive (January 2020).

Personal: J.D., Loyola University Chicago School of Law M.B.A., University of Saint Thomas B.A., University of Illinois B.S., University of Illinois

DALLING, Brandon

King & Spalding LLP, New York

Featured in Projects (USA - Nationwide)

Practice Areas: Brandon Dalling is a partner in the firm's project finance, leveraged finance, acquisition finance, private equity and energy and natural resources practices. Mr. Dalling represents private equity and strategic sponsors, financial institutions, developers and commodity hedge counterparties in leveraged finance, project finance, acquisition finance, other secured and unsecured lending transactions, mergers and acquisitions, physical and financial structured commodity hedging and supply transactions and energy management arrangements, with a focus on alternative energy (including solar, wind, hydro, renewable fuels and biofuels) and conventional power generation, LNG-to-power generation, oil & gas and other natural resources.

DALY, Jennifer

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Featured in Banking & Finance (New York), Private Credit (USA - Nationwide)

Practice Areas: Jennifer Daly is head of private credit and special situations and a partner in the Financial Restructuring group in Paul Hastings' New York office. She is lead counsel for private credit funds, special situation and opportunistic funds, business development companies (BDCs), hedge funds and other investment advisors, leading financial institutions and borrowers in LBOs, leveraged finance, unitranche, first lien/second lien, mezzanine, Debt-or-in-Possession financings, Rescues, Exits, liability management transactions and other secured and unsecured lending transactions, with a focus on both performing credit and the finance elements of in-court and out-of-court workouts and restructurings.

DANIEL, Chris

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Chris Daniel is the Founder and Chair of Paul Hastings' award-winning Global Fintech & Payments Group and is a partner in the Corporate Department. He is recognized as one of the country's leading attorneys in payment systems law, including electronic payments, mobile payments, virtual and digital currencies, and money transmission. His unique strength lies in his ability to blend his financial services regulatory expertise with his many years of transactional experience. Chris is one of the most sought-after payments and cryptocurrency experts in the market and continues to attract a consistent stream of major, complex, multijurisdictional and sophisticated Fintech mandates. Chris focuses his

practice on non-bank and bank financial institutions and technology companies participating in the banking and payment systems. He has significant experience advising clients on issues related to investments into payment systems companies and banks, creation of settlement networks, transactional matters involving payment systems companies, global money transmission, and anti-money laundering issues associated with payments. Chris was named among Law360's 2023 "MVPs" for Fintech. In April 2024, he was also recognized as a "Most Effective Dealmakers" finalist (Southeastern Legal Awards) and is ranked Tier 1 by Legal 500.

DANIEL, Jason

Akin, New York

Featured in Investment Funds (USA - Nationwide)

Practice Areas: Jason Daniel focuses on securities trading and reporting advice, investment adviser compliance and registration, and securities advice in respect to mergers and acquisitions. Jason has represented multiple fund clients that were affiliates of issuers with the resale of securities under the Securities Act of 1933. He has also advised multiple fund clients in connection with filing exemptions from Schedules 13D and G and Forms 3, 4 and 5, and in connection with determining potential exemptions from disgorgement. Jason frequently reviews Forms ADV Part 1A and Parts 2A and 2B, as well as compliance manuals in connection with the Investment Advisers Act of 1940 and the Securities Act of 1933.

Professional Memberships: Member, State Bar of Texas; Adjunct Professor at Southern Methodist University for Private Funds Law

Personal: J.D., Washington University School of Law, 2001; B.A., University of Missouri - Columbia, summa cum laude, 1997

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Mike is an investment funds counsel in Linklaters' New York office. He advises private investment funds, including private equity funds, real estate and infrastructure funds, credit and special situations funds and hedge funds with respect to formation, marketing, operation and investment and management activities. Mike also represents institutional investors, including large U.S. pension schemes and sovereign wealth funds in connection with their investments in private equity funds, debt funds, hedge funds and other investment partnerships, as well as on the disposal of such investments on the secondary market. His practice includes advising investment managers on spin-offs and transfers of management contacts and he has acted for one of Europe's largest hedge funds on a number of such deals. Mike provides

specialist regulatory advice to U.S., European and non-EEA fund houses.

DARDEN, John S. (Jay)

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Featured in FCPA (USA - Nationwide)

Practice Areas: Jay Darden defends companies and individuals in white-collar criminal matters and government investigations, including bribery, false books-and-records, inadequate internal controls, securities fraud, insider trading, accounting fraud, embezzlement, healthcare fraud and false claims, anti-kickback violations, tax fraud, export violations, false statements, and campaign finance violations. Mr. Darden's public, high-profile FCPA representations have included: ABB Ltd. (Switzerland); Braskem S.A. (Brazil); Embraer (Brazil); Alstom S.A. (France); TechnipFMC plc (U.K.); and Orthofix (U.S.). Mr. Darden also has been successful in obtaining DOJ and SEC declinations for FCPA-related clients, some of which are public and some of which are not.

Career: Mr. Darden has practiced law for 25 years, both as a defense lawyer and as a prosecutor. At DOJ, he served as Assistant Chief in the Criminal Division/Fraud Section of the Department of Justice, where he investigated and prosecuted FCPA cases and supervised the investigation and prosecution of health care fraud and anti-kickback violations in District Courts nationwide. As a prosecutor, Mr. Darden received the Attorney General's Award for Distinguished Service, the second-highest award given by the Justice Department.

Personal: Univ. of Virginia School of Law, J.D., 1999; Washington & Lee Univ., B.A., 1993.

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Michael P. Darden focuses on international and US oil and gas ventures (including LNG, deep-water and unconventional resource development projects); international and US infrastructure projects; asset acquisitions and divestitures; and energy-based financings (including project financings, reserve-based loans and production payments). He works with governments, operators, industry partners, investors, contractors, suppliers, lenders and insurers. Mr. Darden also works on carbon capture and sequestration projects; carbon capture, utilization and sequestration projects; and hydrogen and ammonia project development.

Professional Memberships: Board Certified in Oil and Gas Law by the Texas Board of Legal Specialization, State Bar of Texas, Association of International Petroleum/Energy Negotiators, Houston Bar Association.

Personal: MBA, Rice University, 2002; JD, University of Houston Law Center, 1986; BBA, University of Texas, 1980.

DARLING, Amanda

K&L Gates, Charleston

Featured in Transportation (USA - Nationwide)

Practice Areas: Amanda Darling is a partner in the firm's Finance practice. For more than a decade Amanda's practice has focused on asset and project finance (with an emphasis on aircraft, shipping, and space). She has represented a broad range of clients such as leasing companies, trading houses, airlines, shipping companies, borrowers, international banks, and financial institutions and has a wealth of experience working on cross-border transactions. Amanda may render professional legal advice on the law of England and Wales. However she may not render advice with respect to the law of the State of New York, State of California, any other state of the United States or the District of Columbia, United States. Amanda is registered as a Foreign Legal Consultant in California.

Professional Memberships:

England and Wales Law Society Law Institute of Victoria Queensland Law Society

Publications: "SPACs in Space"

SatMagazine, by SatNews, April 2021 "Drone Operations Near U.S. Airports and Commercial Aircraft," New York City Bar - Committee on Aeronautics Newsletter Volume 2, No. 4, Spring 2018

DASHEVSKY, Irina

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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Cannabis Law, Litigation, Regulatory Compliance and Defense

Career: Irina Dashevsky is a partner and co-chair of the Cannabis Law practice group at Greenspoon Marder. Ms. Dashevsky advises clients on legal, regulatory, and legislative developments in the highly regulated and competitive cannabis industry. She is also a seasoned commercial litigator. Ms. Dashevsky represents a range of cannabis clients, including public multi-state operators, state-licensed dispensaries, cultivators, infusers, distributors, new social equity entrants, ancillary businesses, and those looking to enter the cannabis space. Her practice includes nearly every aspect of the cannabis industry, from state-level licensing, real estate, regulatory and compliance to litigation and M&A. Ms. Dashevsky is a sought-after resource for her knowledge of the rapidly evolving cannabis industry across the U.S., and in particular in Illinois and New York, and her ability to help cannabis and hemp related businesses navigate the complex legal landscape. Over the past several years, Ms. Dashevsky has been at the forefront of cannabis law and holds an active role in Illinois' cannabis law community as a champion for the industry. She was recognized among

Law360's "Rising Stars" in Cannabis Law for 2021. Considered a thought leader, Ms. Dashevsky frequently publishes and presents about legal issues facing the cannabis industry. Notably, Ms. Dashevsky also serves as a member of Law360's 2021 Cannabis Editorial Advisory Board. She is currently a member of the Illinois Women in Cannabis organization and previously served as Chair of the Steering Committee for the Chicago Bar Association Leadership Institute. As a seasoned litigator, Irina Dashevsky has extensive experience managing and resolving consumer finance and real estate-related disputes for clients throughout all stages of litigation in federal and state court. She has handled a wide range of matters, including insurance coverage defense, consumer finance defense, contract disputes, government contracts and regulations, gaming, real estate and complex mortgage foreclosures. Ms. Dashevsky concentrates on representing financial institutions in individual and class action lawsuits arising under myriad state and federal consumer protection statutes, including the Fair Credit Reporting Act, the Fair Debt Collection Practices Act, the Truth in Lending Act; and the Telephone Consumer Protection Act. Prior to joining Greenspoon Marder, Ms. Dashevsky was a partner at Locke Lord and served as Co-Chair of Locke Lord's Cannabis Industry Group and as Co-Editor of the firm's Cannabis Law Blog.

Professional Memberships:

Chicago Bar Association Leadership Institute, Steering Committee, Chair Illinois Women in Cannabis, Member Law360 Cannabis Editorial Advisory Board, Member

Publications: Ms. Dashevsky regularly contributes to the firm's Cannabis Law blog, which can be found here: <https://www.gmlaw.com/news/category/cannabis-blog/>

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Featured in Life Sciences (USA - Nationwide), Healthcare (Illinois)
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DAVID, Michael

Latham & Watkins LLP, New York

Featured in International Trade (USA - Nationwide)

Practice Areas: Michael David is a partner in the firm's International Trade Commission (ITC) Practice and Intellectual Property Litigation Practice, and represents clients in their highest stakes patent infringement and trade secret actions before the International Trade Commission and federal district courts. Mr. David leverages extensive experience representing both complainants and respondents in more than three dozen ITC investigations, including as lead counsel, and participating in more than a dozen ITC trials to craft litigation strategies in matters including: •Automobile automatic terrain response technology •Digital video receivers

and broadband gateways •Graphics processing technology •Networking devices and related software •Lithium-ion batteries and electric vehicles •LTE wireless cellular devices •Thermoplastic encapsulated electric motors •Medical devices •Biometric scanning technology He also frequently participates in US Customs and Border Protection consultations regarding ITC exclusion order enforcement and Section 177 ruling requests. Mr. David maintains an active pro bono practice and represents clients in litigation involving veterans' rights, special education law, political asylum applications, and child custody applications. Mr. David earned a Litigator of the Week Runner-Up recognition from The American Lawyer for his pro bono representation of a US Army veteran before the D.C. Circuit Court of Appeals. Mr. David is a member of the International Trade Commission Trial Lawyers Association.

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Featured in Hedge Funds (USA - Nationwide)

Practice Areas: Sarah Davidoff is a partner in Ropes & Gray's market-leading asset management group who has counseled the world's largest and most prominent global asset managers for more than 25 years. Cited in Chambers USA for "having a ton of experience and market knowledge," as well as delivering practical and pragmatic advice, Sarah partners with clients on their most important transactions and all aspects of their businesses. Sarah advises on asset management M&A, including sponsor-led deals and strategic transactions. Clients value her ability to serve as a thought partner, as well as her creativity in coming up with solutions that support their business goals. Sarah is known for being "a good counselor, crisis manager and solution-oriented lawyer," according to feedback in Chambers USA. A recognized leader in the alternative asset management industry, Sarah guides clients in all aspects of raising and operating their buyout, credit, growth equity and venture capital funds and firms. Sarah designed and launched one of the first hybrid funds a decade and a half ago, establishing herself as a pioneer in this area. Since then, she has continued to partner with clients to develop innovative funds and navigate a complex and evolving regulatory landscape. Sarah has received numerous accolades for her work on behalf of clients and is co-leader of the firm's growth equity and venture funds team. Sarah is very involved with the broader asset management community. She is a member of and frequent contributor to the New York City Bar's Committee on Private Investment Funds and speaks frequently at conferences, forums and seminars. She is also deeply committed to giving back through community service. Sarah serves on the boards of arts

nonprofit A BroaderWay and the NYU Law Alumni Association, and volunteers with Food Bank For New York City.

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Featured in REITs (USA - Nationwide)

Practice Areas: Jim represents clients in U.S. and international capital markets transactions and advises on corporate governance and securities market regulation. He has extensive experience with a wide variety of both public and private debt and equity offerings by U.S. and non-U.S. issuers, including initial public offerings, convertible offerings, and both investment-grade and high-yield debt financings. He also has been actively involved in advising domestic issuers on corporate governance matters, SEC filings, disclosure issues, Sarbanes-Oxley requirements and ESG-related matters. In addition, Jim is one of the country's most active and experienced REIT capital markets lawyers. He regularly advises on complex or novel REIT financings and industries, including the only postal REIT, traditional and alternative-medical property REITs, and FIBRAs. Jim is highly experienced with Agency and hybrid mortgage REITs, specialty finance companies, and private credit lenders. In addition, he has significant experience advising investment banks involved in these industries.

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Responsible for case coordination, expert and legal strategy, and law and motions in numerous MDL and state-court proceedings involving pharmaceutical products, medical devices and consumer products. Has extensive appellate experience before state and federal courts of appeals and frequently advises clients on appellate strategy. Has been involved in several major federal legislative efforts and has written extensively on class action and tort reform issues. Speaks frequently at seminars and symposia on litigation-related issues, including numerous appearances before industry groups, legal and tort reform organizations and judicial conferences.

Career: Worked for U.S. Senator Frank Lautenberg; former U.S. Senator Bob Graham; the Federal Trade Commission, Office of General Counsel. J.D., Georgetown University Law Center (magna cum laude; Order of the Coif); M.S., Columbia University; B.A., Columbia University (magna cum laude; Phi Beta Kappa).

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Featured in Derivatives (USA - Nationwide)

Practice Areas: From derivatives products to cryptocurrencies, Dan Davis helps clients navigate ever-changing regulatory requirements. Drawing on his years of experience as General Counsel at the Commodity Futures Trading Commission (CFTC), Dan understands how financial services agencies operate. As an experienced complex civil litigation attorney, Dan can defend clients in any forum. Clients trust Dan's experience to help mitigate risks in the face of investigations and enforcement actions and to assess rules issued by financial agencies. From futures commission merchants to swap dealers to derivatives clearing organizations, he is well-positioned to advise on potential enforcement priorities, staff relief and exemptive orders, and submit comments on proposed financial agency rules. Dan has particular experience in handling fraud-related allegations under the Commodity Exchange Act (CEA) and can help clients develop compliance practices for meeting regulatory requirements. He also has successfully challenged rulemakings by financial agencies, such as the Securities and Exchange Commission's (SEC) first rulemaking under the Dodd-Frank Wall Street Reform and Consumer Protection Act regarding proxy access and the SEC's attempt to regulate fixed indexed annuities.

Professional Memberships: District of Columbia Bar Association; Virginia Bar Association

Personal: The University of Chicago Law School, JD, with high honors, Order of the Coif; Brigham Young University, BA, magna cum laude

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

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DAVIS, Gregory

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Greg is a partner in the asset management group, and managing partner of the firm's San Francisco office. Greg focuses his practice on the representation of investment management industry clients. He has considerable experience with the formation and compliance maintenance of investment advisers and investment companies, the regular ongoing representation of registered investment companies' boards of directors and the formation and ongoing representation of various privately offered investment pools. Greg also has experience with venture capital financings and with

mergers and acquisitions involving both publicly and privately held companies.

DAVIS FARRELL, Katlyn

McGuireWoods LLP, Washington, DC
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Katlyn represents energy and utility clients before the Federal Energy Regulatory Commission (FERC), the North American Electric Reliability Corporation (NERC) and appellate courts. She has broad experience on electric matters, including matters related to cost-based and market-based rates; generator interconnection; RTO/ISO issues including RTO/ISO tariffs, cost allocation and market design. Additionally, Katlyn provides transactional support, including obtaining required FERC, NERC and RTO/ISO approvals. Katlyn also counsels clients on FERC compliance and enforcement matters, with an emphasis on the FERC Standards of Conduct, Affiliate Restrictions and Cross Subsidization Rules, Electric Quarterly Reports, Interlocking Directorates, and Order No. 860 relational database requirements.

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Featured in Litigation (USA - Nationwide), Products Liability (USA - Nationwide), Litigation (Georgia)

Practice Areas: Chilton Varner focuses on product liability, business torts, contract and other commercial disputes. As a partner in the firm's Mass Tort and Toxic Tort practice, Chilton defends corporate clients in a range of commercial litigation. With 30 years of experience as a trial lawyer, Chilton represents clients in mass tort litigation, class actions and multi-district litigation. She has served as trial and appellate counsel for a number of the country's largest pharmaceutical, medical device and automotive manufacturers. Ms. Varner became the first woman partner in the firm's litigation practices in 1983.

DAVISON, Douglas

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Featured in Securities (USA - Nationwide)

Practice Areas: With more than 30 years of experience, Doug focuses on representing clients in a range of regulatory enforcement and compliance matters, including matters involving insider trading, securities registration, fraud, the FCPA, US economic sanctions, financial reporting, ESG, and disclosures. Doug previously served as counsel to former SEC Chairman Arthur Levitt. Prior to that, Doug served as a staff attorney and then supervisor in the SEC's division of enforcement. Doug has been selected as a leading attorney in Chambers USA: America's Leading Lawyers for Business; named as one of Securities Docket's "Enforcement 40," a list of the 40 best and brightest individuals in the securities enforcement field; and recognized as a "recommended lawyer" for corporate investigations and

white-collar criminal defense by Legal 500 US.

Professional Memberships: Previously, Doug was chair of the corporate counsel committee of the Washington D.C. Bar's corporation, finance and securities law Section. He has been an adjunct professor at the George Washington University School of Law, where he taught a course on securities regulation. He has also served as a mentor to students of the Pennsylvania State University, the Dickinson School of Law and the Smeal College of Business at the Pennsylvania State University. Doug has been an active volunteer on behalf of the Children's National Medical Center, and has regularly participated in the Be Brave & Shave initiative, which provides support, raises awareness and assists a blood and marrow transplantation program. Doug sits on the Board of Advisors to the SEC Historical Society.

DAVY, Elizabeth

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: General Practice Bank Regulatory Criminal Defense & Investigations Cybersecurity Digital Assets Economic Sanctions and Financial Crime Financial Services Financial Services Investigations & Litigation Fintech Foreign Investments and Trade Regulations

Career: Beth Davy is Of Counsel in the Financial Services and Financial Services Litigation and Investigations Groups. Her practice focuses on bank regulation and supervision, regulatory enforcement matters and internal investigations. Ms. Davy is widely recognized as a leading expert in the areas of anti-money laundering (AML) and economic sanctions compliance and enforcement. She has represented numerous financial institutions in high profile global investigations involving multiple U.S. government agencies, as well as public and non-public regulatory enforcement matters. Chambers USA notes that Ms. Davy is "praised for her extensive experience of enforcement actions and internal investigations" and that their sources "call her 'a fantastic lawyer,'" adding that she is "excellent on execution and strategy." Ms. Davy represents various financial institutions in the formation of industry utilities to enhance AML compliance. She has also worked with trade associations and industry representatives on establishment of industry standards and guidelines in the AML and sanctions compliance area and in the evolution of heightened transparency in the international payments system. She is a frequent speaker on issues relating to AML and economic sanctions. Ms. Davy was a senior officer of the Federal Reserve Bank of New York's Legal Department and Bank Supervision Group involved in regulatory and enforcement matters. While at the Federal Reserve, Ms. Davy served as Secretary to the

Financial Markets Lawyers Group. Ms. Davy also served as Deputy Superintendent and Counsel of the New York State Banking Department from 1991 to 1994. **Professional Memberships:** New York City Bar Association **Personal:** American University Washington College of Law (J.D., 1986); Kenyon College (A.B., 1979).

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Michael D. Dayan's practice includes structuring and documenting complex over-the-counter and capital markets derivative products and regulatory analysis of securities, margin, commodities, bank regulatory and insolvency issues relating to derivative products.

Career: Joined firm, 1993; became partner, 2003. Law clerk, Honorable Jon O Newman, US Court of Appeals, Second Circuit (1992-93). J.D., magna cum laude, Law Review, Harvard Law School (1992); B.S., summa cum laude, Wharton School, University of Pennsylvania (1986).

Professional Memberships:

Member, New York Bar Former Member, Global Documentation Steering Committee, Federal Reserve Bank of New York Member, Equity Derivatives and Credit Derivatives Market Practice Committees, ISDA Law Clerk to the Honorable Jon O. Newman of the U.S. Court of Appeals for the Second Circuit

DE, Rajesh

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Raj De serves on Mayer Brown's global Management Committee. He was previously the Managing Partner of Mayer Brown's Washington DC office, which is comprised of more than two hundred lawyers. He leads the firm's global Cybersecurity & Data Privacy practice, as well as the firm's National Security practice, and serves as a member of the firm's Congressional Investigations & Crisis Management team. After nearly two decades in private practice and public

service across all three branches of the United States government, Raj is one of the most trusted voices in Washington. He has held senior appointments in the White House, the Department of Justice (DOJ) and the Department of Defense (DOD). Raj returned to Mayer Brown in 2015 after serving as General Counsel at the United States National Security Agency (NSA). Since returning to the firm, Raj has received numerous recognitions, including by American Lawyer ("Lateral All-Star"), Washingtonian magazine ("Top Lawyer" and among the "Most Influential People in Washington DC"), The National Law Journal ("Cybersecurity and Data Privacy Trailblazer"), and Cybersecurity Docket ("Incident Response 30"), as well as a top ranking by Chambers USA for Incident Response (Band 1) and membership in the Legal 500 "Hall of Fame" for Cyber Law.

DE GHENGI, Luigi L
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Luigi is a member of Davis Polk's Financial Institutions practice. His practice focuses on bank M&A, strategic bank regulatory and financial reform advice, and capital markets transactions for U.S. and non-U.S. banks and other financial institutions. He advises on Basel III regulatory capital and liquidity issues, living wills, enhanced prudential standards and a wide variety of financial regulatory matters. Luigi also advises U.S. and non-U.S. banks and other financial institutions on corporate governance and compliance matters, bank insolvency issues, government investigations and enforcement actions, cross-border collateral transactions, and clearance and settlement systems.

DEBOLT, Paul A
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Featured in Government (USA - Nationwide)

Practice Areas: Paul Debolt counsels government contractors in navigating the requirements for conducting business with the federal government. Whether consulting on day-to-day issues or bet-the-company litigation, Paul brings deep understanding and meaningful experience. He tackles competitive source selection problems; defends and prosecutes bid protests; advises on regulatory issues, technical data rights, and Foreign Ownership Control and Influence (FOCI); and addresses performance and termination-related claims. Paul advises on internal investigations, conducts due diligence in connection with the merger and acquisition of government contractors, and manages novations and post-transactional matters.

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Alcohol Beverage Mediation and Alternative Dispute Resolution Food Law Hospitality International Litigation Residential, Resort and Club Restaurant

Career: Elizabeth DeConti serves as a trusted advisor to clients in the ever-evolving alcohol beverage and food sectors. For more than 25 years, she has helped clients navigate all aspects of alcohol beverage and food law regulation, licensing, compliance, and promotion. Representing clients in front of state and federal courts and administrative agencies, Elizabeth's expertise is centered on the rules, regulations, trends, and business best practices governing the marketing, sale, and consumption of malt beverages, wine, distilled spirits, and other regulated products. Her clients include major alcohol suppliers, wholesalers, national chain retailers, marketing companies, and other members of the hospitality industry. Elizabeth's litigation work for alcohol and food industry members includes complex commercial disputes, franchise, administrative law, and intellectual property matters. Her sector-specific litigation experience strengthens her ability to create clear, concise, and protective contracts related to advertising, distribution, importation, and related industry issues. In addition to her litigation services, Elizabeth has built a national reputation alongside clients in the area of alcohol-focused advertising and promotions, with a particular expertise in regulatory compliance issues associated with software development and digital and social media. She is a sought after advisor on the intersection of state and federal alcohol regulations and Federal Trade Commission regulations involving sweepstakes, contests, and other games. Elizabeth also manages large-scale liquor license transactions for the firm's supplier and retailer clients. A worldly and seasoned advisor, Elizabeth is fluent in French and Italian and advises European clients on international and domestic matters. Her international experience includes negotiation, sale, and purchase of Italian wineries, liaising with Italian law firms on litigation matters pending in Italy and the United States, representation of several German breweries, and advising and counseling foreign entities seeking to export products from Western Europe into the U.S. She frequently teams with GrayRobinson colleagues in the corporate, tax, and intellectual property practices to provide comprehensive advisory services for alcohol beverage and food law clients.

Professional Memberships: The Florida Bar The Connecticut Bar American Bar Association Federal Bar Association Hillsborough County Bar Association Academy of Hospitality

Industry Attorneys Women of the Vine and Spirits

DEDANIA, Chirag
Latham & Watkins LLP, New York
Featured in Projects (USA - Nationwide)

Practice Areas: Chirag Dedania, Local Chair of the Finance Department in the New York office, advises clients on energy and infrastructure finance transactions, particularly involving power, LNG, and digital infrastructure. Chirag, a recognized industry leader by both volume and complexity, guides private equity and private credit clients, corporate sponsors, and commercial and investment banks on: •Commercial loans •Syndicated loans •Direct lending transactions •Private placements

DEDYO, John
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: John's practice covers a broad range of structured finance and securitization products (including ABCP and whole loan purchase facilities) and asset classes, including auto loans, unsecured consumer receivables such as marketplace loans and other fintech assets, credit card receivables, middle market loans and other direct lending products, music royalties and other intellectual property, SBA and other small balance commercial loans, agricultural loans, triple net leases, lease-to-own receivables, trade receivables, factoring receivables, equipment loans and leases, insurance broker commissions, health care receivables, commercial and residential mortgages, home equity loans, rental cars and fleet leasing, diversified payment rights, covered bonds, premium finance loans, litigation finance loans, repurchase agreements and residual interests in securitizations. He also has extensive experience in rescuitization and repackaging transactions and in restructuring structured finance transactions.

DEERE, Lindsey L
Alston & Bird LLP, Atlanta

Featured in Capital Markets (USA - Nationwide)

Practice Areas: Lindsey understands the value of business relationships. She brings this perspective to her work advising major financial institutions in their role as trustee. She advises major financial institutions on a wide variety of capital markets transactions, with a focus on structured finance and other debt offerings. Lindsey represents major financial institutions in their trust and agency services in public and private securities offerings and has a varied transactional practice with a primary focus on securities backed by residential mortgage and personal loans and sponsor or majority-owned affiliate retained interests. Before joining Alston & Bird, Lindsey served as in-house counsel for a mortgage servicing company. Lindsey served as an assistant special counsel to the North

Carolina attorney general, advising on and implementing policy, legislative, and law enforcement objectives of the attorney general.

Professional Memberships: Structured Finance Association Women in Securitization.

DEGRANDIS, William D
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: William DeGrandis is a partner in the Corporate Department and is a member of the Energy/Infrastructure Group of Paul Hastings, based in the firm's Washington, D.C., office. He has over 35 years' experience in the energy regulatory and transactions area and has represented clients before both state and federal regulatory commissions in power supply, transmission, merchant plant, merger, renewable energy, utility holding company and related matters. He is actively involved in advising clients on regulatory and transactional matters relating to interconnection and transmission issues for renewable and non-renewable power plants, storage and transmission facilities. He has negotiated power purchase/sale, interchange, transmission, energy swap, operating, and project development agreements, and is actively representing renewable energy (including solar, wind, hydro and biomass) clients with regard to interconnection, transmission, and power sale arrangements.

Professional Memberships: Energy Bar Association (Past member, Board of Directors; past Chairman and present member, Pro Bono Committee); ABA; DC Bar; Electric Cooperative Bar Association.

Publications: Published in Bloomberg Law News; Data Center Knowledge; Natural Gas & Electricity; Legal Times; The Deal Magazine; Project Finance International; Electric Power & Light; Independent Energy, The Electricity Journal, Energy Law Journal, and CFC Power Review.

Personal: Pennsylvania State, BA, 1977 (with Highest Distinction); UCLA Law School, JD, 1980 (Law Review - comments editor).

DELANEY, John
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Featured in Technology (USA - Nationwide), Media & Entertainment: Advisory (New York), Technology (New York)

Practice Areas: Technology Transactions & Privacy Law Corporate Law Coronavirus (COVID-19): Guidance for Businesses Arts & Entertainment Music, Film & Television

Career: Focuses on technology, digital media, outsourcing, and IP matters. Counsels clients ranging from Fortune 500 companies to Silicon Alley start-ups on a broad range of IP-related transactions, with a focus on AI, blockchain, cloud computing, virtual reality,

augmented reality and other emerging technologies. Vice Co-Chair of the firm's Technology Transactions & Privacy group, and a founding editor of Age of Disruption, a blog focused on disruptive technologies and related legal issues.

DELL, Michael

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Featured in Securities (USA - Nationwide), Litigation (New York)

See under New York for profile.

DELLIGATTI, Paul

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Paul Delligatti is an investment funds partner in the Washington, D.C., office of Kirkland & Ellis LLP. Paul's practice focuses on representing investment advisers, registered investment companies and their independent directors and other pooled investment vehicles. His investment company clients include open-end and closed-end funds, exchange-traded funds, interval funds, tender offer funds, and business development companies. Paul is recognized as an industry leader in assisting private fund managers develop and structure products registered under the Investment Company Act of 1940, particularly interval and tender offer funds.

Personal: J.D., 2006 Columbus School of Law, The Catholic University of America (cum laude) B.S., 2002 Cornell University

DEMMO, Nicholas G

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Practice focuses on M&A transactions and other critical situations involving banks and other financial institutions, and he has a broad range of experience in complex transactional, securities, private equity, regulatory, governance, activism and compliance matters. Mr. Demmo has worked on numerous public and private company acquisitions, corporate control contests, securities offerings, corporate governance matters and joint venture transactions.

Career: Joined Wachtell, Lipton, Rosen & Katz in 1997 and was elected partner in 2004. Following graduation from law school, he clerked for the Honorable Dean D. Pregerson of the U.S. District Court for the Central District of California.

Personal: Received his BA in economics from Yale University in 1993 and his JD from The University of Pennsylvania in 1996, where he served on the Journal of International Economic Law and was a member of the Order of the Coif.

DENENBERG, Alan

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Featured in Capital Markets (USA - Nationwide), Capital Markets (California), Capital Markets (USA - Nationwide), Corporate/M&A (California: San Francisco, Silicon Valley & Surro)

Practice Areas: Alan is co-head of Davis Polk's Northern California office. He has extensive experience in corporate finance, mergers and acquisitions, and general corporate advice. He advises clients on a broad range of public and private equity, debt and convertible financings, including more than 60 IPOs since 2015. He represents U.S. and non-U.S. issuers and underwriters in industries including technology, life sciences, retail and consumer products. In numerous public and private M&A transactions, Alan has represented acquirers, target companies and private equity firms.

DESAI, Ronak

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Featured in Government (USA - Nationwide)

Practice Areas: Ronak D. Desai is Partner and firm-wide Leader of Paul Hastings' Congressional Investigations practice. He deploys his extensive government and private sector experience to navigate clients through the unique legal, political, reputational, and media risks inevitably arising from Congressional scrutiny. Prior to joining Paul Hastings, Mr. Desai served as investigative counsel to a high-profile Select Committee on Capitol Hill, his fifth time working in Congress. On behalf of his clients in the private sector, Mr. Desai leverages his expertise regarding Congressional investigations and oversight, best practices in responding to document requests and subpoenas, preparing for public and private Congressional testimony, and longstanding relationships with Members and senior staff from both sides of the aisle. Mr. Desai has successfully represented companies and individuals in front of several permanent House and Senate committees and offices, including the Judiciary, Financial Services, Oversight and Reform, Intelligence, Ethics, and Agricultural Committees, along with several select and special committees and commissions.

Personal: •Harvard Law School, J.D. 2011, magna cum laude •Harvard Kennedy School, M.P.P. 2011 •Johns Hopkins University, B.A. 2006, Phi Beta Kappa, University and Departmental Honors

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Featured in Banking & Finance (New York), Capital Markets (USA - Nationwide)

See under New York for profile.

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Featured in Litigation (USA - Nationwide), Intellectual Property (USA - Nationwide), Intellectual Property (New York)

See under New York for profile.

DESMOND, Michael

Gibson, Dunn & Crutcher LLP, Los Angeles

Featured in Tax (USA - Nationwide)

Practice Areas: Michael Desmond is Co-Chair of the Firm's Global Tax Controversy and Litigation Group. Mike's practice focuses on working with the Treasury Department, Internal Revenue Service (IRS) and other tax authorities on a variety of approaches to resolving unsettled tax matters. He also represents clients before the examination divisions of the IRS, the IRS Independent Office of Appeals, in the United States Tax Court and in federal district courts, the Court of Federal Claims and various federal courts of appeal.

Career: Prior to joining Gibson Dunn, Mike served as the 48th Chief Counsel of the IRS. As Chief Counsel, he was the principal legal officer for the IRS, overseeing a staff of nearly 1,500 lawyers responsible for interpreting and providing advice on all aspects of the federal tax law. Mike previously served as Tax Legislative Counsel at the U.S. Department of Treasury, where he was the principal legal advisor to the Treasury Secretary and Assistant Secretary (Tax Policy) on domestic, non-benefits aspects of the federal tax law. Earlier in his career he served as a Trial Attorney at the U.S. Department of Justice, Tax Division.

Personal: J.D., Catholic University of America, 1994; B.A., University of California - Santa Barbara, 1990.

DETERMANN, Lothar

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Lothar Determann has been helping companies in Silicon Valley and around the world take products, business models, intellectual property and contracts global at Baker McKenzie for more than 20 years. He advises on data privacy law compliance, cybersecurity, Artificial Intelligence (AI) and other information technology commercialization, interactive entertainment, media, copyrights, open source licensing, electronic commerce, technology transactions, sourcing and international distribution at Baker McKenzie in San Francisco and Palo Alto. He is a member of the Firm's International/Commercial Practice Group and the TMT and Healthcare Industry Groups. Lothar's practice is focused on data privacy law compliance, information technology, copyrights, product regulations and international commercial law.

Professional Memberships: Lothar has been teaching since 1994, including

at: • Freie Universität Berlin (since 1994), incl. AI & IT Law, Data Privacy • University of California, Berkeley School of Law (since 2004), incl. Computer Law and California Privacy Law • College of the Law San Francisco, formerly known as Hastings College of the Law (since 2010) • Stanford Law School (2011) and University of San Francisco School of Law (2000-2005)

Publications: More than 175 articles and treatise contributions as well as five books, including: • Determann's Field Guide to Data Privacy Law (5th Edition, 2022, also available in Arabic, Chinese, French, German, Hungarian, Italian, Japanese, Korean, Portuguese, Russian, Spanish, Turkish and Vietnamese) • California Privacy Law: Practical Guide and Commentary on U.S. Federal and California Law (5th Ed. 2023) • Determann's Field Guide to Artificial Intelligence Law (2024) • Healthy Data Protection • Electronic Form over Substance • No One Owns Data Other publications: • "Open Cars," Berkeley Technology Law Journal, Volume 32 (2017) • "Software Copyright's Oracle from the Cloud," Berkeley Technology Law Journal, Volume 30 Issue 1 (2015), September 2015 • "What Happens in the Cloud: Software as a Service and Copyrights," Berkeley Technology Law Journal, Volume 29 Issue 2 (2015), January 2014 • "On War and Peace in Cyberspace," Hastings Constitutional Law Quarterly, Volume 41 (2014), May 2014

DEVANEY, Megan

Winston & Strawn LLP, Chicago

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Megan Devaney provides fund formation and management advice to private equity funds. She also represents clients with the evaluation and negotiation of investments, transactions, and general corporate matters. Megan focuses her practice in private equity fund formation and management, including, structuring, capital raising, regulatory compliance and partnership matters. She also advises clients on U.S. and non-U.S. private equity, venture, and hedge fund investments, joint ventures, divestitures, and acquisitions. Prior to joining Winston & Strawn Chicago, Megan was a consultant with Accenture Ltd.

DEVECCHIO, W Jay

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Featured in Government (USA - Nationwide)

Practice Areas: W. Jay DeVecchio is a litigator and former co-chair of Morrison & Foerster's Government Contracts and Public Procurement practice. He is a recognized leader in the field of intellectual property rights in government contracts, a subject on which he has testified as an expert and teaches nationwide. Clients from the aerospace, technology, and health care sectors seek his representation in all

facets of government procurement law, from bid protests to complex claims and disputes through suspension and debarment. He also represents clients in related issues, such as criminal and civil fraud, qui tam actions, and internal investigations.

DEVLIN, Roderick N.
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Featured in Projects (USA - Nationwide)

Practice Areas: Roddy Devlin is a globally recognized, leading lawyer in the public-private partnership (P3) space receiving recognition from both Chambers USA and Chambers Global for his P3 work. Roddy is a sought after writer and speaker on P3-related topics. I assist private and public sector parties in developing, financing, consummating, operating, and maintaining significant infrastructure projects domestically and overseas, with a particular focus on public-private partnerships. On the private side, I represent project sponsors, lenders, underwriters, and construction companies in their P3 and project development efforts in a wide range of sectors. No two projects are the same, and no two sectors are the same. With this in mind, I ensure that my team includes the sector and subject matter experts required to provide my clients with optimal outcomes. I have also assisted a number of public entities in coming to the market with their first P3 projects. Public-private partnerships raise myriad complicated issues for the public sector owner. I assist my public sector clients in assessing and properly allocating the key project risks among project participants in a manner that serves the goals of the owner and the needs of public users. GLOBAL SCOPE I have been involved in P3 transactions across the United States, the Caribbean, South America and Europe. These projects have involved roadways, airports, bridges, ports, water projects and entertainment assets. For example, I advised the bond issuer in connection with the multi-source financing of the \$4 billion LaGuardia Airport Central Terminal P3 project in New York City, procured by the Port Authority of New York and New Jersey. The \$2.6 billion of bonds issued for this project is the largest bond issuance to date for a US P3 project. There is wide recognition that US infrastructure — from roads, bridges, and airports to water systems, schools, and civic buildings — requires significant new investment, both to maintain existing assets at an acceptable level and to add necessary additional assets. I believe that public-private partnerships will be an important part of the solution. Although not right for every project, a properly structured public-private partnership can tap the technical know-how and efficiencies of the private sectors, as well as private sector financing, while allowing the public owner to continue its traditional role of ensuring that infrastructure assets are properly

operated and maintained to meet the needs of the public users.

Career: University of Edinburgh, Diploma, Legal Practice University of Aberdeen, LL.B. University of Pennsylvania, LL.M.

Professional Memberships: Fellow of the American College on Investment Counsel (ACIC)

DHESI, Nick
Latham & Watkins LLP, Houston

Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)
See under Texas for profile.

DIAMANT, Michael S
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Featured in FCPA (USA - Nationwide)

Practice Areas: Michael has broad white collar defense experience representing corporations and corporate executives facing criminal and regulatory charges. He has represented clients in an array of matters, including FCPA investigations, environmental crimes, accounting fraud, and antitrust violations, before the Department of Justice and the Securities and Exchange Commission. Michael has managed numerous internal investigations for publicly traded corporations and conducted fieldwork in nineteen different countries on five continents.

Personal: JD, magna cum laude, Order of the Coif, Georgetown Law; law clerk for the Honorable Fortunato P. Benavides, U.S. Court of Appeals for the Fifth Circuit.

DIAMOND, Colin
Paul Hastings LLP, New York
colindiamond@paulhastings.com
Featured in Capital Markets (USA - Nationwide)

Practice Areas: Colin Diamond is Co-Chair of the global Securities and Capital Markets practice at Paul Hastings and is based in the firm's New York office. Mr. Diamond advises issuers and underwriters on a broad range of U.S., international, and cross-border capital markets transactions, including registered equity and debt offerings, follow-on offerings, private placements, and convertible bond offerings. He has worked on 30 completed IPOs in the last 10 years. His experience includes playing a leading role in the IPOs of Visa and Saudi Aramco, each the largest IPO globally at the time. Mr. Diamond also advises public companies in a wide variety of industries at critical times in their life cycles on their corporate governance, obligations, and options. His practice includes advice on the full range of U.S. securities laws, including proxy statements, SEC no-action letters, and ongoing reporting requirements. He also has significant experience advising on securities law aspects of Chapter 11 and other restructuring matters.

DIAMOND, Eric
Sullivan & Cromwell LLP, New York
Featured in Investment Funds (USA - Nationwide)

Practice Areas: General Practice Bank Regulatory Broker-Dealer Digital Assets Environmental, Social and Governance (ESG) Financial Services Financial Services Mergers & Acquisitions Investment Management Private Equity

Career: Eric Diamond is a partner in the Firm's Investment Management and Financial Services Groups. Mr. Diamond's practice focuses on advising asset managers, banks, broker-dealers and other regulated financial institutions on a range of regulatory, compliance and transactional matters. He regularly provides advice to private equity fund, hedge fund, mutual fund and other investment management clients regarding regulation under the Investment Company Act and Investment Advisers Act, including in connection with significant SEC examination and enforcement matters. Mr. Diamond also regularly represents financial services clients on various strategic and transactional matters, including controlling and minority investments in asset management firms, investments in private equity funds, hedge funds and venture capital funds, selected fund formation matters, and public and private mergers, acquisitions and similar transactions. Prior to rejoining the Firm in 2020, Mr. Diamond was a senior advisor to SEC Chairman Jay Clayton from 2018 to 2020.

Professional Memberships: ABA; NYSBA

Personal: New York University School of Law, (J.D., 2010); Yale University (B.A., 2005).

DICKER, Howard
Weil, Gotshal & Manges LLP, New York
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Featured in Securities (USA - Nationwide)

Practice Areas: Howard Dicker is Co-Head of Weil's Public Company Advisory Group. He advises numerous companies regarding securities law issues, disclosure and compliance matters as well as on executive compensation and corporate governance. He also has a diverse corporate practice, including mergers and acquisitions, proxy fights, financings, securities offerings, private equity investments, and restructurings. Howard is active in various bar associations and organizations and speaks and writes on a variety of topics in corporate and securities law. He is a member of the Advisory Committee to the NY Chapter of the Society for Corporate Governance.

Personal: The Wharton School of Business at the University of Pennsylvania (B.S.); SUNY Albany (M.S.); George Washington University Law School (J.D.)

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Michael Didriksen is a transactional lawyer with more than twenty years of experience in handling

M&A and project development in the energy sector. Mr. Didriksen brings a significant depth of industry knowledge to his practice, having experience structuring complex transactions for regulated and unregulated companies in the electric power and gas spaces. He advises on major power project developments in the common fuel sources and technologies as well as on LNG projects and AC and HVDC merchant transmission lines. Mr. Didriksen has extensive renewable energy experience, having led numerous transactions involving the wind, solar, hydroelectric, renewable fuels and battery storage sectors. Mr. Didriksen also has significant "structured" energy transactions experience, including the negotiation of wholesale and retail power contracts (e.g., tolling agreements, long-term power purchase contracts, heat rate call options and standard offer load contracts).

Personal: J.D., Columbia Law School, 1997 (Harlan Fiske Stone Scholar); B.A., Economics, University of Pennsylvania, 1989. He is an avid mountaineer, skier, sailor, and parent.

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

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Featured in Capital Markets (USA - Nationwide), Derivatives (USA - Nationwide)

Practice Areas: Mark is a member of Davis Polk's Derivatives & Structured Products and Capital Markets practices. Financial and corporate clients look to Mark to structure, negotiate and execute a wide range of equity-linked transactions. These include public and private optional and mandatory convertible securities offerings and related derivatives transactions, margin loans secured by positions in public companies, accelerated share repurchase programs, and various hedging and monetization transactions implemented through equity derivatives.

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Featured in Insurance (USA - Nationwide), Insurance (Illinois)

See under Illinois for profile.

DILLARD, Greg
BakerHostetler LLP, Houston
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Featured in Occupational Safety and Health (USA - Nationwide), Environment (Texas)

Practice Areas: A nationally recognized leader in catastrophic event response, as well as workplace safety and environmental law, Greg Dillard is known for practical, solution-oriented defense of companies in crisis. From the

moment a client experiences a major event, Greg is there providing both strategic guidance to the company's legal and executive team and on-site tactical support for the affected facility and its personnel.

Career: Greg leads BakerHostetler's Catastrophic Accident Response team and its OSHA Workplace Safety team. These teams are strategically developed and located to provide rapid response capabilities to clients with facilities, assets and personnel across the country. Greg focuses his national practice on safety, health and environmental (SHE) law, including process safety management (PSM) and risk management plans (RMP). He has tried and won some of the most significant OSHA cases in the past 15 years and has extensive litigation experience against EPA, TCEQ, BSE and other state and federal environmental and safety agencies. Greg is also an author and frequent speaker on crisis response and safety and environmental compliance and enforcement issues. Through meetings with regulators and written comments, he has led multiple client advocacy groups to promote positive revisions to the PSM and RMP regulations under the EPA Clean Air Act, OSHA PSM Standard and Washington state PSM regulations.

Professional Memberships: Occupational Safety & Health Law Subcommittee, Labor & Employment Section, American Bar Association Environmental and Natural Resources Law Section & Labor and Employment Law Section, Texas Bar Association The University of Texas at Austin School of Law, Houston Steering Committee

Publications: COVID-19 Prevention and Vaccination for America's Maritime Industry, The Maritime Executive, 2021 Legal Experts: Environmental & Safety Incidents Facing Increased Scrutiny, Texas Law Book, 2019 Evolution of Process Safety Enforcement, Institute of Environmental Law, 2019 Occupational Safety and Health Law Treatise, Fourth Edition, Chapter Editor, Bloomberg Law, 2018 Managing PE Risk: How Portfolio Companies Respond to Crises, Oil & Gas Financial Journal, 2017 When Are You Liable for a Subcontractor's Safety Negligence?, Bloomberg Law Reports, 2017 DOJ and DOL Expand and Promote Worker Endangerment Initiative, National Law Review, 2016 OSHA Engineering Guidelines Will Hit Energy Industry Hard, Law360, 2015

Personal: Recognized by The Legal 500 U.S. (2016-2019) and Chambers USA (2016-2018, 2021) Houston Business Journal's "Who's Who in Energy" (2016) J.D., University of Texas School of Law B.S., Foreign Service, Georgetown University

DIMITROFF, Sashe D

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Sashe Dimitroff is the national practice leader of BakerHostetler's International Commercial Arbitration team. A Chambers-ranked lawyer, he represents clients in commercial matters with an emphasis on energy disputes, breach of contract and commercial fraud, oil and gas litigation, financial matters and internal investigations. Sashe has successfully represented U.S. and international companies in courts and arbitral tribunals around the world, including the International Centre for the Settlement of Investment Disputes (ICSID) in Paris, the London Court of International Arbitration (LCIA), the International Chamber of Commerce (ICC), the International Centre for Dispute Resolution (ICDR) in Miami, the International Institute for Conflict Prevention and Resolution (CPR) and the International Trade Commission (ITC) in Washington, D.C. Sashe has won multimillion-dollar awards prosecuting his clients' claims and has successfully defended Fortune 100 companies in multiplaintiff lawsuits alleging up to \$300 million in damages. Sashe is currently listed as a neutral for both the ICDR and the international division of the American Arbitration Association, as well as its complex commercial arbitration panels.

Professional Memberships: State Bar of Texas International Law Section: Executive Council (2015) Standing Committee on Court Rules: Appointed Member (2008 to 2011) Committee is responsible for revisions of the rules of practice in civil actions and the related statutes of Texas International Institute for Conflict Prevention and Resolution (CPR) Energy, Oil & Gas Committee (2017 to present) International Arbitration Committee (2017 to present)

Publications: 3/2/2023 Sashe Dimitroff Discusses Benefits of Mock Arbitration at Conflict Resolution Conference [https://www.bakerlaw.com/Sashe-Dimitroff-Discusses-Benefits-of-Mock-Arbitration-at-Conflict-Resolution-Conference] 2/16/2023 Thirteen BakerHostetler Attorneys, Eight Practice Areas Ranked in 2023 Edition of Chambers Global [https://www.bakerlaw.com/news/thirteen-bakerhostetler-attorneys-eight-practice-areas-ranked-2023-edition-chambers-global] 1/18/2023 Sashe Dimitroff Moderates and Mark Cymrot Participates in Arbitration Panel [https://www.bakerlaw.com/news/dimitroff-moderates-cymrot-participates-arbitration-panel] 6/21/2022 Marco Molina and Sashe Dimitroff Quoted About Colombia's New President [https://www.bakerlaw.com/Marco-Molina-and-Sashe-Dimitroff-Quoted-About-Colombias-New-President] 2/24/2022 Eleven BakerHostetler Attorneys, Seven Practice Areas Ranked in 2022 Edition of Chambers Global [https://www.bakerlaw.com/Eleven-BakerHostetler-Attorneys-Seven-Practice-Areas-Ranked-in-2022-Edition-of-Chambers-Global-Guide] 2/17/2022 Sashe Dimitroff Speaks on International Litigation and Foreign

Judgements [https://www.bakerlaw.com/Sashe-Dimitroff-Speaks-on-International-Litigation-and-Foreign-Judgements] 2/11/2019 Sashe Dimitroff, Marco Molina Speak on Mexican Energy Sector [https://www.bakerlaw.com/news/sashe-dimitroff-marco-molina-speak-on-mexican-energy-sector] 1/23/2019 Sashe Dimitroff Moderates Panel on Energy Industry Developments [https://www.bakerlaw.com/news/sashe-dimitroff-moderates-panel-on-energy-industry-developments] 12/7/2018 Sashe Dimitroff Leads Discussion of International Arbitration Trends [https://www.bakerlaw.com/news/sashe-dimitroff-leads-discussion-of-international-arbitration-trends] 1/18/2018 Sashe Dimitroff Leads Discussion of Risk Mitigation in Energy Exploration [https://www.bakerlaw.com/news/sashe-dimitroff-leads-discussion-of-risk-mitigation-in-energy-exploration] 1/1/2018 Sashe Dimitroff Leads Boot Camp on Third-Party Funding for Arbitration [https://www.bakerlaw.com/news/sashe-dimitroff-leads-boot-camp-on-third-party-funding-for-arbitration]

DISCHE, Isabel

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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Isabel Dische is chair of the alternative asset opportunities group and a partner in the New York office. Ranked by Chambers Global for investment funds, she primarily focuses on advising asset managers and institutional investors on matters that span alternative asset classes. Among the clients she counsels are ten of the top 15 secondary buyers and sovereign wealth funds across the globe, including Australia, Canada, China, Japan, the Netherlands, Nigeria, Singapore, and South Korea. Isabel is especially skilled at structuring legally complex transactions and is known for "thinking creatively," being "commercially smart," and providing "incredibly thoughtful" advice, as clients have told Chambers. With experience as both a funds lawyer and a deal lawyer, Isabel is able to offer a unique perspective when advising clients. Isabel's keen sense of the market is grounded in her representation of both fund sponsors and investors, and in the sheer volume of her practice. Her team was named the number one legal adviser by global secondaries deal count in 2019, 2020 and 2022, according to Secondaries Investor. In 2022, the team closed more than 450 secondaries transactions worth over \$146 billion and over 400 co-investment transactions. In addition to her work with institutional investors, Isabel advises hedge funds and other private funds and their sponsors on fund formation, legal and risk management questions, and firm ownership and operations. She started her career as an associate at Atlas Venture, which one client notes "adds to her insight of how [funds] operate." She also counsels investment advisers and institutional investors on environmen-

tal, social and governance (ESG) and responsible investing.

DIZENGOFF, Ira S

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

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DOBSON, Adam

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Featured in Investment Funds (USA - Nationwide)

Practice Areas: A transactional asset management partner, Adam Dobson represents asset managers and institutional investors with respect to their direct, secondary and co-investment programs, as well as bespoke transactions. Adam represents sovereign wealth funds and government pension plans based in Europe, Canada, Asia and Africa as they deploy capital in a range of transactions across asset classes and geographies. Adam regularly represents clients in GP-led fund recapitalizations, preferred equity financings and other secondary transactions. He works with a team that closed more than 450 secondaries transactions worth over \$146 billion in 2022. Adam also advises clients with respect to their direct investments and co-investments around the world, including transactions involving both public and private securities. In addition, Adam counsels clients on Section 13 and Section 16 reporting compliance and proxy contests. Adam is especially skilled in navigating legally complex transactions and brings a commercial, but creative approach to resolving thorny issues. With experience across different types of funds transactions, including fund restructurings, preferred equity financings and asset manager M&A, Adam is able to offer a broad perspective when advising clients. Prior to joining the firm, Adam was an assistant attorney general in the Environmental Protection Bureau of the New York Attorney General's Office. Working with diverse teams and mentoring junior lawyers is very important to Adam. Before law school, Adam taught children in Tanzania and Mexico, and founded a small nonprofit that led educational trips for Tanzanian students to climb Mount Kilimanjaro and visit national parks.

DOCKS, Adam

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Featured in Leisure & Hospitality (USA - Nationwide)

Career: Adam Docks handles a wide range of sophisticated matters in the hospitality sector, placing a primary emphasis on the acquisition, disposition, development, management, joint venture, and financing of hotels, resorts, mixed-use developments, and operational matters. He also assists clients in making opportunistic debt investments

involving these complex assets. In his hospitality practice, Adam has extensive experience working opposite many prominent hotel brands and third-party operators, covering the full spectrum of hotel asset classes, both domestically and internationally. Adam is a key partner in Dentons globally recognized and Chambers-ranked team, representing some of the industry's most innovative hotel investors and developers on their most complicated transactions. Whether providing counsel to established private equity investors or guiding entrepreneurs in connection with their investments or developments, Adam efficiently helps his clients address all the complexities associated with their transactions and is known for finding practical solutions to problems when they arise. He is proud to have earned the role as their trusted advisor.

DOHERTY, Michael
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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Michael Doherty is a partner in the asset management group and co-head of Ropes & Gray's registered funds practice. He provides advice to investment advisers, funds and independent directors on launching and operating a wide variety of fund products, including registered funds, private funds and business development companies. In addition, he counsels asset manager sponsors on transactional matters and new product development. Clients value Michael's practical advice, as well as his command of regulatory and compliance issues across the asset management spectrum. As sources tell Chambers, "He is exactly what you want in a lawyer...always prepared and always able to give us insights beyond material in front of us." Michael has also been recognized as "highly regarded" by IFLR1000.

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Featured in Insurance (USA – Nationwide), Insurance (District of Columbia)
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DONAHUE, Douglas
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Featured in Derivatives (USA – Nationwide)

Practice Areas: Doug heads the U.S. Derivatives practice in Linklaters' New York office. He represents both buy and sell-side institutions, including dealers, banks, and hedge funds, in connection with the development, structuring, negotiation and documentation of a wide variety of financial products. These products include total return swaps, swap intermediations, credit derivatives, interest rate swaps, commodity swaps, currency swaps and other funded and unfunded products. In addition to Doug's robust transactional practice,

he also advises clients on regulatory issues, particularly those arising in the wake of the Dodd-Frank Act. Doug also frequently represents the International Swaps and Derivatives Association, Inc. ("ISDA") on industry initiatives. He has been at the forefront of regulatory driven changes to the derivatives market, representing ISDA on all of their major Dodd-Frank initiatives since 2012, including advising ISDA and IHSMarkit on the creation, design and development of ISDA Amend (a joint-venture online platform that has transformed the ISDA protocol process and has over 100,000 users).

DONLEY, Billy M
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Featured in Transportation (USA – Nationwide)

Practice Areas: Billy Donley maintains an active litigation, corporate and appellate practice, with an emphasis on motor vehicle manufacturer franchise litigation, motor vehicle manufacturer business and corporate issues and complex commercial litigation. He represents numerous motor vehicle, motorcycle, ATV, boat, heavy truck and construction equipment manufacturers on all aspects of dealer franchise matters. He also serves as litigation counsel to a diversified oil field services company and a major oil company. Additionally, Billy has litigated antitrust issues under both the Sherman Act and the Robinson-Patman Act, and handled appeals in both state and federal appellate courts regarding antitrust issues. --Dealership terminations --Dealership dualing --Dealership transfers --Discount programs --Fraud --RICO --Federal Dealer Day in Court Act --State franchise laws and the constitutionality of certain state franchise laws --Related contract and tort claims

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Featured in Government (USA – Nationwide)

Practice Areas: Dan Donovan specializes in congressional, state attorneys general and parallel government investigations. A former Chief Investigative Counsel in the Senate, Dan co-chairs our Government Advocacy and Congressional Investigations practices. He has two decades of crisis management experience with government investigations, involving significant legal, public relations and political risks. Mr. Donovan represents leading companies, individuals, trade associations, and nonprofit entities and provides effective crisis management counsel. He works at the forefront of controversial and politicized national and state policy issues that frequently lead to investigations and litigation, including congressional, multi-state and federal agency enforcement actions. Particularly experienced in anticipating and responding to congressional committee requests

and subpoenas, Dan prepares clients for high-profile hearings and guides them through the unique challenges presented by congressional and parallel government investigations.

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Featured in Government (USA – Nationwide)

Practice Areas: Government Contracts
Career: Kelley P. Doran is a veteran government contracts attorney with more than 25 years of experience representing domestic and foreign clients selling products and services to federal, state, and local governments. His practice includes counseling, negotiating, and litigation on behalf of government contractors and subcontractors in such industries as information technology, cybersecurity, aerospace and defense, life sciences, and biodefense. Kelley's experience with information technology companies includes work with both civilian and defense agencies. He has extensive experience in Federal Acquisition Regulation (FAR) Part 12 commercial item contracting as well as intellectual property issues related to data rights and subject inventions under FAR Part 27 and U.S. Department of Defense (DoD) FAR Supplement Part 227. Kelley has negotiated several Cooperative Research and Development Agreements (CRADAs) and Other Transaction Agreements (OTAs) on behalf of clients. In addition, Kelley has significant experience in the areas of biodefense and pandemic influenza preparedness and regularly advises clients regarding contracts and grants with various federal agencies. These include the Biomedical Advanced Research and Development Authority (BARDA) under the U.S. Department of Health and Human Services (HHS), the U.S. Centers for Disease Control and Prevention (CDC), the National Institutes of Health (NIH), the U.S. Department of Veterans Affairs (VA), and the DoD. Kelley has been involved in large Project BioShield procurements, including programs for anthrax, botulism, smallpox, Ebola, and influenza as well as more recently Operation Warp Speed and related programs addressing the COVID-19 pandemic. Kelley has served as an adjunct professor teaching government contracts law at his alma mater, Washington & Lee University School of Law, as well as the University of Baltimore School of Law.

DORSEY, Nicholas
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Nicholas A. Dorsey is a partner in Cravath's Corporate Department. He focuses his practice on representing corporate issuers and borrowers, and financial institutions, lenders and other parties, in public and

private offerings of securities, loan transactions and other financing transactions. He also represents companies in mergers and acquisitions and regularly advises clients in connection with public disclosure and corporate matters. Additionally, Mr. Dorsey dedicates a significant portion of his practice to providing commercial and strategic advice to startup, early-stage and founder-led companies and investors in such companies.

Career: Cornell Law School (JD, summa cum laude, 2009; Order of the Coif; Notes Editor, "Law Review"); Case Western Reserve University (MAcc, summa cum laude, 2006; BS, summa cum laude, 2006)
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Derek is a member of Davis Polk's Capital Markets practice. He has deep experience on a wide variety of public and private capital markets transactions, including IPOs, special purpose acquisition companies (SPACs) and other equity offerings, investment-grade and high-yield debt financings, private placements and mandatory and optional convertible securities offerings, by issuers in various industries.

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Curtis Doty is a Banking & Finance partner in Mayer Brown's New York office. His practice focuses on the structuring, negotiation, and regulatory and insolvency analysis of OTC derivatives transactions. Curtis has been deeply involved in regulatory matters related to the CFTC's implementation of the Dodd-Frank Title VII reforms, including as drafting counsel to ISDA on the ISDA Derivatives/FX Prime Brokerage Business Conduct Allocation Protocol, the November 2012 ISDA DF Disclosure, and numerous comment letters and requests for industry no-action relief.

DOUGLASS, Alison
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Featured in ERISA Litigation (USA – Nationwide)

Practice Areas: Alison Douglass, a partner in Goodwin's Complex Business Litigation and Dispute Resolution, Financial Industry Litigation and ERISA Litigation practices, focuses her practice on a wide array of complex commercial litigation, primarily in the areas of ERISA, mutual fund and securities litigation. Ms. Douglass represents clients in all phases of litigation, including pre-litigation counseling and

trial and appellate matters in federal courts across the county and in regulatory investigations and governmental proceedings, including before the U.S. Department of Labor and the SEC. As part of her ERISA and mutual fund litigation practice, Ms. Douglass is involved in a broad range of class actions, derivative actions and multi-proceeding litigations. She also regularly advises clients on risk management and insurance coverage matters.

Personal: JD, Fordham University School of Law 2000 (cum laude, Order of the Coif); BA, Middlebury College 1995 (cum laude)

DOUMA, Edward L

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Offering clients a unique combination of experience and innovation, Ed's practice focuses on securitization and secured financing transactions. For more than 30 years, Ed has concentrated on the financing of term and revolving assets, with a focus on residential mortgages, HELOCs and mortgage-related assets such as servicing rights, as well as more esoteric assets and structures. His experience includes the representation of issuers, investment banks and credit enhancement providers in connection with mortgage-backed and asset-backed structured finance transactions and the representation of management and investors in the formation and operation of private equity funds investing in securitized assets. Ed has developed and designed innovative structures for financing mortgage servicing rights, Ginnie Mae servicing advances, home equity lines of credit and commuting financial guaranty insurance policies in corporate restructuring programs for mono-line insurance companies. He is also skilled at establishing revolving and term securitization programs. He has structured, negotiated and documented domestic and international transactions for financing residential and commercial mortgages, small business loans, future receivables, computer leases, equipment leases, trade receivables, synthetic leases, corporate debt and other financial assets.

DOWNES, Robert W

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Capital Markets; Corporate Governance; Credit & Leveraged Finance; Cybersecurity; Artificial Intelligence; REITs.

Career: Partner since 2000. Co-chair of the Firm's Capital Markets Group. For over 30 years, Mr. Downes has advised on many of the high-profile public and private offerings of equity and debt securities, including securities issued in initial public offerings, and M&A and joint ventures for U.S. and non-U.S.

issuers. He also has been actively involved in advising domestic issuers on corporate governance matters, as well as on cybersecurity issues. Mr. Downes has recently represented clients such as AMC Networks; Barclays Bank; Biohaven Ltd.; Citizens Financial Group; CONMED; Donnelley Financial; Douglas Elliman; Evercore; Hyzon Motors; Loews Corporation; MSG Entertainment; MSG Sports; Pinnacle West; Popular, Inc.; Protara Therapeutics; The Related Companies; SJW Group; Sphere Entertainment; Spirit AeroSystems; Symbotic; United Rentals; and Vector Group. Prior to attending law school, Mr. Downes worked as a certified public accountant in the Washington, D.C. office of Coopers & Lybrand.

Professional Memberships: Board of Directors, ArtsConnection; Board of Directors, Jefferson Scholars Foundation, and Co-Chair, New York Regional Selection Committee of the University of Virginia Jefferson Scholarship.

Personal: George Washington University Law School (JD, 1991); University of Virginia (BS Accounting, 1985).

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Featured in International Arbitration (USA – Nationwide), Environment (New Mexico)
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Featured in Government (USA – Nationwide)

Practice Areas: Jeremy advises market-leading companies and senior executives facing high-stakes reputational matters before Congress, enforcement authorities, and in internal corporate investigations. He regularly counsels companies facing public affairs challenges at the intersection of law and policy and prepares CEOs and senior executives to testify before Congress. Jeremy's practice focuses on government and internal investigations, regulatory counseling and crisis management assistance. A trusted counselor to some of the world's highest-profile companies and financial institutions, he provides investigations-related guidance, regulatory advice and strategic counseling in a broad range of criminal, civil and congressional matters. He has also co-authored a chapter on Congressional Investigations in a treatise published by Thomson Reuters.

Career: Prior to studying law, Jeremy served as a political consultant providing strategic communications counseling to political candidates seeking statewide office across the country.

Personal: Duke University School of Law, J.D., magna cum laude, Order of the Coif, 2006. Duke University, B.A., Public Policy, cum laude, 2000.

DREXLER, Kimberley

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Featured in Securities (USA – Nationwide)

Practice Areas: Kimberley S. Drexler is a partner in Cravath's Corporate Department and a member of the Corporate Governance and Board Advisory practice. Ms. Drexler has also spent significant time serving on the staff of the U.S. Securities and Exchange Commission in various capacities. Her current practice primarily involves counseling companies with regard to their ongoing SEC disclosure, financial reporting and compliance obligations, including preparing for and responding to cybersecurity incidents, as well as advising on a wide variety of matters critical to her clients relating to corporate governance, internal controls and auditor independence. She also provides advice with regard to the SEC's disclosure requirements and the implications of the securities laws for complex corporate transactions.

Career: Yale Law School (JD, 1997; Coker Fellow; Managing Editor, 'Yale Law & Policy Review'); University of Virginia (BA, highest distinction, 1993; Echols Scholar; Phi Beta Kappa)

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DREYER, Anthony J.

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Featured in Intellectual Property (USA – Nationwide), Sports Law (USA – Nationwide), Intellectual Property (New York)

Practice Areas: Anthony Dreyer is a commercial litigator concentrating on intellectual property, sports, entertainment and licensing disputes. He co-chairs the firm's Sports practice and oversees its Trademark and Copyright practice.

Professional Memberships: Counsel, International Trademark Association; Co-Chair, International Forum on Sports Law; Director, Federal Bar Foundation (2016-19)

Publications: Mr. Dreyer's recent publications include: "Cyber Threat Outlook for the Sports Industry" (Reuters, May 15, 2024); "Tennessee Law Addresses Proliferation of Deepfakes" (Skadden Publication / AI Insights, April 2, 2024); "FTC Enforcement Trends in Consumer Protection Under the Biden Administration" (Westlaw Today, January 9, 2024); "What the Supreme Courts Jack Daniels Decision Could Mean" (Reuters Legal News, January 5, 2024)

Personal: Mr. Dreyer has been recognized by Chambers USA: America

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Morty Dubin is a first chair trial lawyer known for developing

innovative and successful trial defenses for clients in high stakes product liability matters. He has tried and won cases for The Dow Chemical Company, Johnson & Johnson and others throughout the most difficult jurisdictions in the United States. In recognition of his success and standards of practice, Morty has been elected by his peers into the American College of Trial Lawyers. In addition to his product liability work, Mr. Dubin also has experience with a broad range of other subject areas, including securities fraud and accountant liability work.

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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)

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DUCLOS, Nicole

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Nicole Duclos is a partner in Covington's international arbitration practice in New York and head of the firm's Latin America Initiative. She focuses her practice on international commercial and investment arbitration, as well as transnational litigation, with emphasis in Latin America. Ms. Duclos has acted as counsel and advisor in international commercial arbitrations under the ICC, ICIDR, LCIA and UNCITRAL rules, as well as in investment treaty disputes under the ICSID and UNCITRAL rules. Her experience spans energy, construction, infrastructure, finance, agroindustry, and mining, among other industries. Ms. Duclos also sits regularly as arbitrator.

DUFF, Michael

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Featured in Projects (USA – Nationwide)

Practice Areas: Michael Duff is a partner in the firm's Global Project, Energy & Infrastructure Finance Group. His practice focuses on matters relating to renewable energy and infrastructure/project finance. Mr. Duff has extensive experience in advising on the formation of joint ventures and partnership structures used to develop, acquire, and operate a variety of renewable energy assets. Mr. Duff has a diverse client base and represents tax equity participants including BofA, JPM, HSBC, Wells Fargo, Google, Capital One, Citi, MUFG, GAF, State Street, Allianz, and New York Life; lenders including HSBC, BofA, CIBC, Santander and CSFB; and private equity/energy funds including Starwood, Oak Hill Advisors and Blackstone. Mr. Duff has been actively involved in the acquisition and financing of renewable energy assets since the sector's inception structuring the first tax equity financing of a utility scale wind project in the US. He has advised clients in the financing or acquisition

tion wind projects, utility scale solar projects, C&I solar portfolios, residential solar funds, geothermal plants, electric vehicle portfolios, fuel cells and carbon sequestration projects. Mr. Duff is ranked Band 1 in Chambers 2023: Projects: Renewables & Alternative Energy USA - Nationwide. He is described as "very practical, effective, solution-oriented and pragmatic" (Chambers 2023). Mr. Duff is also recognized in the 2014, 2015 and 2017 editions of Legal 500 as recommended in Domestic Tax: West Coast.

DUNGAN, Peter

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Featured in Government (USA - Nationwide)

Practice Areas: As an Army veteran, Pete knows failure is not an option when clients trust him with their most important matters—when a billion dollar contract is on the line, when the government seeks to claw back hundreds of millions of dollars, and when a contractor's eligibility to continue winning government business is at risk. Pete brings two decades of national security and public procurement law experience to bear for his clients. A litigator by training, he secures positive results for contractors in bid protests and contract claims against federal agencies as well as state, local, and educational (SLED) organizations. Pete is the veteran of more than 80 bid protests at the U.S. Government Accountability Office and the U.S. Court of Federal Claims. He is recognized by his peers as a leader in contract disputes, and he serves as co-chair of the American Bar Association Section of Public Law's Bid Protest Committee as well as a vice-chair of its Contract Claims and Disputes Resolution Committee. Not only is Pete a litigator who contractors count on, he also possesses deep understanding of the industry. His broad base of experience—gathered from two decades of military service—allows him to provide unique perspectives to his clients in transactional and investigational matters. Pete has advised on some of the most important and complex mergers and acquisitions in the government services industry. And, he is an authority on matters affecting contractors on the battlefield, having served in Afghanistan advising a special operations task force.

DUNN, Jennifer

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Featured in Hedge Funds (USA - Nationwide)

Practice Areas: Jennifer "Jenny" Dunn is a partner in Proskauer's Corporate Department and a member of its Private Funds Group and Hedge Funds practice. Jennifer focuses her practice on advising hedge funds, closed-end funds (including debt funds), hybrid funds, co-investment platforms and investment advisers in connection with their

structuring, formation and ongoing operational needs, general securities laws matters, and regulatory and compliance issues. Her practice includes structuring and negotiating seed and strategic investments, advising investment managers regarding the structure and sale of their platforms and the structure of their compensation arrangements. She also represents investment managers in connection with managed accounts and single investor funds.

DUNN, Karen L

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Featured in Litigation (USA - Nationwide), Litigation (District of Columbia)

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Featured in Immigration (USA - Nationwide), Immigration (New York)

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

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Featured in Appellate Law (USA - Nationwide), Transportation (USA - Nationwide)

Practice Areas: Tom is an experienced trial and appellate advocate in federal and state courts. He has argued more than 100 appeals, including before the Supreme Court and all thirteen federal circuits. He has expertise in cases involving punitive damages, class actions, product liability, arbitration, intellectual property, antitrust, securities, employment, and constitutional challenges to federal and state statutes and regulations. Tom has succeeded in overturning many multimillion-dollar jury verdicts and striking down regulations.

Career: Deputy Assistant Attorney General, U.S. Department of Justice (2007-2009).

Personal: JD with honors, University of Chicago Law School, 1997; Editor, University of Chicago Law Review.

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Featured in Life Sciences (USA - Nationwide), Intellectual Property (USA - Nationwide), Life Sciences (California), Intellectual Property (California)

Practice Areas: Daralyn Durie is one of the nation's preeminent trial lawyers with significant experience litigating high-stakes disputes on behalf of

leading innovators in the technology and life sciences sectors. Daralyn draws on decades of experience serving as lead counsel in complex matters and securing successful outcomes in major litigation. Her recent notable wins include securing a defense verdict for Aptiv in a hotly contested patent case and scoring three back-to-back wins in the first post-COVID in-person jury trials. Daralyn acts as go-to trial counsel for both plaintiffs and defendants. She has obtained a plaintiff-side jury verdict of \$178 million in a patent infringement case involving melanoma therapy, and she has led the enforcement of Genentech's Cabilly family of patents, which generated billions of dollars in licensing revenue. Daralyn has also won defense verdicts in major cases involving copyright or trademark infringement claims for Google, Redbubble, and Activision Blizzard.

DUROSS, Charles

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Featured in FCPA (USA - Nationwide), Litigation (District of Columbia)

Practice Areas: FCPA

Career: Charles "Chuck" Duross serves as global co-chair of Morrison & Foerster's Investigations + White Collar Defense Practice Group and is a co-leader of its FCPA and Global Anti-Corruption practice. With more than twenty-three years of experience principally focused on white collar cases, Chuck's practice has an emphasis on complex white collar criminal matters, including internal corporate investigations, representing special committees, compliance counseling, due diligence regarding third parties and business transactions, and defense of clients before government enforcement agencies and multilateral investment banks. Chuck has handled cases and overseen investigations in dozens of countries. As a veteran trial attorney, Chuck has a proven track record in the courtroom in high-profile, high-stakes trials. Dubbed "Mr. FCPA" in The Washington Post, Chuck is routinely recognized in various rankings and publications as a leading attorney in white collar criminal defense, with a particular specialty in FCPA and foreign corruption cases.

Personal: J.D., University of Michigan Law School; B.A., University of Michigan

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Shay Dvoretzky is a U.S. Supreme Court and appellate advocate. He has argued 19 cases before the Supreme Court, and scores more in appellate courts nationwide. His work has spanned many substantive areas, including constitutional and administrative law, antitrust, arbitration, bankruptcy, labor and employment, ERISA, tax, telecommunications, secu-

rities, preemption, energy, intellectual property, federal Indian law, and criminal defense, as well as various complex statutory questions. He also leverages his appellate experience to counsel clients on key strategic issues at the trial level, brief and argue dispositive motions with an eye toward appeal, and bring constitutional and statutory challenges to federal, state, and local laws.

Career: Law Clerk, Justice Antonin Scalia, U.S. Supreme Court (2001-02); Law Clerk, Hon. J. Michael Luttig, U.S. Court of Appeals for the Fourth Circuit (2000-01); J.D., Yale Law School, 2000; B.A., Yale University, 1995

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Featured in Insurance (USA - Nationwide), Insurance (New York)

See under New York for profile.

DWYER, Thomas P

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Featured in Startups & Emerging Companies (USA - Nationwide)

Career: Entrepreneurs and their companies (including emerging technology companies and family owned businesses), private equity sponsors, growth equity and venture capital investors, and public and private companies turn to Tom for strategic, practical counsel regarding mergers and acquisitions, growth equity and venture capital financings, technology matters, and outside general counsel guidance. Tom advises clients through the execution of mergers and acquisitions, including private equity, and growth equity venture capital transactions. He also serves as outside general counsel to several emerging, middle market, and public companies who rely on him for general corporate matters and for coordinating additional firm resources as necessary and at all points of a company's life cycle. Tom works with clients across many industries, including various areas of technology (SAAS/cloud software, predictive analytics, machine learning and big data, blockchain/crypto/NFT's, industrial technology, augmented reality, ecommerce and internet services, energy technology, health care information technology, 3D printing, fintech (including wealth management and payment technologies), geospatial/aerospace/defense related technologies), energy, natural resources and infrastructure, health care, life sciences (including medical devices and biologics), manufacturing, business services (including advertising and legal services), food and beverage, and gaming.

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Featured in Insurance (USA - Nationwide), Insurance (New York)

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Ryan Dzierniejko represents companies across a wide range of industries in their most important capital markets transactions, from venture capital financings for “unicorns” to complex acquisition financings for the Fortune 100. Mr. Dzierniejko has significant experience leading high-profile IPOs for innovative and disruptive companies looking to access the U.S. capital markets. He also represents issuers and investment banks in offerings of debt securities (both high-yield and investment-grade), restructurings and other significant corporate transactions, and advises on corporate governance, investor relations and stock exchange matters. He has advised on a number of “unicorn” venture capital financings and regularly counsels late-stage private companies on IPO preparation and strategy.

Personal: J.D., Osgoode Hall Law School, 2005 (Gold Medalist); B.A., Queen's University, 2002

EADES, Deborah

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Ms. Eades has extensive experience in all aspects of mutual fund, closed-end fund and investment adviser regulation and compliance, including product design, U.S. federal and state registration, representation of fund boards, portfolio compliance, derivative instruments, affiliated transactions and general regulatory matters. Ms. Eades has represented clients on a broad range of matters, including: Led series of open-end fund reorganizations to integrate acquired fund complex Lead partner on series of complex, multiple-fund reorganizations of closed-end funds with multiple forms of leverage Handling all aspects of the formation of new registered investment companies, private funds (including hedge funds) and investment advisers Advising investment companies and investment advisers on all aspects of ongoing compliance matters including drafting and reviewing compliance policies and procedures, developing compliance programs for investment companies and investment advisers and assisting clients in annual compliance reviews Representing mutual fund clients in structuring complex target date and protected NAV products, including negotiations of guarantees, warranties and put structures Representing closed-end funds in initial public offerings, debt offerings, preferred stock offerings, commercial paper conduits and other leveraged financings, including leading an innovative initial public offering and subsequent offerings for a closed-

end fund investing in master limited partnerships in the energy infrastructure industry Counseling fund clients on all aspects of board administration and meeting preparation and advising fund boards of directors on fiduciary duties and conflicts of interest, oversight responsibilities and other fund governance matters Performing “mock” SEC examinations and independent consultant reviews, including mock examinations of investment advisers to hedge funds and other alternative investment products Counseling clients in connection with preparing for, and responding to, SEC examination requests Prior to joining Vedder Price, Ms. Eades served as Associate Counsel and Assistant Vice President with Janus Capital Corporation in Denver. She has served on various industry committees, including the Investment Company Institute's Rules Committee and Electronic Commerce Working Group. Ms. Eades regularly speaks at industry conferences on mutual fund, investment adviser and hedge fund regulation.

Professional Memberships: Member, Chicago Bar Association (Former Chair, Investment Company Subcommittee)

EATON, Alice Belisle

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

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EBERHARDT, Robert

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Featured in Offshore Energy (USA – Nationwide), Projects (USA – Nationwide)

Practice Areas: Rob Eberhardt's practice focuses on the North American energy and infrastructure sector, in particular on renewable energy and energy transition matters. His clients include private equity sponsors and their portfolio companies, strategics and lenders, and he advises on debt finance, tax equity, tax credit transfers, acquisitions and dispositions, project development and commodity hedging. He has significant experience with a wide range of transaction types involving onshore and offshore wind, solar, conventional power, storage, transmission and other assets.

Personal: New York University School of Law, J.D., 2006; Harvard University, M.F.S., 2001; Swarthmore College, B.A. (High Honors), 1998

ECKLAND, Todd W

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Featured in Energy & Natural Resources (USA – Nationwide)

Career: Has more than 30 years of experience representing investment banks and public and private companies in capital markets transactions. Successfully guided clients through more

than 250 public offerings of investment grade and high-yield debt securities, preferred and common stock and other hybrid securities, most notably in the energy, technology and life science sectors. Also advises on project financings, private placements and strategic investments, as well as on corporate governance matters, including policies and strategies to respond to changes in regulation.

Personal: J.D., Columbia University School of Law, 1986; B.S., University of Minnesota, summa cum laude, 1983

ECKSTEIN, Kenneth H

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

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EDDINGTON, Zachary

Latham & Watkins LLP, Washington, DC

Featured in International Trade (USA – Nationwide)

Practice Areas: Zachary Eddington's practice focuses on national security reviews before the Committee on Foreign Investment in the United States (CFIUS) and complex commercial litigation. In his CFIUS practice, Mr. Eddington has represented clients in several filed cases and has frequently advised clients on whether CFIUS has jurisdiction to review transactions and whether filings are required or advisable. He also has experience assisting clients with the negotiation and implementation of mitigation agreements and responses to inquiries regarding transactions for which filings were not made. In his litigation practice, Mr. Eddington has drafted or contributed to numerous briefs about a range of constitutional, statutory, and administrative law issues. He also has experience with various aspects of discovery. Mr. Eddington clerked for Judge Jerry Smith of the US Court of Appeals for the Fifth Circuit. Before law school, he served as an intelligence analyst for the US Department of Defense in Washington and Baghdad.

EDWARDS, Christina C

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Featured in Outsourcing (USA – Nationwide)

Practice Areas: Christina Edwards counsels clients on all aspects of outsourcing and technology matters, including managing high-volume technology transactions. As a member of the global technology and outsourcing practice, Christina assists clients with preparing and negotiating information technology and business processing transactions, as well as drafting commercial contracts, licensing and technology agreements. She has extensive experience working on a broad range of cutting-edge technology matters. In addition, Christina's corporate background brings a distinct

skillset to her practice, allowing her to adeptly advise clients on how commercial contracts and outsourcing arrangements may intersect with other important aspects of their businesses. Christina has advised clients on several outsourcing transactions with multiple service providers, including application support services, network services, procurement services, human resources services, and finance and accounting services. She also drafts and negotiates various commercial contracts, including software and technology license agreements, maintenance and support agreements, master services agreements, and confidentiality and non-disclosure agreements.

EGAN, Brian

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Featured in International Trade (USA – Nationwide)

Practice Areas: Represents U.S. and international clients on a broad range of cross-border national security issues, including CFIUS and other national security investment reviews, export controls, U.S. economic sanctions, anti-money laundering programs, cross-border disputes, international cybersecurity and data privacy matters, and public international law matters. Mr. Egan has advised on CFIUS reviews for clients spanning a wide range of business sectors and jurisdictions, including Asia, Europe and the Middle East. He also has counseled on numerous export controls issues, including compliance, classification, licensing, enforcement and related due diligence. Additionally, he has significant experience working with clients on sanctions compliance and risk mitigation, civil and criminal enforcement matters, and “blacklisting” issues.

Career: U.S. Department of State: Legal Adviser (2016-17) and Attorney-Adviser (2005-09); White House National Security Council: Deputy Assistant and Deputy Counsel to the President (2013-16), Special Assistant and Associate Counsel to the President (2011-12) and Deputy Legal Advisor (2009-11); U.S. Department of the Treasury: Assistant General Counsel for Enforcement and Intelligence (2012-13); J.D., University of California, Berkeley School of Law; B.A., Stanford University

Professional Memberships: Standing Committee on Law and National Security, American Bar Association; Advisory Board, Just Security; Counselor, American Society of International Law; American Law Institute; Department of State Advisory Committee on Public International Law; Advisory Board, Tech, Law & Security Program, American University Washington College of Law; General Counsel's External Advisory Board, Central Intelligence Agency

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Featured in Startups & Emerging Companies (USA – Nationwide), Corporate/M&A (Massachusetts), Technology (Massachusetts), Private Equity (Massachusetts)
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Artificial Intelligence Bank Regulatory Consumer Financial Services Cybersecurity Digital Assets Economic Sanctions and Financial Crime Financial Services Financial Services Capital Markets Financial Services Mergers & Acquisitions Fintech Mergers & Acquisitions National Security Privacy Private Equity

Career: Partner since 1996. Mitch Eitel is Managing Partner of our Financial Services Group and a member of the Firm's Management Committee. He has a broad practice covering the needs of our financial services clients, focusing largely on mergers and acquisitions as well as governance and other corporate, securities and regulatory aspects of transactional matters for banks, asset managers, insurers, broker-dealers, finance and financial technology companies. Mr. Eitel has worked on many of the largest, most complex transactions in the financial services industries, including the major transactions of the financial crisis. In addition to transactional work, Mr. Eitel works with our financial services clients on a wide range of regulatory and enforcement matters. These have included subjects such as resolution planning, anti-money laundering, consumer compliance, cybersecurity and other areas of regulatory scrutiny. Law360 has stated that Mr. Eitel "has for years been one of the banking bar's preeminent voices." Mr. Eitel is a frequent speaker and panelist, particularly in the areas of financial services M&A, regulation and enforcement. He is a member of The American Law Institute and serves as legal counsel to the Archaeological Institute of America.

Professional Memberships: American Bar Association Fellow, American Bar Foundation American Law Institute New York City Bar Association Member, American Law Institute Legal Counsel, Archaeological Institute of America
Personal: Columbia (JD, 1987; AB, 1984).

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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (New York), Media & Entertainment: Litigation (New York)

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Featured in International Trade (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/richard-s-elliott>

ELLIOTT, Scott A.

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Featured in Occupational Safety and Health (USA – Nationwide)

Practice Areas: Scott Elliott advises a wide range of clients on environmental, health and safety issues. Scott routinely counsels clients in the chemical and energy industries on matters involving major industrial accidents, crisis response, process safety incidents and workplace fatalities. Scott counsels clients with regards to compliance obligations under the U.S. Environmental Protection Agency (EPA)'s Risk Management Program (RMP) regulations issued under the Clean Air Act (CAA), and Process Safety Management (PSM) program regulations by the Occupational Safety & Health Administration (OSHA). He routinely counsels clients on conducting internal investigations. Additionally, Scott also advises clients on enforcement matters involving the Bureau of Safety and Environmental Enforcement (BSEE). Scott has helped clients respond to investigations by OSHA, the EPA, the Chemical Safety Board (CSB), the Department of Justice (DOJ), the BSEE and state regulatory agencies. Scott also counsels companies on environmental, health and safety (EHS) culture and the management of process safety. He routinely advises energy companies on emerging regulatory requirements and systems for overseeing EHS performance.

Professional Memberships: State Bar of Texas In 2019, Scott was selected to sit on Law360's Environmental Editorial Advisory Board.

Personal: J.D., The University of Texas School of Law 2008; B.B.A., Finance, The University of Texas 2005

ELLIS, Emmett (Bud)

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Works with both regulated and non-regulated entities in the global power markets. Represents energy companies and investment banks in public and private capital markets transactions. Also represents corporate clients in the acquisition and divestiture of energy companies and energy assets in the United States and the United Kingdom.

Professional Memberships:

American Bar Association, Vice Chair of the Finance, Mergers and Acquisitions Committee of the Section of Infrastructure and Regulated Industries.

Personal: BA, University of Oklahoma, 1975. JD, Yale Law School, 1978.

ELLIS, Jonathan

McGuireWoods LLP, Richmond
Featured in Appellate Law (USA – Nationwide)

Practice Areas: Jonathan Ellis co-chairs McGuireWoods' appeals and issues practice. Mr. Ellis focuses his practice on designing and executing winning legal strategies in appeals and high-stakes litigation. Mr. Ellis has argued nine cases before the U.S. Supreme Court and filed more than 150 briefs at the merits and certiorari stages before the Court. He has argued appeals and dispositive motions in other federal courts and state courts across the country. He has significant experience nationally in assisting clients in formulating appellate strategy, both in pending appeals and at the trial court level before judgment. And he has challenged and defended federal agency actions at every level of the federal judiciary. Mr. Ellis' experience includes copyright, trademark, and patent law, constitutional law, administrative law, securities regulation, and commercial disputes. Before joining McGuireWoods, Mr. Ellis served as an Assistant to the Solicitor General in the Office of the Solicitor General at the U.S. Department of Justice, where he represented the federal government before the U.S. Supreme Court. Earlier in his legal career, Mr. Ellis clerked for Chief Justice John G. Roberts, Jr., at the U.S. Supreme Court and for Judge A. Raymond Randolph at the U.S. Court of Appeals for the D.C. Circuit.

ELLIS, Matteson

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Featured in FCPA (USA – Nationwide)

Practice Areas: Complex internal investigations and corporate compliance, including FCPA/international anti-corruption, business and human rights, workplace conduct violations, and World Bank and Inter-American Development Bank fraud and corruption investigations and sanctions/debarment proceedings, with a focus on the Americas.

Career: Litigation Specialist and Investigator, The World Bank Integrity Vice Presidency; Latinex's Top-100 Lawyers in Latin America; Global Investigations Review 40 Under 40.

Professional Memberships:

Co-Founder and Board of Trustees Chairman Emeritus, The School for Ethics and Global Leadership, Washington, DC.

Publications: Author, "The FCPA in Latin America," 2016.

Personal: Spanish and Portuguese fluency; JD, Georgetown Law Center, cum laude, 2004; BA, Dartmouth College, 1997.

ELLISON, Eldora L

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Featured in Life Sciences (USA – Nationwide), Intellectual Property (District of Columbia)

See under District of Columbia for profile.

ELROD, Eugene R

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Eugene R. Elrod (Gene) concentrates primarily on federal and state regulation of the production, transmission and distribution of natural gas, crude oil, and petroleum products. His experience includes domestic and international transactions involving oil, natural gas and other natural resources. He has tried cases for clients at the Federal Energy Regulatory Commission, in state courts and before state regulatory commissions and arbitration panels, and he has briefed and argued cases in both federal and state appellate courts.

Professional Memberships: American Bar Foundation, Life Fellow

Personal: JD, Emory University School of Law, 1974; AB, Dartmouth College, cum laude, 1971

EMMEL, Heather

Weil, Gotshal & Manges LLP, New York
Featured in Capital Markets (USA – Nationwide)

Practice Areas: Heather Emmel is a partner in Weil's Capital Markets practice and primarily represents private equity and corporate clients globally in debt offerings (including high-yield debt, mezzanine debt, and investment grade debt), equity offerings (including IPOs and SPACs), and other capital markets transactions across a variety of industries. She has wide-ranging experience in acquisition and leveraged finance transactions, cross-border, and other complex securities offerings. She also represents issuers and investment banks in structuring and executing innovative liability management transactions. Clients include Advent, American Securities, Brookfield, CBL Properties, Centerbridge, GameStop Corporation, Getty Images, The Gores Group, and Providence Equity.

Personal: UC Santa Barbara (B.A., 1992); Southern Methodist University Law (J.D., magna cum laude, 1998); San Jose State University (M.S.T., 1998).

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Featured in REITs (USA – Nationwide), Corporate/M&A (New York)

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Featured in Insurance (USA - Nationwide), Insurance (District of Columbia)

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ENGLISH, Julia

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Julia D. English represents both electric and natural gas industry participants in regulatory matters, transactional matters and project development and finance. She represents clients in administrative and adjudicative proceedings before the U.S. Federal Energy Regulatory Commission, the Energy Department and the State Department, as well as before state regulatory commissions. Julia regularly advises energy clients with respect to transaction matters, including mergers, acquisitions and reorganizations; project development; energy supply arrangements; and financing transactions. She negotiates and drafts a variety of commercial agreements for the electric and natural gas industries relating to power purchases, tolling, interconnection, energy management, operation and maintenance, fuel supply and transportation, and more.

ERFLE, Nancy

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Product & General Liability Drug & Medical Device Environmental/Toxic Tort Automotive Litigation & Autonomous Vehicles

Career: Ranked by Chambers since 2019, Nancy Erfle is Practice Group Leader for the Drug & Medical Device practice group at GRSM and currently serves on the firm's Executive Committee. Her practice is focused on litigation, specifically the defense of manufacturers in the area of drug and medical device, toxic tort, automotive and complex mass torts. Nancy has served on national litigation teams and as lead local and regional counsel for manufacturing, pharmaceutical and medical device clients on many cases, including several mass tort cases. Currently, she is serving as lead National Trial and Coordination Counsel for a manufacturer of baby food in litigation pending in multiple state and federal courts throughout the country. She served in that same role for a supplier of raw material, including trying some of the first matters to verdict. Nancy also has class action experience in both consumer fraud and securities matters. She has extensive state and federal court jury trial experience, defending her clients in all types of product liability claims

throughout the country. Nancy was the IADC Trial Academy Director for the 2019 Trial Academy for the International Association of Defense Counsel, which was held at Stanford University Law School. She served as Director-Elect for 2018 and was a member of the teaching faculty in 2007. She also serves as an adjunct professor for Lewis & Clark Law School's Aviation Seminar. Nancy was selected as a Law360 2017 Product Liability MVP, one of only five attorneys in the nation to receive that recognition. She is recognized among the leading practitioners in the county by Chambers USA for her defense of pharmaceutical and medical device manufacturers, automotive manufacturers, agricultural chemical manufacturers, aviation manufacturers, as well as companies involved in commercial disputes. In 2004, Nancy was selected as a recipient of The Portland Business Journal's "Forty Under 40" Award, an honor which recognizes the 40 most accomplished, influential, and civic-minded young executives in Portland. Since 2006, Nancy has been named an Oregon "Super Lawyer" by Law & Politics magazine, a peer-elected distinction bestowed upon only the top five percent of all attorneys in the state of Oregon. In 2007, she was named one of the "100 Most Powerful Women" by Northwest Women's Journal. Nancy has been listed in The Best Lawyers in America since 2010 for her work in Product Liability Litigation and named an Oregon Litigation Star by Benchmark Litigation. Since 2012, she has been consistently named in the Top 250 Women in American Litigation by Benchmark Litigation.

Professional Memberships: International Association of Defense Attorneys (IADC), Board of Directors Product Liability Advisory Council (PLAC), sustaining member Defense Research Institute American Bar Association, Litigation Section Oregon Association of Defense Counsel

ERICSON, John C

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: John Ericson is a Corporate Partner with wide-ranging expertise across debt and equity capital markets offerings, corporate governance and general corporate matters. Advises underwriters and issuers on a variety of high yield and investment grade debt offerings, IPOs, secondary offerings, and acquisition finance transactions and restructurings. His transactional work spans several industries, including the healthcare, tech, consumer/retail, automotive, industrial and travel/hospitality sectors. Offers deep experience from over two decades of guiding complex domestic and cross-border transactions through economic and industry cycles.

Career: Joined the Firm in 1997; Partner in 2007.

Personal: J.D., Yale Law School (1997); B.A., Amherst College, Phi Beta Kappa (1993).

ERLICHMAN, Ron

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Featured in Projects (USA - Nationwide)

Practice Areas: Ron Erlichman focuses his practice on all phases of the development and financing of energy and infrastructure projects, including renewable energy and energy transition projects, thermal power generation facilities, transmission facilities, chemical and petrochemical facilities, terminals, transportation projects, hospitality and social infrastructure projects and sports and entertainment venues. Ron also advises on matters related to the acquisition and disposition of these projects and various interests therein, including tax equity investment in renewable projects. His clients include lenders, sponsors, private investment funds and developers. Ron is recognized in Chambers USA 2023 for Projects.

Professional Memberships: Ron served on Law360's Project Finance Editorial Advisory Board in 2018 and 2019. Ron is recommended by The Legal 500 United States in Project Finance: Advice to Lender (2017 - 2019), Project Finance: Advice to Sponsor (2017 - 2019), Energy: Renewable/Alternative Power (2018 - 2019) and Energy Transactions: Conventional Power (2018). He was noted for his cross-border work in Projects, Energy and Natural Resources: Power in the 2017 edition of The Legal 500 United Kingdom and has also been recognized in the 2018 and 2019 editions of the IFLR1000 Financial & Corporate Guide. In 2018, Ron received the Law360 MVP award in Project Finance. Prior to joining Linklaters, Ron was a partner and co-chair of the project finance group at another global law firm.

ESCUE, Michael T

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Artificial Intelligence Bank Regulatory Financial Services
Career: Partner since 2007. Michael Escue is a member of the Firm's Financial Services Group with a primary focus in the areas of banking regulation and supervision. He serves as the Associate Development Partner for the Financial Services Group with the responsibility for staffing and training associates. He advises numerous U.S. and non-U.S. banks and other financial institutions regarding U.S. banking laws and regulations, including those related to financial reform, investments, activities and mergers and acquisitions; merchant banking; affiliate transactions (Regulation W); insider transactions (Regulation O); initial entry into the United States by non-U.S. banks and international operations of U.S. banks (Regulation K); and enforcement matters. Mr. Escue represents institutions

with both federal and state bank regulatory agencies including the Board of Governors of the Federal Reserve System, Federal Deposit Insurance Corporation, Office of Comptroller of the Currency and the New York State Department of Financial Services.

Professional Memberships: American Bar Association New York City Bar Association

Personal: West Virginia University Law School (JD, 1998); West Virginia University (BS, 1992).

ESMAILI, Ranah L

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Featured in Securities (USA - Nationwide)

Practice Areas: RANAH ESMAILI is a member of the firm's global Securities Enforcement and Regulatory practice. Ranah's practice focuses on representing private fund managers, registered fund advisers and trustees, investment advisers to individuals and separately managed accounts, and broker dealers in regulatory and government investigations and examinations. She also provides advice and counseling to clients on a wide range of securities regulatory matters, including conflicts of interest and disclosure, fees and expense practices and disclosure, mutual fund share class selection and disclosures, material non-public information, off-channel communications, and ESG disclosures and compliance.

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Featured in Life Sciences (USA - Nationwide), Healthcare (District of Columbia)

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Featured in Mining & Metals (USA - Nationwide), Projects (USA - Nationwide)

Practice Areas: Credit & Leveraged Finance; Capital Markets; Project Development & Finance; Corporate Governance; Energy & Natural Resources; Energy Transition; Environmental, Social and Governance (ESG); Financial Services; Bank Regulatory; Foreign Investments and Trade Regulations; Mergers & Acquisitions; Private Equity; Infrastructure; Mining & Metals; Oil & Gas; Australia/New Zealand; Latin America; Healthcare & Life Sciences; Consumer & Retail

Career: Co-head of the Firm's Credit and Leveraged Finance practice. Particular expertise in debt and equity capital markets transactions (SEC-registered and Rule 144A), acquisition finance, both for private equity and strategic, leveraged financings, secured and unsecured credit agreements, including revolvers, ABL and bridges, and high yield financings. Capital markets experience includes a variety of structured debt instruments, hybrid capital,

convertibles and preferred stock, initial public offerings, secondary offerings and government privatizations. Represented issuer and borrower clients in a variety of industries, including mining and oil & gas, telecommunications, financial institutions and industrial, as well as a number of underwriter and lender clients. Experienced in private mergers and acquisitions, joint ventures and natural resource-based project finance.

Personal: New York Law School (JD, 1995); University of Buffalo (BS, 1986)

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Featured in Projects (USA – Nationwide)

Practice Areas: Roland Estevez is a Partner in the New York office of Milbank LLP and a member of the firm's Global Project, Energy and Infrastructure Finance Group. Mr. Estevez's practice is primarily focused on the representation of financial institutions, multi-nationals and developers across a broad spectrum of sectors, including power (focusing on renewable energy and energy transition), infrastructure (digital, transportation and social) and oil and gas throughout the Americas. Mr. Estevez speaks Spanish natively. He received a business degree in Economics from the University of South Florida and a law degree from the Hofstra University School of Law where he was a member of the Hofstra Law Review. He is listed as a leading project finance lawyer in Chambers Latin America (Projects), Chambers USA (Expert in Projects) and the The Legal 500.

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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Miguel Estrada represents clients in federal/state courts and international arbitrations. He has handled 24 cases before US Supreme Court, under False Claims Act, patent, bankruptcy and criminal law, RICO, and ERISA. He has extensive Supreme Court experience includes lead counsel (Comcast v. NAAO, Coventry Health v. Nevils, NLRB v. Canning, LabCorp v. Me-tabolite, Aetna v. Davila, Conrad Black v. United States, Comcast v. Behrend) and part of team (Bush v. Gore).

Career: Former Supreme Court Law Clerk; former Assistant, Solicitor General of US; former Assistant, US Attorney and Deputy Chief of Appellate Section, US Attorney's Office, Southern District of New York.

Professional Memberships: Trustee of Supreme Court Historical Society. Member, American Law Institute.

EVANS, Gareth T.

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: E-Discovery & Information Governance

Career: Gareth T. Evans, Partner at Redgrave LLP, is one of the nation's leading eDiscovery litigators and advisors. Over the course of his career, he has made hundreds of court appearances, taken and defended countless depositions, and counseled clients in significant and contentious disputes. Gareth's extensive experience spans a broad range of information law issues, and he counsels clients on practical and effective approaches to discovery strategy, including devising innovative approaches to privilege and confidentiality in matters. A passion for eDiscovery and information law drives Gareth's commitment to tackling challenging issues in the field, and he leverages his extensive knowledge and experience to steer complex litigation across various industries, including manufacturing, transportation, finance, healthcare, technology, and energy. His work as discovery counsel involves overseeing the investigation, preservation, and collection of relevant ESI, formulating technology assisted review strategies, defending review and production processes in court proceedings, and challenging the adequacy of the opposing party's processes. Gareth also leads teams in tackling complex privilege and confidentiality matters and employs strategic approaches to asserting and defending privilege claims and sealing confidential information, including trade secrets and other proprietary and sensitive information. His work related to privilege and confidentiality has resulted in numerous successful outcomes, including Gareth's work in a high-stakes healthcare antitrust and pricing litigation where all privilege claims were successfully defended and the judge upheld hundreds of sealing requests. Gareth works with clients to develop efficient strategies for challenging issues, often evaluating how technology can influence effective legal solutions. He appropriately scopes legal holds and evaluates and implements legal hold technology strategies, develops approaches for expedited and cost-effective search and review of large document populations, and is skilled in finding key facts early in litigation and investigations using technology-assisted review and other methodologies. Gareth also advises clients on defensible disposition, data remediation, and records retention policies and practices. He prides himself on his dedication to helping clients achieve optimal outcomes both inside and outside the courthouse. As a thought leader in the information law space, Gareth is a frequently published author and speaker on various eDiscovery and information governance topics. Chambers USA has recognized him as a leading lawyer in the field of E-Discovery and Information Governance for several years, and he is recognized by Who's Who Legal: Litigation in the area of eDiscovery. Prior to joining Redgrave LLP, Gareth was a partner at Gibson,

Dunn & Crutcher LLP for 20 years and a lawyer with the firm for 28 years, focusing on eDiscovery, information law, complex business litigation, securities litigation, insurance litigation, and governmental investigations. He was a founder and chair of the firm's eDiscovery and Information Law Practice Group and the lead author and editor of the firm's highly acclaimed eDiscovery Year-End and Mid-Year Reports. Gareth also served as a law clerk to the Hon. Gordon Thompson, Jr. of the United States District Court for the Southern District of California.

Professional Memberships:

Featured Professional Memberships
•Member, Steering Committee, The Sedona Conference® Working Group on Electronic Document Retention and Production Working Group 1
•Member, The Sedona Conference® Working Group on International Electronic Information Management, Discovery, and Disclosure Working Group 6
•Member, The Sedona Conference® Working Group on Data Security and Privacy Liability Working Group 11
•Board Member, Ninth Judicial Circuit Historical Society

Publications:

Selected Publications
•“The Sedona Conference TAR Case Law Primer, Second Edition, The Primer” (The Sedona Conference Working Group 1) (May 2023) (Served on Drafting Team)
•“Privilege Logs: Mitigating The Burden of Privilege Logging While Improving Usefulness” (Washington Legal Foundation) (March 17, 2023) (with Ted Hiser)
•“Supremes Bury Privilege Case After Oral Argument” (Legaltech News) (February 7, 2023) (with Daniel Zagoren and Ana Cabassa-Torres)
•“The Sedona Conference® TAR Case Law Primer, Second Edition” (February 2023) (public comment version) (drafting team member)
•“Texas Supreme Court Rejects Overbroad Discovery of Cell Phone Data” (Legaltech News) (January 10, 2023)
•“E-Discovery Trends in 2022” (Westlaw Today) (December 16, 2022)
•“Supreme Court to Resolve Circuit Split Regarding Attorney-Client Privilege” (Legaltech News) (October 25, 2022) (with Ted Hiser)
•“Steps Companies Can Take to Mitigate Privilege Labeling Risk” (Law360) (June 14, 2022) (with James Hertsch)
•“A Tale of Two Cases: TAR Trouble Arises From ESI Protocol” (Legaltech News) (January 2021) (The Legal Intelligencer 2021 E-Discovery Special Section March 2021)
•“6th Circ. Opioind Opinion On Federal Rules Helps Cos. In MDLs” (Law360) (May 11, 2020) (with Nick Snively)
•“The Sedona Conference® Primer on Social Media – Second Edition” (February 2019) (drafting team member and Working Group 1 Steering Committee Liaison)
Recent Speaking Engagements
•Panelist, “Two’s Company, Three Can Be a Waiver: Preserving Privilege in an Increasingly Collaborative World,” Annual EDI Leadership Summit (October 2023)
•Moderator, “Drafting Team Report: Discovery of Modern Communications and Collaboration Platforms,” The Sedona Conference Working Group 1 (WG1) (October 2023)
•Panelist, “Standing at

the Edge of Privilege,” American Bar Association’s 17th Annual National Institute on E-Discovery (May 2023)
•Panelist, “The Sedona Conference TAR Case Law Primer, Second Edition,” The Sedona Conference Webinar (March 16, 2022)
•Presenter, “Mobile Device Forensics and Case Development,” 2022 Virtual Hawaii State Bar Association Annual Bar Convention and Annual Meeting (October 12, 2022)
•Presenter, “California Roundtable – A Discussion of the 2020 changes to handling eDiscovery under California law,” San Diego Paralegal Association and ACEDS Orange County Chapter’s eDiscovery Summer Refresher 2.0 Virtual Conference (August 2021)
•Panelist, “Working Group 1 Virtual Town Hall on Technology Assisted Review (“TAR”),” The Sedona Conference® Virtual Town Hall (March 2, 2021)
•Panelist, “AI and Privilege Review Today – and Tomorrow,” Corporate Counsel Business Journal CLE Webinar Panel (February 24, 2021)
•Panelist, “Demystifying AI – Robotic Process Automation (“RPA”) – Machine Learning, Deep Learning, Neural Networks and Natural Language Processing (“NLP”),” Corporate Counsel Business Journal Inner Circle E-Discovery Event (December 9, 2020)
•Panelist, “Ephemeral Messaging – Navigating Risk Amid Increasing Adoption,” Redgrave LLP Webinar (January 2019)
•Panelist, “Legal Holds 2.0 – Modernizing Your Legal Holds,” Redgrave LLP Webinar (December 2019)
•Moderator, “Litigating at the Intersection of Sedona Principle 6 and Cooperation and Transparency: Guidance on How to Find the Right Balance,” The Sedona Conference® Working Group 1 Annual Meeting (Los Angeles, California; October 25, 2018)
•Panelist, “eDiscovery Trends and Recent Developments: What You Need to Know,” Redgrave LLP Webinar (October 23, 2018)
•Panelist, “Sedona: IG Pros Can Be Proportionality Super Heroes!” ARMA Live! 2018 Conference (Anaheim, California; October 22, 2018)
•Speaker, “Authentication and Admissibility of Social Media Evidence,” Webinar, The Sedona Conference® Social Media Primer – Second Edition (August 8, 2018)

EWING, Kevin

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Featured in Offshore Energy (USA – Nationwide), Environment (District of Columbia)

Practice Areas: Advises chiefly energy and infrastructure companies pursuing development projects, federal authorizations or changes in agency policy, as well as responding to federal enforcement and incident investigations. Mainly represents clients involved in offshore wind development, natural gas and liquids pipelines, LNG, power transmission and specialty chemicals. Frequently involved in efforts to improve federal policies governing infrastructure projects and related permitting and agency reviews. An area

of special focus is environmental corporate disclosure, including shareholder demands and governmental inquiries (including under the Martin Act) about climate change and hydraulic fracturing. Advises publicly traded energy companies on mandatory reporting, environmental demands of shareholders, sustainability reporting and related litigation and policy issues.

Career: Women's Council on Energy and the Environment Past Chair, Advisory Council; Washington Institute of Foreign Affairs; America Speaks Former Member, Board of Directors; Decatur House of the National Trust for Historic Preservation Former Member, Board of Directors

Professional Memberships: District of Columbia Bar Association, Maryland Bar Association

Personal: LLM, University of Heidelberg, 1993; JD, Georgetown University Law Center, 1991; BA, Yale University, 1988, cum laude

EZRING, Gregory

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Featured in Banking & Finance (New York), Capital Markets (USA - Nationwide)

See under New York for profile.

FABENS, Andrew

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Andrew represents issuers and underwriters in public and private corporate finance transactions, in both U.S. and international markets. His experience encompasses IPOs, follow-on offerings, investment grade, high-yield and convertible debt offerings and offerings of preferred, hybrid and derivative securities. Andrew regularly advises companies and investment banks on corporate and securities law issues, including spin-offs, M&A financing and other capital planning, liability management, disclosure and reporting under U.S. securities laws, as well as governance issues and stock exchange listings. His clients span emerging growth to multinationals; industries include consumer retail, healthcare, hospitality and tech.

Personal: JD, Columbia Law School (2000); BA, University of Michigan (1989).

FAGAN, David N

Covington & Burling LLP, Washington, DC
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Featured in International Trade (USA - Nationwide)

Practice Areas: David Fagan co-chairs the firm's top ranked practice on cross-border investment and national security matters, including reviews conducted by the Committee on Foreign Investment in the United States (CFIUS), foreign ownership, control or influence

reviews (FOCI) under U.S. national industrial security regulations, and national security, public safety and law enforcement reviews conducted by the "Team Telecom" agencies. Mr. Fagan is widely recognized for his leading role in securing U.S. government approval for among the most complex, bet-the-company M&A matters across a range of industries. Mr. Fagan also has testified before a Congressional commission regarding US national security, trade and investment matters with China. Mr. Fagan also co-chairs the firm's Data Privacy and Cybersecurity practice, in which he focuses on preparing for and responding to data security breaches and cyber-based attacks on enterprise networks and systems.

FAGELL, Steven

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Featured in FCPA (USA - Nationwide), Litigation (District of Columbia)

See under District of Columbia for profile.

FAHEY, Sean P

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Featured in Healthcare (Pennsylvania), Products Liability (USA - Nationwide)

See under Pennsylvania for profile.

FAILLA, John E.

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Featured in Insurance (USA - Nationwide), Insurance (New York)

Practice Areas: John Edward Failla is a partner in Proskauer's Insurance Recovery & Counseling Group. With more than twenty years of experience focusing on insurance recovery for business policyholders, John has the practical and legal experience to assist clients in managing business risks and solving business problems. John has helped clients recover more than 2.5 billion dollars from their insurers through litigation, alternative dispute resolution or negotiation in some of the most significant insurance matters involving a wide range of issues, including: -directors' and officers' liability, securities, and corporate governance matters, such as the AT&T coverage litigation - mutual fund market timing and sales practices claims - complex financial fraud recoveries - losses related to the global economic crisis, such as auction rate securities and the Madoff fraud - environmental, toxic tort, and products liability, such as the Exxon Valdez insurance litigation - property and business interruption claims arising from the September 11 terrorist attacks - secondary life insurance transactions - computer and electronic crime claims - privacy, cyber-risk, and data security claims Although he has handled claims under nearly every type of policy and against every major insurer, John has particular experience handling financial institution insurance

matters. He regularly represents banks, securities broker-dealers, underwriters, asset management firms, mutual fund complexes, private equity firms, venture capital groups and hedge funds, as well as corporate officers and directors and securities issuers. John has pursued claims on behalf of a number of financial institutions under directors and officers' and errors and omissions policies, as well as fidelity bonds, commercial crime policies and electronic and computer crime policies. Counseling: In addition to policyholder advocacy, John also advises and counsels clients on risk management and underwriting issues, including drafting and negotiating insurance policy language, insurance audits and historical program reconstruction, and structuring commercial and captive insurance programs. John regularly advises members of corporate boards and corporate officers on emerging liability risks and ways to improve their insurance coverage. He assists clients with insurance and indemnification issues in connection with corporate transactions by performing insurance due diligence, potential exposure and insurance recovery valuation and modeling, preparing risk transfer, insurance and indemnity provisions in stock and asset purchase and sale agreements, and advising clients regarding insurance transfer and succession issues. John has negotiated special insurance programs and drafted insurance policies intended to cover unique and emerging risks, such as specialty environmental policies and transaction-specific programs. John regularly advises insurance risk managers on all aspects of insurance risk management, including annual insurance program and policy wording reviews, program structure, captives, specialty insurance coverages, analysis of emerging risks, and indemnification provisions. In addition, John is a frequent speaker and writer on insurance coverage issues. He currently serves on the Editorial Board of Insurance Law 360 and is leading a panel at the Risk Insurance Management Society (RIMS) Annual Conference called "E&O Insurance: Your Best Friend In The Economic Crisis."

FAIRBANK, Robert

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Featured in Mediators (USA - Nationwide)

Practice Areas: See Firm profile

Career: After 37 years as a successful litigator and trial lawyer, Robert Fairbank established Fairbank ADR in 2014 as an Alternative Dispute Resolution entity that specializes in the mediation of multi-million dollar, complex civil matters, resulting in settlements of 7, 8 and 9 figure amounts. Bob has been praised by parties and counsel for his "extraordinary skills as a mediator" in "exercising outstanding professionalism, commitment, and patience necessary" to resolve the most difficult and protracted disputes in numerous practice areas and industries. Bob's

essential approach to mediation is relentless persistence to achieve a settlement through merits-driven, in-depth analysis of the legal and practical dynamics unique to each case, aided by a full-time attorney and Assistant Mediator, Kimberly West. Bob has been recognized as a Top Nationwide Mediator by Chambers USA since 2019, and is a member of the California Chapter of the National Academy of Distinguished Neutrals. In addition to his mediation practice, Bob has been an adjunct professor at USC Gould School of Law since 2004, teaching a Corporate Fraud seminar. He is also the co-author of California Practice Guide - Civil Trials and Evidence (Rutter Group), the leading treatise on California civil trial practice.

FALLON, Archie

Willkie Farr & Gallagher LLP, Houston
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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas)

See under Texas for profile.

FARHADIEH, Arash

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Arash Farhadieh is a partner in the Asset Management Department. Arash has extensive experience in advising private fund managers on all aspects of their business including structuring and formation of a wide range of domestic and international investment funds ranging from less than \$50 million to over \$20 billion in size, incentivization plans, management company arrangements, co-investment arrangements, and related regulatory compliance across a broad range of investment strategies, and geographic areas including U.S., Europe and Emerging Markets. Arash routinely advises sponsors on a broad range of strategic transactions, including continuation funds, fund recapitalizations and restructurings, strip sales, GP-level preferred equity investments, NAV facilities, GP stake sales, joint ventures and spin-out transactions.

Personal: MSC, London School of Economics and Political Science, 2008; LLB, University of New South Wales, 2001; BCom, University of New South Wales, 2001. Bar Admissions: New York, England & Wales, and New South Wales. See: <https://www.willkie.com/professionals/f/farhadieh%20arash>

FARMER, Alexandra

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Featured in Climate Change (USA - Nationwide), Impact Investing (USA - Nationwide)

Practice Areas: Alex founded and leads the Global ESG & Impact Practice Group at Kirkland & Ellis LLP. She advises private equity firms, banks and insurers, and public and private companies from a range of sectors on complex and evolving legal issues relating to ESG and sustainability-related investor

demands, regulatory requirements, strategic transactions, and investigations. Alex advises clients on a range of topics including sustainability regulation and disclosure, anti-ESG risks, impact investing, sustainability-linked financings, and climate and energy transition-focused funds, transactions and projects. She works with clients operating and investing in a range of sectors, including energy, technology, consumer services and products, and health care.

FARRAR, William

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Capital Markets Commercial Real Estate Environmental, Social and Governance (ESG) Financial Services Investment Management
Career: Partner since 2001. William G. Farrar is a member of the Investment Management, Capital Markets, Finance and Restructuring and Financial Services Groups of the Firm's General Practice Group. Mr. Farrar has extensive experience in corporate and securities matters involving a diverse group of financial institutions such as investment companies, insurance companies and broker-dealers in both a public and private setting, including, in particular, business development companies and registered investment companies, and regularly advises on non-transactional matters such as corporate governance and compliance. In addition, Mr. Farrar has broad experience outside the financial institutions area with property and mortgage REITs, as well as service, communications, manufacturing and other companies. Prior to joining Sullivan & Cromwell, Mr. Farrar worked as a certified public accountant in the New York City office of Deloitte, Haskins & Sells and as controller for a privately owned real estate investment group.

Professional Memberships: American Bar Association New York City Bar Association (Financial Reporting Committee)

Personal: Bernard M. Baruch College, BBA (1983); Fordham University School of Law, JD (1992)

FATULA, George

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Focuses on energy-related transactions, regulatory matters, projects, and controversies. Has extensive experience navigating the intersection of regulatory and commercial issues involved with the development and operation of major energy infrastructure projects. Regularly advises energy infrastructure project developers, operators, and investors in negotiating and drafting commercial agreements and transaction documents and steering through regulatory issues arising in the development, expansion,

or repurposing of pipeline, storage, export, and other infrastructure projects in addition to commercial agreements and regulatory issues arising in natural gas and liquids projects. Advises project developers and emitters in structuring and negotiating commercial arrangements underpinning carbon capture, transport, and sequestration projects. Also represents energy project developers and investors in commercial, transactional, and regulatory matters, including purchase and sale transactions, compliance matters, tariff and certificate proceedings, and contested matters. Experience includes counseling market participants on regulatory and commercial issues in the structuring and documentation of derivatives transactions.

Professional Memberships: Energy Bar Association, District of Columbia Bar Association, New York State Unified Court System

Personal: George Washington University Law School, J.D., 2007; University of Richmond, Bachelor of Arts, 2004

FAULK, Ginger

Eversheds Sutherland (US) LLP, Washington, DC
202-383-0981
gingerfaulk@eversheds-sutherland.com

Featured in International Trade (USA – Nationwide)

Practice Areas: Ginger Faulk is a highly experienced attorney with more than 20 years of experience in advising and representing multinational companies in cross-border trade and foreign investment matters arising under US laws and regulations. Her practice spans a wide range of industries, focusing on the energy and finance sectors, as well as manufacturing, defense, aerospace, telecommunications, technology and software, and other sectors. Ginger provides strategic counsel to multinational corporations across various geographies and industry sectors. She is skilled and experienced in identifying, managing, and addressing compliance and enforcement risks arising under US trade laws and regulations and commended for her practical approaches. She regularly conducts large-scale compliance systems reviews, leads regulatory due diligence and systems reviews in multinational M&A transactions, and represents clients before OFAC, BIS, DDTC, and CBP in licensing and enforcement matters. Ginger leads Eversheds Sutherland's US and Global Sanctions practices, which provide advice, counsel and representation on behalf of dozens of Fortune 500 companies in commodities and trade finance and financial institutions. She has led US economic sanctions, export controls, and anticorruption investigations in Europe, the Middle East, North Africa, and Latin America for energy and technology companies, banks and investment and insurance firms. She has successfully represented clients in OFAC and BIS global settlements and counselled clients under investigation by the DOJ, SEC, and FBI. Since

2005, she has regularly advised and represented buyers and sellers before CFIUS. Overall, Ginger's deep skill and experience in the area of foreign trade and investment regulations and in advising and representing multinational companies in complex US trade and foreign investment (inbound and outbound) matters make her an invaluable resource to her roster of impressive clients.

FAUSTEN, Marcel

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Marcel is a member of Davis Polk's Capital Markets practice. He represents U.S. and non-U.S. corporate and financial institution clients on a wide variety of public and private capital markets transactions, including initial public offerings and other equity offerings, high-yield and investment-grade debt financings, equity-linked offerings, and liability management and debt restructuring transactions. Marcel also advises on governance, general corporate and securities law matters. He has experience across a range of industries, including biotech, healthcare and life sciences, consumer products and retail, financial services, technology and energy.

FAYHEE, Ryan

Akin, Washington, DC
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Featured in International Trade (USA – Nationwide)

Practice Areas: Ryan's practice focuses on government and congressional investigations, crisis management, cross-border compliance, corporate governance, and white-collar criminal defense. Ryan is also a member of the Anti-Corruption and Internal Investigations practice group and sits on the firm's Executive Committee. Ryan draws upon a multi-disciplinary skillset to assist corporations, boards of directors, audit committees, and senior executives facing high-profile reputational risks and incident response, often involving U.S. and foreign regulators and enforcement authorities, political stakeholders, and the media. He also advises clients on strategic opportunities, governance and compliance best practices, acquisition due diligence, and national security reviews before the Committee on Foreign Investment in the United States (CFIUS). An experienced trial lawyer, Ryan has successfully tried several cases to verdict, with the unique ability to handle deeply regulatory matters and seamlessly transition to high profile enforcement actions involving the DOJ as well as regulators at the Office of Foreign Assets Control (OFAC), Financial Crimes Enforcement Network (FinCEN), Bureau of Industry and Security (BIS), and the Directorate of Defense Trade Controls (DDTC). Ryan has been named to Global Investigations Review's elite list of the most respected sanctions lawyers in Washington, D.C. The Legal

500 has recognized Ryan for "excel[ling] at leading and conducting investigatory work as a result of the 'wealth of experience and insights' he gained in his former position as a DOJ national security prosecutor." Ryan's clients come from varied industries, including financial services, private equity, technology, aerospace and defense, telecommunications, energy, mining, construction materials, logistics, pharmaceuticals, and consumer goods. Ryan maintains an active pro bono practice and, in particular, has extensive experience representing current and former hostages of foreign governments and transnational criminal organizations, as well as the unlawfully detained, with a focus on advocating for victim families, securing release, and ensuring long term reintegration. Previous Experience Prior to private practice, Ryan served for 11 years in the DOJ, where he was a leading prosecutor handling complex cross border investigations and prosecutions affecting the national security and foreign policy of the United States, including espionage, sanctions and embargoes, arms proliferation, trade secret theft, cybercrime, corruption, and money laundering. Ryan also served in the National Security Division, where he most recently served as the principal DOJ attorney overseeing sanctions and export control prosecutions nationally. He also served on the inter-agency staff for CFIUS. Ryan's most notable investigations and prosecutions have received prominent national and international media coverage. Several were recognized with the DOJ's highest awards. In 2010, Ryan was awarded the Attorney General's Award for Excellence in Furthering the Interests of U.S. National Security for his role in the prosecution and disruption of a vast international proliferation network responsible for smuggling electrical components from the U.S., which were ultimately used in improvised explosive devices targeting troops in Iraq and Afghanistan. In 2009, Ryan received the Assistant Attorney General Award for Supporting the National Security Mission for his role in the investigation and prosecution of an espionage ring involving corrupt Department of Defense officials. Ryan has received numerous other awards from the DOJ and multiple recognitions from the law enforcement and intelligence communities. Ryan began his legal career as a federal law clerk in the Central District of Illinois, his home district, prior to being recruited to DOJ through the prestigious Attorney General's Honors Program, where initially he handled fraud matters arising under the federal False Claims Act.

FAYNE, Adam

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Career: Adam Fayne assists companies and individuals, nationally and internationally, on corporate and tax issues. As a corporate attorney, Adam routinely advises management or

in-house general counsel on various legal matters affecting their day-to-day corporate activities. His experience includes handling matters involving mergers and acquisitions, employment, compliance, litigation, personal injury, vendor contract review and negotiations, employment benefits, financing, real estate and many other issues. Adam is also a tax attorney who helps businesses and individuals with tax controversies before the Internal Revenue Service (IRS) and tax planning both domestically and internationally. He also handles a variety of white collar criminal matters, both federal and state, particularly involving civil and criminal tax fraud, including tax evasion, money laundering and offshore tax compliance. Please visit <https://www.saul.com/professionals/adam-s-fayne> for more information.

FECHNER, Holly

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Featured in Government (USA - Nationwide)

Practice Areas: Holly Fechner advises clients on complex public policy matters that combine legal and political opportunities and risks. She crafts campaigns featuring comprehensive strategy development, legal and policy expertise, and advocacy services. Fechner manages teams that represent companies and organizations in significant policy and regulatory matters before Congress and the Administration, including high-profile bet-the-company challenges. She is a member of the firm's Political Action Committee board of directors, co-chair of the Technology Industry Group, and a visiting lecturer at the Harvard Kennedy School of Government.

FEHER, David G

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Featured in Sports Law (USA - Nationwide)

Practice Areas: David Feher is the co-chair of the firm's Sports Law Practice. He is one of the leading sports lawyers in the country, with extensive experience in complex litigations, negotiations, and arbitrations involving contract, intellectual property, antitrust, and international issues. He has been outside counsel for the NFL Players Association (NFLPA) and the NBA Players Association (NBPA) for many years. He is one of the prime negotiators of the collective bargaining agreements (CBAs) and antitrust settlements in the NFL (1993, 1996, 1998, 2002, 2006, 2011, and 2020) and the NBA (1995, 1999, 2005, 2011, and 2017).

FEINBERG, Joel

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: JOEL FEINBERG is a co-leader of Sidley's Banking and

Financial Services practice, head of the firm's Financial Institutions group in Washington, D.C., and a member of the firm's Executive Committee. Joel advises operating companies and investors in the financial services and fintech space in regulatory counseling, public policy, licensing, M&A and transactional matters. Joel represents banks and their holding companies, investment funds, payment networks, platform companies, money transmitters, prepaid program managers, payment processors, e-commerce firms and others in the fintech space. Joel works extensively on payments-related matters, including as relates to blockchain/crypto, funds transmission products, mobile payment networks and debit and prepaid products. In the counseling aspect of Joel's practice, he works closely with clients on their most important compliance issues, including in the areas of anti-money laundering and economic sanctions.

FEINGOLD, Heather L.

Mayer Brown LLP, Washington, DC
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Heather Feingold advises clients on energy regulatory matters, including generating company and investor transactional and compliance activities before the Federal Energy Regulatory Commission (FERC). Working closely with colleagues in the firm's Global Projects and Infrastructure practices, Heather counsels on mergers, acquisitions, divestitures, power sale authorizations, project company and investor reporting requirements, and transaction planning matters. She has worked on dozens of electric-sector investment matters, including acquisitions and dispositions of generators in the solar, wind, gas, cogeneration, and other fuel classes. Heather supports both portfolio-wide and individual generating company FERC periodic reauthorization proceedings.

FEIRMAN, Steven

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Featured in Franchising (USA - Nationwide)

Practice Areas: Steven Feirman practices franchise and distribution law, with an emphasis on helping franchisors expand their franchise systems in the United States and in foreign jurisdictions. Steve focuses on helping established and emerging franchise systems develop their business models, and he has extensive experience structuring and preparing franchise, license, supply, and distribution agreements for domestic and international transactions. With Steve's background as a federal government regulator, much of his work involves the structuring of franchise systems to ensure that they comply with federal, state and foreign franchise laws. Steve guides his clients to embrace best franchising practices in their franchise documents and operations, which results in franchise

systems that are marketable and collaborative. By using this approach, Steve has successful clients in a variety of industries, including restaurants, hospitality, financial services, travel, real estate, education, personal services, business services, retail, and wellness. Steve has gained renown for his work at the intersection of franchising and antitrust, including pricing strategy and supply chain matters. He counsels franchise companies on antitrust and trade regulation matters such as pricing programs, supply restrictions, territory and customer limitations, joint ventures, mergers and acquisitions, and other sensitive competition issues. For example, because franchisors are not permitted to control franchisee prices in some states, his clients have used techniques such as geographic price fixing, pricing incentives, minimum advertised price (MAP) policies, agency models, and consignment arrangements. He has also developed a unilateral "Colgate" policy for a national restaurant system that is thought to be the only such policy in use by a franchisor. Steve conducts franchise and antitrust compliance programs for his clients, and he represents companies before federal and state government agencies on both franchising and antitrust matters. Steve is a frequent lecturer and contributor to legal publication on antitrust and franchise law topics. He has served as an editor of some of the leading publications in the field, including Franchise Law Journal and Franchise Legal Digest, and as a contributor to Global Competition Review, Franchising World, The Franchise Lawyer, and The International Journal of Franchising and Distribution Law. I am a former Federal Trade Commission lawyer, and I focus on helping well-established and emerging franchise systems develop their business models and expand their businesses. Many franchisors call on me to address their most complex issues, and I serve as both their legal counsel and strategic business advisor. FRANCHISE COMPLIANCE Much of my work involves the structuring of franchise systems to ensure that they comply with all federal, state and foreign franchise laws. More importantly, I seek to ensure that my clients embrace best franchising practices in their franchise documents and operations. This results in a franchise system that is marketable and collaborative. By using this approach, I have happy clients in a variety of industries, including restaurants, hospitality, financial services, travel, real estate, personal services, business services, retail and health care. PRICING AND OTHER COMPETITION ISSUES I regularly advise franchisors and others on pricing, supply restrictions, acquisitions, joint ventures and other sensitive competition issues. Companies that commit antitrust violations can be subject to serious penalties, including treble damages. With my experience as a federal antitrust enforcement official, I have helped many franchisors navigate through varying federal and

state antitrust laws. For example, because franchisors are not permitted to control franchisee prices in some states, my clients have used techniques such as Minimum Advertised Price policies, geographic price fixing, pricing incentives, agency models and consignment arrangements. One of my favorite projects in recent years was the development of a unilateral "Colgate" policy that is thought to be the only such policy in use by a franchisor. In recent years, franchisors have recognized the benefits of multi-unit franchising. I believe that this trend will continue, but with a shift from subfranchising toward area development.

Career: Steve received his undergraduate degree (A.B., magna cum laude) from Colgate University and his law degree from Washington University School of Law, where he served as an editor of the law review. He has received the Federal Trade Commission's Meritorious Service Award, was awarded the Burton Award for Legal Achievement, and was inducted into the Franchise Times Hall of Fame.

Professional Memberships:

American Bar Association Section on Antitrust Law Forum on Franchising

FELDMAN, David N

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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: David Feldman concentrates his law practice on corporate and securities law and mergers and acquisitions, as well as general representation of public and private companies, entrepreneurs, investors, and private equity and venture capital firms. David has represented a wide range of clients in the legal cannabis and psychedelics industries since 2013. He provides guidance on private placements, public offerings, loan structuring and fund formation for cannabis companies, as well as corporate structuring advice and applications for grow, processing and dispensary licenses. He also advises on risk assessment issues for large, multinational businesses seeking to enter the cannabis industry. David is the former team lead of an AmLaw 100 firm's 60-attorney Cannabis Industry Group. David also advises emerging growth companies in a range of industries with regard to alternatives to traditional financing through initial public offerings, and is considered an authority on public offerings through SEC Regulation A+. He published a book on that subject, called Regulation A+ and Other Alternatives to a Traditional IPO (John Wiley & Sons), in 2018. David has also published three other books on finance and entrepreneurship. David is a Wharton School and University of Pennsylvania Law School graduate and former Chair of Wharton's worldwide alumni.

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Featured in International Trade (USA – Nationwide)

Career: Elliot J. Feldman's international practice concentrates on all forms of trade disputes and remedies affecting the movement of goods and services across international borders. He advises foreign governments, corporations and organizations on trade policy and international law, and litigates international trade, legal, and investor-state disputes in all relevant forums, inside and outside the United States, on both commercial international law and treaty interpretation. He has been a frequent legal adviser to the Government of Canada in World Trade Organization (WTO) cases and he has particular experience with the North American Free Trade Agreement (NAFTA). Elliot founded and is the former director of the University Consortium for Research on North America at Harvard University.

FELDMAN, Jennifer

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Featured in eDiscovery (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/jf/feldman-jennifer-m>

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

FENG, Tracy

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Tracy Feng is a partner in the Structured Credit practice of Paul Hastings and is based in the firm's New York office. She concentrates her practice on representing underwriters, issuers, collateral managers and debt and equity investors in both broadly syndicated and middle-market collateralized loan obligations (CLOs) and other structured products. Ms. Feng has experience with other asset backed facilities and securities transactions, including CRE CLOs, trade finance assets, auto, energy, commodity, property assessed clean energy (PACE), and rail-car transactions. She also spent nearly a year in house on a client secondment for a major financial institution, during which she worked closely with in-house counsel and traders with respect to a wide variety of transactional and regulatory matters. Ms. Feng is a frequent speaker at global and domestic industry conferences and has been quoted in the financial press on topics related to CLOs. She also serves as Co-Chair of the Corporate Law Committee of the Asian American Bar Association of New York.

FERNICOLA, Gregory

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Gregory A. Fernicola is global co-chair of the firm's Opinion Committee. He is recognized as one of the world's leading capital markets lawyers, and clients from a broad range of industries call on him for their most important matters. He represents issuers, investors and investment banks in a variety of domestic and cross-border capital markets matters, including investment grade and high-yield debt financings, equity and equity derivative product financings, hybrid securities transactions, leveraged buyouts, exchange offers and debt restructurings, recapitalizations and spin-offs. Mr. Fernicola also counsels corporate clients on a regular basis with respect to corporate governance and securities law matters. His practice includes advising on securities law matters related to blockchain and digital asset matters. Mr. Fernicola has been active in developing innovative financial products. In addition to handling many initial public offerings, follow-on equity offerings, and investment grade and high-yield debt financings, he has worked on many exotic financing structures, including equity unit, trust preferred, capital securities, regulatory capital instruments and hybrid securities.

Personal: JD, Georgetown University, 1985 (cum laude); MBA, Rutgers University, 1980; BS, St Francis University, 1978; CPA, New York, 1981.

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Featured in FCPA (USA – Nationwide), Litigation (New York)

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FERREIRA, William F

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Featured in Education (USA – Nationwide)

Practice Areas: Bill Ferreira heads the firm's Global Government Contracts and Education Practice. As a leader on government grants, contracts, and international projects, Bill helps companies, universities, hospitals, academic medical centers, and organizations doing business with the U.S. government and abroad. Plugged into federal grants and contracts, Bill works extensively on federal award compliance and investigations, domestically and internationally. He guides organizations across the compliance landscape, advising on foreign influence, cost accounting, research misconduct, conflicts of interest, human subjects, False Claims Act matters, and compliance with the OMB Uniform Guidance and Federal Acquisition Regulation. In addition to clinical trial agreements and commercialization initiatives, Bill has handled

groundbreaking scientific research collaborations nationally and internationally. Drawing on deep experience with global operations, Bill's team has guided campuses in Asia, public health projects in Africa, and academic programs in the Middle East. His work extends to innovative online education and telemedicine programs around the world. On-the-ground practical experience across dozens of countries informs Bill's solutions to the challenges of global regulation, international employment, foreign expansion, and transnational contracts. Bill has guided many of the most dynamic research, development, and academic sites across the globe, including high profile projects in the Global South and the Persian Gulf. Bill serves on the firm's Africa leadership team and speaks regularly about strategic issues at the forefront of globalization of higher education, scientific research, and government grants.

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Eugene Ferrer is a partner and global head of the Structured Credit practice at Paul Hastings and is based in the firm's New York office. His practice focuses on securitization and structured finance, with a particular emphasis on structured credit products and collateralized loan obligation transactions. In the past, he has represented investment banks, financial institutions, investment advisors, issuers, investors, and end-users in a wide array of securitized financial products, including: cash and synthetic CDO/CLOs, credit-linked notes, securities repackagings, monetization of net operating losses, and foreign tax credit transactions.

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Featured in Leisure & Hospitality (USA – Nationwide)

Practice Areas: Todd Fieldston is of counsel in the Global Hospitality & Leisure practice based in the firm's New York office. Todd represents real estate development companies, investors and hotel, lifestyle, and casino/gaming companies throughout the world in all aspects of acquisition, disposition, development, management, leasing, licensing, franchising, and finance of real estate, hotel, resort, casino/gaming, branded residential, private club, yacht/cruise, and celebrity chef-branded food and beverage assets. Todd also provides strategic advice to companies in connection with hospitality mergers, acquisitions, dispositions, fund formations, joint ventures, and the formation, development, and expansion of hotel and lifestyle brands.

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Featured in FCPA (USA – Nationwide), Litigation (Illinois)

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Kevin Fingeret is a partner in the New York office of Latham & Watkins. Mr. Fingeret is a member of the Finance Department, as well as a member and former Global Co-Chair of the Structured Finance and Securitization Practice. Mr. Fingeret has extensive experience representing banks and other financial institutions, issuers, borrowers, and sponsors in a variety of structured finance and securitization transactions. Mr. Fingeret focuses on the securitization of esoteric and operating assets. His experience includes structured finance transactions and securitizations involving wholesale and retail data centers, music and media royalties, cell towers (and cell tower sites), broadcast towers, logistics facilities, billboards, rental car fleets, aircraft, railcars, and net leases. Mr. Fingeret was recognized in Chambers Global, Chambers USA, and The Legal 500 US as a leading securitization lawyer and a recommended lawyer in Asset Finance & Leasing and Structured Finance.

FINN, Andrew

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Litigation; Antitrust; International Arbitration and Global Dispute Resolution; Latin America; National Security; Securities Litigation

Career: Andrew Finn is a partner in the Firm's Litigation Group and head of the International Arbitration and Global Dispute Resolution Practice. Mr. Finn's practice focuses on multi-jurisdictional and international disputes, both in arbitration and U.S. state and federal courts. Mr. Finn has litigated a wide variety of cases, from commercial and investor-state arbitrations, to securities class actions and other significant contractual, bankruptcy and competition cases. He has worked with clients in a wide-range of industries, including finance and banking, transportation, mining, energy, software, entertainment and health care. Mr. Finn also has advised on corporate monitorships and other large-scale government settlement compliance matters. Mr. Finn also devotes time to pro bono matters. As an assistant federal defender seconded in the Southern District of New York, Mr. Finn successfully defended criminal defendants at trial and in negotiations with the U.S. Attorneys' Office. Mr. Finn also has successfully represented, and

continues to represent, indigent clients seeking asylum in the United States.

Professional Memberships:

Member, New York City Bar Arbitration Committee; Board Member, New York International Arbitration Center; Advisory Board Member, Institute for Transnational Arbitration.

Personal: New York Law School, J.D., (2008); University of Wisconsin, B.S., (2005); Mr. Finn clerked for The Honorable J.P. Stadtmueller, United States District Court, Eastern District of Wisconsin, (2008-2009).

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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas), Corporate/M&A (Texas)

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Featured in International Trade (USA – Nationwide)

Practice Areas: Heather Finstuen has extensive experience advising clients on cross-border investment and related national security matters, as well as leading internal investigations and responding to U.S. government civil and criminal investigations. In the national security area, Heather represents domestic and international companies in numerous industries in securing the approval of the Committee on Foreign Investment in the United States (CFIUS) and provides counseling on negotiating, implementing, and complying with CFIUS national security agreements. She frequently advises clients on national industrial security regulations and engages with the Defense Counterintelligence and Security Agency, the Department of Energy, and other cognizant security agencies on topics including the determination and mitigation of foreign ownership, control, or influence (FOCI). She also counsels defense contractors on National Industrial Security Program Operating Manual (NISPOM) requirements, obtaining and maintaining facility and personnel security clearances, safeguarding requirements, supply chain considerations, and investigating and responding to compliance concerns.

FISCH, Eytan

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Featured in International Trade (USA – Nationwide)

Practice Areas: Advises clients on regulatory and enforcement matters, with a focus on economic sanctions, anti-money laundering, financial technology and blockchain, and virtual currencies. Has extensive experience representing global financial institutions and multinational companies on complex cross-border compliance and enforcement matters, including internal

investigations, voluntary disclosures, and administrative and enforcement proceedings. Counsels U.S. and international clients on numerous aspects of U.S. economic sanctions and anti-money laundering laws, including day-to-day compliance counseling, the development and implementation of compliance programs, and issues that arise in the context of mergers and acquisitions.

Career: J.D., The George Washington University Law School (with honors); B.A., State University of New York at Binghamton (summa cum laude)

FISCHER, David

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Featured in Tax (District of Columbia), Tax (USA – Nationwide)

Practice Areas: David Fischer represents clients in high-stakes tax controversy and litigation with federal and state tax authorities. A seasoned advocate, David is highly sought-after for his in-depth insight and experience working with IRS Appeals, the Advance Pricing Agreement (APA) program and US Competent Authority, and fast-track and other IRS alternative dispute resolution programs to resolve complex tax matters for his clients. He also has extensive experience litigating against the IRS in US Tax Court, the Court of Federal Claims, and district courts. With domestic and international clients spanning a variety of rapidly-evolving industries, including oil and gas, software, health care, financial services and hospitality, David utilizes Eversheds Sutherland's global reach (70+ offices in 30+ countries) to provide knowledgeable and practical advice and representation.

FISCHER, L Richard

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Featured in Financial Services Regulation (USA – Nationwide), Privacy & Data Security (USA – Nationwide)

Practice Areas: Privacy + Data Security; Financial Services; Class Actions + Mass Torts

Career: Rick has nearly 50 years of experience advising banks, retailers, insurers, and other companies throughout the United States on the full range of financial services and payment system issues. His practice focuses on retail financial services with a special emphasis on privacy, data security, e-commerce, and financial services joint ventures, as well as compliance and enforcement matters involving the Consumer Financial Protection Bureau, federal banking agencies, and the Federal Trade Commission. Rick has worked closely with clients on every major legislative and regulatory initiative affecting financial services and payment systems since the 1970s. He also has been successful in obtaining important legislative changes and regulatory clarifications relating to many retail banking and consumer lending issues.

Personal: J.D., University of California, Hastings College of Law; B.A., University of San Francisco

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Featured in FCPA (USA – Nationwide), Litigation (District of Columbia)

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FISHER, CJ

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Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: Co-Chair of the firm's Gaming Department, C.J. concentrates his practice in all aspects of gaming law, including licensing, regulatory and compliance matters. He has been at the forefront of the expansion of legalized and regulated sports betting in the United States, regularly representing and advising sports betting and media clients in jurisdictions across the country. C.J.'s representations span a range of gaming industry clients in both the brick-and-mortar and internet/mobile spaces. That includes sports betting operators and service providers, including data, odds and risk management providers; media companies and internet gaming/sports betting marketing affiliates; internet gaming operators and service providers; esports companies and service providers; casino licensees; gaming equipment manufacturers and suppliers; private equity firms and other investors; gaming and non-gaming vendors; various technology providers; and professional sports leagues. In the burgeoning area of sports betting, C.J. has handled licensing, compliance and regulatory approvals in jurisdictions across the United States, including Arkansas, Colorado, District of Columbia, Indiana, Iowa, Michigan, Mississippi, New Jersey, New York, Pennsylvania, Tennessee, West Virginia and various tribal gaming authorities. C.J. has also handled gaming matters in numerous domestic and international jurisdictions outside of the sports betting space, and has represented casino licensees before various domestic gaming regulatory agencies. Those include the New Jersey Casino Control Commission, the Massachusetts Gaming Commission and the New York State Gaming Facility Location Board. C.J.'s experience and services in the gaming field encompass a variety of areas, including license applications; compliance programs and ongoing regulatory compliance; regulatory and compliance investigations; enforcement actions; regulatory due diligence; competitive RFPs and licensing processes; emerging issues (e.g. esports, fantasy sports, skill-based gaming, internet gaming, sports betting); operational matters and regulatory approvals; legislative and regulatory changes; business structuring; transactional and contract matters,

including regulatory approvals; and hearings and other matters before regulatory agencies. C.J. writes frequently on gaming-related topics, including internet gaming, sports betting, esports, daily fantasy sports, virtual sports and skill-based gaming, and has been featured in the American Gaming Lawyer, iGB, iGB North America, Bloomberg, Global Gaming Business Magazine, Law360, Payments Compliance, IAGR Media, LexisNexis Practical Guidance, IAGA Expert Insights, Casino Journal, US Betting Report, Office Hours, Casino.org, ROI NJ, Legal Sports Report and Action Network. He has also spoken extensively on gaming-related topics in conjunction with the International Masters of Gaming Law, National Council on Problem Gambling, International Association of Gaming Advisors, SIGMA and New Jersey State Bar Association, among other organizations.

Career: Prior to joining Fox Rothschild, C.J. was an associate at a Philadelphia law firm where he represented corporations, businesses and individuals in complex litigation and commercial matters. While in law school, he was a member of the Temple Law Review. C.J. also volunteered to assist in the representation of NFL athletes, entertainers and musicians in the Philadelphia region, and was a legal services coordinator for the Philadelphia Volunteer Lawyers for the Arts (PVLTA). Prior to entering the legal field, he worked as a financial analyst for the Lockheed Martin Corporation. While pursuing undergraduate degrees in Finance and International Business, C.J. studied abroad at the University of New South Wales in Sydney, Australia.

Professional Memberships: International Association of Gaming Advisors, Board of Trustees | New Jersey State Bar Association, Casino Law Section | Atlantic County Bar Association | International Masters of Gaming Law –General Member, Young Members Committee | Parish of Saint Monica (Atlantic City, NJ), Finance Council | Parkinson Life Center of Southern New Jersey, Board of Directors

Personal: Temple University James E. Beasley School of Law (J.D., magna cum laude) | Pennsylvania State University (B.S.)

FISHER, Jennifer

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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: Jennifer Fisher is a partner in Goodwin's Complex Litigation & Dispute Resolution practice, and a co-chair of the firm's Cannabis practice. She focuses her practice on litigation, including commercial litigation and white collar defense, and on cannabis law. Jennifer has represented corporations and individuals involved in a broad range of complex and high stakes litigation, legislative, and administrative proceedings. Jennifer provides advice on regulatory and compliance issues

and counsels companies involved in government investigations and civil litigation. Her experience includes the defense of corporations and individuals in both criminal and civil matters, including those involving public corruption, health care fraud, antitrust offenses, RICO, false claims, government contract disputes, homeland security and customs enforcement, and financial services. Jennifer's background in handling complex matters for companies in highly-regulated markets led to the development of her cannabis practice. She represents cannabis companies at every level of the supply chain, including startups and multi-state operators. Jennifer also regularly advises investors in the cannabis space and ancillary businesses providing products and services to the cannabis industry. She works closely with her cannabis industry clients to solve business problems and provide advice on regulatory and compliance issues. Jennifer represents cannabis industry clients in active litigation and arbitration, as well as government investigations and enforcement actions.

Personal: JD, Boston College Law School 2005; BA, Boston College 1999

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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

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Featured in International Trade (USA - Nationwide)

Practice Areas: Dan Fisher-Owens is a Partner based in San Francisco, California, focusing on U.S. export controls and economic sanctions. His practice covers transactional counseling, classification/commodity jurisdiction, licensing, designing and auditing compliance systems, as well as voluntary disclosures, investigations and enforcement matters. While not an engineer, Dan enjoys digging into not just the legal complexities of export controls, but also the technical complexities of the products involved. Dan applies his experience as a translator (in his life before lawyering) to export controls, bridging communication gaps between those who "speak geek" and those who speak "Washingtonese." His in-depth understanding of U.S. economic sanctions, including the complex sanctions against Iran and Russia/Ukraine, is enhanced by his background in Middle Eastern history and culture. He has supported corporate clients on numerous complex sanctions matters, including the withdrawal of multinationals from sanctioned countries, as well as the entry of companies to embargoed countries after easing of

U.S. sanctions. Dan has significant experience with licensing of agricultural and medical exports to embargoed countries, and assists foundations and NGOs with navigating educational and humanitarian exemptions to U.S. sanctions. He has published on the release of export-controlled technology to foreign nationals—known as "deemed exports"—and spoken before trade associations and industry groups on a broad range of export controls and sanctions topics, such as encryption, compliance program design, licensing best practices, and commodity jurisdiction and classification. Dan's expertise covers the State Department International Traffic in Arms Regulations (ITAR), Commerce Department Export Administration Regulations (EAR), Treasury Department Office of Foreign Assets Control (OFAC) sanctions, as well as Department of Energy and Nuclear Regulatory Commission nuclear export controls. He has a nuanced understanding of the Byzantine U.S. antiboycott laws, and assists clients with Foreign Corrupt Practices Act and U.S. anti-money laundering issues, particularly where they overlap with U.S. economic sanctions. He has developed a deep knowledge of the export control issues affecting computers, software, encryption, networking and telecommunications equipment, infrared detectors, test and measurement equipment, chemical and biological agents and processing equipment, medical devices and pharmaceuticals, geophysical instruments, oilfield tools, and aerospace items. Dan is fluent in Arabic, having lived and worked in the Middle East. He is also fluent in Spanish and has a working knowledge of Persian and French. Dan is on the Board of Directors of the Professional Association of Exporters and Importers ("PAEI"), a Bay Area non-profit provider of educational programs relating to import and export controls. He is also active on the CompTIA Export Controls Committee. Selected Speaking Engagements •Cloud Computing and Data Security Panel, Society for International Affairs, Spring Conference, 2019 •Cloud Computing and Encryption Topics, American Conference Institute (ACI) Global Encryption, Cloud and Cyber Controls Conference, 2013-2019 •Non-proliferation Export Controls: An Industry Practitioner's View, Guest Lectures, Middlebury Institute of International Studies, 2010-2019 •Cloud Computing and Data Management Panel, Practising Law Institute, Coping with U.S. Export Controls, 2014-2018 •US Export Controls Topics, CompTIA/SEMI/USITO Annual China International Trade Seminars, Beijing and Shanghai, 2012-2018 •Complying with US Reexport Controls & Sanctions, IFS e.v. Seminars, Germany 2011, 2013, 2018 •Classifying Encryption Software, Technology and Software Classification, and the Specially Designed Rule, Professional Association of Exported and Importers (PAEI), 2018 •The Latest Developments in Encryption, Intrusion Software and Surveillance Technology Controls, C5 US Trade

Controls Compliance in Europe—ITAR and EAR, 2018 Publications •Daniel M. Fisher-Owens & Benjamin H. Flowe, Jr., U.S. Export Controls Relating to Commercial Encryption Items, E-Commerce, and Cloud Computing, PLI Current, Vol. 3, No. 1, Winter 2019 •Benjamin H. Flowe, Jr. & Daniel M. Fisher-Owens, Exporting Technology and Software, Particularly Encryption, Practising Law International Course Book, Coping with US Export Controls, 2008-2018 •Lucinda A. Low, Karl Abendschein, & Daniel Fisher-Owens, Overview of the U.S. Anti-Money Laundering System, Edward Elgar Publishing Ltd., Cheltenham, UK (Aug. 2004) (book section) •Daniel M. Fisher-Owens, BIS Puts Focus on Deemed Exports as Technology Sharing Expands, The Export Practitioner, Vol. 18, No. 4 (Apr. 2004) •Amanda DeBusk & Daniel M. Fisher-Owens, Safeguarding America's Nonmilitary Technology, Immigration Law Today, Vol. 22, No. 5 (Sep.-Oct. 2003) •William M. McGlone & Daniel M. Fisher-Owens, United States Control of Domestic Technology Transfers—The "Deemed Export" Rule, California International Practitioner, Vol. 12, No. 1 (2002-2003)

FISHMAN, Jared

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: General Practice Artificial Intelligence Bank Regulatory Capital Markets Corporate Governance Cybersecurity Digital Assets Economic Sanctions and Financial Crime Financial Services Financial Services Capital Markets Financial Services Mergers & Acquisitions Fintech Mergers & Acquisitions Privacy

Career: Jared Fishman is a partner in the Firm's Financial Services and Capital Markets Groups and co-head of the Firm's Cybersecurity Practice. His practice is primarily focused on advising banks, broker-dealers, insurance companies and other companies in mergers and acquisitions, divestitures, capital raisings and similar transactions. He also regularly advises clients on a wide range of corporate governance, disclosure and general corporate matters, as well as bank regulatory matters.

Professional Memberships: American Bar Association

Personal: New York University School of Law, J.D. (2005); University of Michigan, B.B.A. (2001)

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Medical Devices, Toxic Exposure, Medical Drugs

Career: Fidelma Fitzpatrick represents people and communities in toxic tort and environmental matters, including property damage and personal injury claims. Her experience with complex civil litigation has led her to represent other victims of corporate malfeasance, including thousands of women

who suffered health problems after receiving medical devices such as Essure®, pelvic mesh/sling products and IUDs, as well as people harmed by consumer products such as chemical hair straighteners. In addition to her toxic tort and medical casework, Fidelma also represents states, cities, counties, and townships in litigation against opioid manufacturers, distributors, and pharmacies in their claims the companies engaged in deceptive marketing and over-distribution of highly addictive opioids, creating, and fueling the deadly opioid crisis. In 2023, Honorable Mary Rowland appointed Fidelma as co-lead counsel for MDL 3060 In re: Hair Relaxer Marketing Sales Practices And Products Liability Litigation in the Northern District of Illinois. Plaintiffs in the MDL developed uterine cancer and other illnesses after using certain chemical hair relaxers. They assert defendant manufacturers failed to adequately test the products and warn customers about potential harms. In 2012, Fidelma was appointed co-lead counsel of the pelvic mesh MDL In re American Medical Systems, Inc., Pelvic Repair Systems Products Liability Litigation in the Southern District of West Virginia. She also holds leadership roles in pelvic mesh state court litigations, including serving as liaison counsel in the American Medical Systems cases consolidated in Delaware and the Boston Scientific cases consolidated in Massachusetts. She continues to represent women who experienced complications after receiving pelvic mesh/sling products. Fidelma began working with Motley Rice attorneys in 1997 on the Massachusetts, New York, and Rhode Island lawsuits against the tobacco industry. She serves on the Board of Regents at Canisius College and frequently speaks on environmental and mass tort topics at conferences for federal and state court judges, attorneys, academic professionals, and law students.

Professional Memberships: American Association for Justice American Bar Association American Civil Liberties Union, Volunteer attorney Public Justice Foundation, Rhode Island State Coordinator Rhode Island Association for Justice Rhode Island Women's Bar Association

Publications: "Painting Over Long-Standing Precedent: How the Rhode Island Supreme Court Misapplied Public Nuisance Law in State v. Lead Industries Association" Roger Williams University Law Review (Summer 2010) "Access to Justice: The Use of Contingent Fee Arrangements by Public Officials to Vindicate Public Rights" Cardozo J.L. & Gender (Spring 2008) "Negligence in the Paint: The Case for Applying the Risk Contribution Doctrine to Lead Litigation" in Pace Environmental Law Review (Fall 2008)

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*Featured in Energy & Natural Resources
(USA – Nationwide)*

Practice Areas: Mr. Fitzpatrick has extensive experience representing issuers and underwriters in capital markets transactions, principally in the power and utility sector. Over the past 25 years, Mike has represented underwriters, structuring advisors and electric and natural gas utilities in connection with utility rate reduction securitization bond structures and securities offerings. In addition, he has extensive experience advising underwriters and issuers on a broad range of securities transactions including public and privately placed offerings of equity, first mortgage bonds, various debt/equity hybrid instruments, subordinated and convertible debt, collateral trust bonds, multi-modal tax-exempt bonds and euro denominated bonds. Mike also advises companies on general corporate and securities law matters, including continuing advice regarding compliance with the Sarbanes-Oxley Act and aspects of corporate governance.

Career: Energy, Corporate Finance

Professional Memberships: American Bar Association, American Institute of Certified Public Accountants.

Personal: JD, Fordham University School of Law, 1990. BS, Villanova University, 1983.

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Featured in Mining & Metals (USA – Nationwide), Natural Resources (Alaska)

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FLANAGAN, Peter L

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Featured in International Trade (USA – Nationwide)

Practice Areas: Focuses on international trade compliance matters, specifically economic sanctions, export controls and defense trade limitations, and implications of related international regulatory requirements. Clients include leading oil and gas companies, diversified manufacturers, financial institutions, pharmaceutical and biotechnology concerns, software developers, defense contractors and research laboratories.

Career: Member of Covington's Management Committee; former Vice-Chair of International Trade and Finance Group. Federal Reserve Board's International Finance Division (1987-1989).

Personal: Former Term Member of the Council on Foreign Relations. NYU (JD, 1993, magna cum laude, Order of the Coif); Princeton University (MPA, 1993); and University of Wisconsin (BA, 1987, with distinction).

FLANAGAN, Sharon R

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide), Corporate/M&A (California: San Francisco, Silicon Valley & Surro)

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Featured in ERISA Litigation (USA – Nationwide)

Practice Areas: Jamie Fleckner is a partner at Goodwin, and is chair of its ERISA Litigation practice. Jamie represents providers and plan sponsors in class actions, appeals, regulatory investigations, bet-the-firm litigation as well as arbitrations regarding the discharge of ERISA duties. He is currently representing some of the country's largest companies in ERISA litigation, and a wide range of other ERISA litigation challenging the discharge of fiduciary obligations. Jamie regularly litigates class and derivative actions under ERISA, the Investment Company Act of 1940, the Securities Exchange Act of 1934, and related federal and state laws. His practice also focuses on regulatory investigations and governmental proceedings, and has represented clients before the US Department of Labor, Securities and Exchange Commission, Department of Justice, Pension Benefit Guaranty Corporation, and state authorities.

Personal: JD, University of Connecticut School of Law 1998 (magna cum laude); BA, Trinity College (Hartford) 1991

FLEISHER, Adam

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Adam Fleisher's practice focuses on a wide range of global and U.S. corporate transactions. Adam is a leading capital markets advisor. He has advised on many capital markets offerings, from IPOs to convertible bonds to rights offerings, acting for both issuers and underwriters, as well as advising clients with ongoing reporting obligations and governance considerations. Adam has extensive experience as a corporate advisor to alternative asset managers, especially in governance, succession planning, and the structuring and sale of GP stakes, as well as regulatory compliance, particularly beneficial ownership reporting and insider trading considerations. Adam represents buy-side investors, such as hedge funds and sovereign investors, in pre-IPO investments, PIPEs, and similar transactions. Adam enjoys working on novel and complex matters, and frequently works on transactions at the intersection of the above areas.

Career: Adam joined the firm in 2000 and became a partner in 2008. J.D.,

Yale Law School (2000); A.B., Harvard University (1997).

Professional Memberships: Vice Chair, ABA Business Law Section's International Securities Matters Subcommittee U.S. Advisory Board Member, Practical Law Company Visiting Clinical Lecturer (Co-teacher, "Advanced Issues in Capital Markets: Role of Counsel for Issuers and Underwriters in an Initial Public Offering"), Yale Law School, 2015 – 2023 Member, New York Bar

FLEMING, Carl

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Featured in Projects (USA – Nationwide)

Practice Areas: Carl J. Fleming is a transactional lawyer whose principal areas of practice are renewable energy and private equity. He leads transactions throughout the US and worldwide for a number of the renewable industry's leading developers, global private equity funds and Fortune 500 companies. He provides legal, commercial and strategic advice on the development, purchase and sale and financing of renewable energy projects in wind, solar, energy storage, electric vehicles and other low carbon solutions. A partner in our Washington, DC office, he also advises on a number of energy and climate change policy issues. Carl's work and thought leadership are often featured in leading publications such as The Wall Street Journal, Power Finance and Risk, The National Law Review, The Global Legal Chronicle and The Washington Lawyer. He is also frequently interviewed for his market insights by global media outlets such as Reuters and Forbes. Carl is recognized as a "Next Generation Partner," "Rising Star," "Super Lawyer" and one of the "Top Rated Energy & Natural Resources, M&A and International Attorneys in Washington, DC." Carl is currently an appointee to the Biden administration's Renewable Energy and Energy Efficiency Advisory Committee (REEEAC) where he advises the Secretary of Commerce on wind, solar, battery storage, electric vehicles and other low carbon solutions. Prior to his current appointment, Carl was a REEAC appointee under both the Obama and Trump administrations.

FLINT, Bradford

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Featured in Startups & Emerging Companies (USA – Nationwide), Private Equity (Massachusetts)

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FLOREY, Tull

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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas), Corporate/M&A (Texas)

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FOGEL, Baird D

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Baird Fogel is a preeminent figure in Sports Law, with a distinguished 25-year career that has seen him navigate the complexities of both in-house and law firm roles. His experience is highly sought after in the sports industry, where he has carved out a niche in sports betting and fantasy sports, as well as in the broader areas of mergers and acquisitions, contract negotiations, and commercial law. Distinguished in the Sports Industry: Baird has a deep understanding of the sports industry through his work with domestic and international clients. He is adept at advising on corporate governance, compliance, and international project finance, development, and construction. His counsel is invaluable to corporations, investors, professional leagues, franchises, and athletes across various sports, including F1, NASCAR, Track and Field, the PGA, the NFL, and the NBA. Innovative Legal Solutions: As the leader of Eversheds Sutherland's US Sports Law practice, Baird is at the forefront of providing innovative legal solutions related to the establishment, operation, and sale of professional franchises and leagues. He is known for his guidance on sponsorship, commercial partnerships, Name, Image, and Likeness (NIL), Non-Fungible Tokens (NFTs), sports betting, fractional ownership interests, and investment. Pioneering Energy and Regulatory Matters: Baird's unique experience extends to regulatory and energy matters, particularly in the construction of sports arenas, stadiums, and practice facilities. He is a pioneer in stadium/arena energy efficiency and renewable energy projects, contributing to the creation of more sustainable and cost saving sports infrastructures. Notable Representations: Served as lead counsel for the Las Vegas Raiders in negotiating a groundbreaking energy buy agreement with Nevada Energy, making Allegiant Stadium the first 100% renewably powered professional sports stadium in the US. Played instrumental role in Super Bowl LVIII becoming the first 100% renewably powered Super Bowl in NFL history. Represented Yahoo Fantasy Sports in establishing its partnership with MGM to add sports betting capability to the largest fantasy sports platform in the world. Collaborated with the Las Vegas Raiders to implement CLEAR's Health Pass technology, resulting in the first "mask free" attended NFL game during the COVID-19 pandemic and establishing a vaccination verification program for professional sports. Represented Vivid Seats in its acquisition of Betcha Sports. Representing Haas Automation (parent company to Haas F1) in the relocation of its manufacturing business to Nevada.

FOGG, William V

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: William V. Fogg is a partner in Cravath's Corporate Department and serves as Co-Head of the Capital Markets Practice for North America. His practice focuses on representing companies and major investment banks in public and private capital markets transactions, as well as on corporate governance, general corporate and disclosure matters.

Career: Columbia Law School (JD, 1991; Harlan Fiske Stone Scholar); Brown University (AB, magna cum laude, 1988)

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Featured in Insurance (District of Columbia), Insurance (USA - Nationwide)

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Featured in Corporate/M&A (Maryland), REITs (USA - Nationwide)

Practice Areas: Carmen Fonda represents public and private sector companies in issues involving entity formation, governance, public and private offerings, and mergers and acquisitions. Carmen's work focuses on Maryland corporate and business entity law as it relates to real estate investment trusts, investment companies and unincorporated entities, as well as securities law compliance and capital markets transactions for REITs and other public companies.

FORE, Robert

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Featured in Venture Capital (USA - Nationwide)

Practice Areas: Rob Fore is a partner in Goodwin's Private Investment Funds group. With over 25 years of experience in the field of fund formation and operations, Rob advises venture capital funds, buyout funds, funds-of-funds and other private equity funds and their management companies in connection with structuring, formation and operations. He also represents institutional investors in venture capital and private equity funds. Over the course of his career, Rob has participated in the formation of over 400 domestic and non-U.S. funds. Rob's practice also includes representing venture capital funds and private equity funds in their investment activities and has extensive experience in venture capital financings. He also has experience with limited partnerships, limited liability companies, joint ventures, private placements and mergers and acquisitions.

Personal: M.B.A., 1999 Kellogg School of Management J.D., 1988 Loyola Law School, Los Angeles (Order of the Coif, St. Thomas More Law Honor Society)

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Kristen Fournier, Co-Chair of the firm's Toxic and Environmental Tort Litigation Team, is an experienced mass tort and product liability litigator who provides state-of-the-art defense strategies to companies facing high profile, high risk matters. In addition to her extensive experience with MDLs, Kristen serves as national coordinating counsel in several high profile matters. She also routinely negotiates multi-million-dollar settlements involving multiple cases and claims. Finally, Ms. Fournier is a first chair trial lawyer who has tried mass tort cases in some of the most difficult jurisdictions across the country, including New York, NY; Baltimore, MD; Philadelphia, PA and New Orleans, LA. She has represented clients in a wide variety of toxic tort and product matters over time, including cases alleging exposures to PFAS, TCE/TCA, vinyl chloride and ethylene oxide.

FOX, Raquel

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Featured in Securities (USA - Nationwide)

Practice Areas: Raquel Fox is a co-head of Skadden's SEC Reporting and Compliance practice and head of the firm's U.S. ESG practice. She concentrates her practice in the areas of capital markets, mergers and acquisitions, ESG, corporate governance, and general corporate and securities matters. She advises clients on the full range of SEC and ESG reporting and compliance requirements. Prior to joining Skadden, Ms. Fox held several leadership positions at the U.S. Securities and Exchange Commission ("SEC"), including serving as the director of the Office of International Affairs, senior adviser to then-Chairman Jay Clayton and senior special counsel to two directors in the Division of Corporation Finance. She also served as a professional attorney fellow in the SEC's Office of Rulemaking and Office of Capital Markets Trends. Ms. Fox is the vice chair of Nasdaq's listing and hearing review council and an American College of Governance Counsel fellow. She also is a certified public accountant.

Career: J.D., Harvard Law School; M.Tax, Baylor University; B.B.A., Baylor University

FRANCO, Vincenzo

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Vincenzo represents generation owners and developers, energy traders, private equity firms, financial institutions, and other

investors on transactional, regulatory, and compliance matters involving the Federal Energy Regulatory Commission (FERC) and advises clients on the requirements of the Federal Power Act, the Public Utility Holding Company Act of 2005, and the Public Utility Regulatory Policies Act of 1978. Vincenzo provides regulatory counsel on project development, M&A and financing transactions, participation in energy and capacity markets, and complex structured transactions, including renewable corporate power purchase agreements and offsite renewable solutions. He advises clients on all aspects of FERC's market-based rate program, RTO/ISO rules, and the requirements associated with exempt wholesale generator and qualifying facility status. He regularly helps clients obtain FERC authorization for utility mergers or sales and acquisitions of electric assets in Section 203 proceedings. Vincenzo also assists clients in developing, maintaining, and auditing effective compliance programs and represents energy companies and individuals in investigations and enforcement actions involving alleged violations of FERC's anti-manipulation rule, FERC's duty of candor or RTO/ISO tariff requirements. Between 2014 and 2019, Vincenzo served as Assistant General Counsel - Wholesale Trading Compliance and then Associate General Counsel at Exelon Corporation, where he led the compliance function for Constellation - the Exelon business unit responsible for wholesale and retail sales of power, gas, and energy products. In that role, he managed Constellation's compliance program, reviewed proposed trading strategies, responded to regulatory inquiries, and advised senior leadership on compliance matters and regulatory issues associated with structured transactions.

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Dan guides clients in regulatory, compliance and enforcement matters in the electric industry. His clients include electric cooperatives and other electric utilities, transmission companies and generators, energy trading companies, and end users. With 30 years of experience, Dan regularly counsels transmission owners and other market participants on transmission access, pricing and cost allocation issues. He also drafts and negotiates power sales, interconnection and transmission service agreements, and advises clients in complex disputes over power transactions and transmission matters. Before the Federal Energy Regulatory Commission (FERC), Dan counsels both jurisdictional and non-jurisdictional entities on rate regulatory matters, market access requirements, filing and reporting obligations, transmission regulatory matters, transaction

approvals, and matters under the Public Utility Regulatory Policies Act of 1978 (PURPA). In North American Electric Reliability Corporation (NERC) compliance matters, he assists clients with audits, prepares delegation agreements, and advises on compliance with NERC's cybersecurity and other Reliability Standards. Dan also advises clients on privacy, data security and other cybersecurity matters, including preparing for and responding to data breaches and other cyber incidents.

FRANK, Kimberly

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Kimberly Frank co-leads the firm's global Power practice group and focuses her electric regulatory practice on representing clients in matters before the Federal Energy Regulatory Commission (FERC) and state utility commissions, as well as transactions in the US market. Kimberly's clients include investor-owned electric utilities and electric cooperatives, large consumers, and government agencies. She represents clients before FERC in contested proceedings, administrative hearings and settlements, rulemakings, technical conferences, and investigations. She advises clients in developing strategies for litigation and prepares complaints, protests, comments and other pleadings filed with the agency. She works regularly with economists, engineers, accountants, financial analysts, and other electric utility industry experts. Kimberly helps clients navigate the complex rules of the FERC-regulated regional wholesale markets, assisting to evaluate and advocate for rule changes in the energy, capacity, and ancillary services markets. She has represented clients in numerous proceedings before FERC, including capacity and energy market rules in the regional markets, transmission and generation rate cases, formula rate design, transmission planning, and cost allocation. Kimberly counsels clients developing renewable energy facilities, regulated by FERC on Public Utility Regulatory Policies Act (PURPA), Public Utility Holding Company Act (PUHCA), and Federal Power Act (FPA) compliance. She assists clients with interconnections to distribution and transmission systems and with regulatory compliance matters related to federal- and state-regulated electric power transactions. Before her legal career, Kimberly was research faculty with a law and economics think tank in the Department of Economics, University of Maryland College Park.

Professional Memberships: Solar United Neighbors-Chair, Board of Directors (2022-current) Charitable Foundation of the Energy Bar Association - Member, Board of Directors (2019-2022) Energy Bar Association - Member, Board of Directors (May 2016 - 2019) Women's Council on Energy and the Environment Women's Bar Association of the

District of Columbia Maryland State Bar Association, Section on Environment & Energy Law District of Columbia Bar Association, Section on Environment, Energy and Natural Resources

Publications: "Order No. 2023: Interconnection Reform Is Finally Here," The Journal of Federal Agency Action, January–February 2024 "The Curious Case of the 1,200 MW Transmission Size 'Limit' in New England," Marine Technology Reporter, November/December 2023 "Offshore Wind Auction Results Portend Difficulties In Gulf," Law360, 12 September 2023 "Reactive Power Compensation for Renewable Energy Facilities: Opportunity Amidst Change," Oil, Gas & Energy Resources Law Section Report, January 2023 "Lessons From FERC New England Capacity Market Settlement," Law360, 29 July 2022 "Key Provisions of FERC's 2021 Enforcement Report," Pratt's Energy Law Report, February 2022 FERC Enforcement In 2021: A Year Of Change, Law360, 3 January 2022 Series and survey, Industrial Maintenance & Plant Operation, "Manufacturers Show Interest in, But Lack Awareness of, Energy Demand Response Programs," Jan/Feb. 2014, and "Demand Response Programs Lower Electricity Costs, But Also Pose Risks," Nov. 2013. "Federal Courts Thwart State Efforts to Develop New Generation for Reliability," New England Consumer Liaison Group, Nov. 2013. "Ominous News for State Energy Commissions," Law360 Expert Analysis, Oct. 2013. "Rethinking Capacity Markets: A Pragmatic New Approach to Assuring Reliability," Public Utilities Fortnightly, May 2013.

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Érica Franzetti focuses her practice on international commercial and investor-state arbitration matters across multiple industry sectors, including energy and natural resources, life sciences, financial services, hospitality, and information technology. She has extensive experience advising clients in cases involving multiple procedural rules and has appeared before ICSID, ICC, ICDR and UNCITRAL arbitral tribunals. Prior to practicing international arbitration, Érica practiced law at a leading Brazil-based law firm, where she represented clients in complex commercial litigation proceedings before the Brazilian courts. Ms. Franzetti also serves as arbitrator on commercial arbitrations conducted under the auspices of the American Arbitration Association and teaches a course in investor-state arbitration as an adjunct professor at Georgetown Law. She has a leadership position in the D.C. Women in International Arbitration group and plays an active role in the Dechert's Global Women's Initiative.

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Featured in Hedge Funds (USA – Nationwide), Investment Funds (USA – Nationwide), Investment Funds (Massachusetts)

Practice Areas: Leigh Fraser is a partner in the asset management group, co-head of the firm's private funds practice and head of the firm's derivatives and commodities practice. Leigh has significant experience forming onshore and offshore private funds, and advising these entities and their sponsors on an ongoing basis with respect to regulatory matters and structuring new investment products. She also advises a variety of financial institutions, including hedge funds, investment advisors, mutual funds, and endowments, on derivatives and arrangements with brokers and custodians, as well as related regulatory matters under the Dodd-Frank Act.

FREECHACK, John E.
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Financial Institutions
Career: John has more than 40 years of experience advising hundreds of financial institutions and their boards on mergers and acquisitions, bank regulatory issues, corporate governance, and securities law matters. John is straight-forward, a good sounding board and strategic thinker, meticulous, and personable. John is the founder and co-chair of BFKN's Financial Institutions Group and has advised hundreds of financial institutions on strategic, corporate governance and other matters. His extensive experience includes the representation of numerous public companies, as well as regional and community banks. John spends considerable time counseling institutions and their boards with respect to mergers and acquisitions, bank regulatory issues, corporate governance and securities law matters. To learn more, please visit www.bfkn.com/johnfreechack.

FREED, David
Mayer Brown LLP, New York
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Featured in REITs (USA – Nationwide)

Practice Areas: Characterized by clients as a dynamic, forward-thinking lawyer who has strong technical capability and a commercially minded approach, David Freed represents issuers and underwriters in public and private offerings of equity and debt securities in a number of industries, with a focus on real estate and REITs.

FREED, Todd E
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Featured in Insurance (USA – Nationwide), Insurance (New York)

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FREEDMAN, Linn F
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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Data Privacy, Cybersecurity, HIPAA, Education, Health Law, Litigation, Exempt Organizations, Government Enforcement, Internal Investigations, Corporate Compliance, Business Litigation and Dispute Resolution, Financial Services Cyber-Compliance

Career: Linn Freedman, chair of Robinson+Cole's Data Privacy + Cybersecurity Team, practices in data privacy and security law, cybersecurity, and complex litigation. She provides guidance on data privacy and cybersecurity compliance to a full range of public and private clients across all industries, such as construction, education, health care, insurance, manufacturing, real estate, utilities and critical infrastructure, marine, and charitable organizations. Linn helps clients comply with all state and federal data privacy and security laws and regulations, and counsels them on state and federal data privacy and security investigations. Linn advises companies and organizations on best practices for the collection, maintenance, and sharing of high-risk data, to help avoid breaches and cyber intrusions. She assists with data mapping and development of privacy and security plans. She helps clients comply with constantly evolving, industry-specific privacy and data protection regulatory requirements, including TCPA, COPPA, FCRA, FERPA, HIPAA, CCPA, CalOPPA, the Gramm-Leach Bliley Act and state specific laws and regulations. Linn also assists clients with Written Information Security Plans (WISPs). She provides guidance regarding privacy and data protection implications associated with the deployment of mobile communication and data storage technologies, mobile applications, and location-based services. She works with clients to develop software and cloud vendor agreements, website and mobile app privacy policies and terms and conditions of use, and social media policies, practices and procedures. Linn has given presentations around the country on data privacy and cybersecurity, and she writes extensively on these topics, including for Robinson+Cole's Data Privacy + Security Insider blog. Linn assists clients with data breach preparedness, including assisting with vendor choice and pre-negotiating contracts for forensic, notification, and call center services. She also assists with the development and training of data breach response teams. If there is a data breach, Linn assists with all related response, notification, remediation, coordination, and litigation. She is well-versed in helping clients with post-breach investigations by the Federal Trade Commission, the U.S. Office for Civil Rights, and state attorney general

offices. She also provides security incident tabletop exercises for clients. If a data breach or privacy issue results in litigation or an enforcement action, Linn works with clients to resolve the matter through the court system or before federal or state regulatory agencies. She also represents various companies in privacy litigation matters around unauthorized access, use or disclosure of personally identifiable and health information and in retrieving the unauthorized transfer of data from companies by employees. Linn is a former Assistant Attorney General for the State of Rhode Island and works with the AGs of multiple states around compliance and enforcement actions involving data breaches and data security. Linn has extensive experience helping clients with HIPAA compliance. She regularly assists with HIPAA compliance programs and employee awareness training, cybersecurity in relation to patient portals, and data use and sharing agreements for health information exchanges. She has deep experience helping clients defend enforcement actions by the Office for Civil Rights of the Department of Health and Human Services. Linn is a Certified Information Privacy Professional/US (CIPP/US) by the International Association of Privacy Professionals (IAPP) and an Adjunct Professor of Law at Roger Williams University School of Law.

Professional Memberships:

International Association of Privacy Professionals

Publications: Linn writes extensively, including for the firm's Data Privacy + Security Insider blog (www.dataprivacyandsecurityinsider.com), speaks at national conferences and is frequently interviewed by publications.

FREEDMAN, Robert
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Featured in Projects (USA – Nationwide)

Practice Areas: Robert Freedman is co-chair of the Energy and Infrastructure practice at Paul Hastings and is based in the firm's New York office. He focuses on finance and development, asset acquisitions and dispositions, and complex work-outs and restructurings of infrastructure assets across the breadth of infrastructure sectors, including power, renewables and sustainable development, and transportation. In finance matters, Rob regularly represents parties in the many different types of markets utilized in the current E&I sector, including construction and back-leverage financings, Term Loan A, Term Loan B, acquisition financings, mezzanine financings and private placement financings. Rob's clients include banks and financial institutions, major corporations, private equity and other institutional investors.

Personal: Georgetown University Law Center, J.D., cum laude Binghamton University, B.S., summa cum laude Admissions: New York

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Featured in Tax (USA - Nationwide), Tax (Texas)

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FRESE, Tad

Latham & Watkins LLP, Menlo Park

Featured in Capital Markets (California), Capital Markets (USA - Nationwide)

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FRELING, Scott A.

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Featured in Government (USA - Nationwide)

Practice Areas: Scott Freling divides his practice between representing civilian and defense contractors in traditional government contracts matters and guiding buyers and sellers — including a number of leading private equity firms — through the regulatory aspects of complex government contracts M&A deals. Scott is a vice chair of the firm's Government Contracts practice. Scott is sought after for his regulatory expertise and his ability to apply that knowledge to the transactional environment. Scott has deep experience leading classified and unclassified due diligence reviews of government contractors, negotiating transaction documents, and assisting with integration and other post-closing activities. He has been the lead government contracts lawyer in dozens of M&A deals, with a combined value of more than \$70 billion. This has included Advent's acquisition of Maxar Technologies for \$6.4 billion, Aptiv's acquisition of Wind River for \$3.5 billion, Veritas Capital's sale of Alion Science and Technology to Huntington Ingalls for \$1.65 billion, and Peraton's acquisition of Perspecta for \$7.1 billion.

FREY, Manuel

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/manuel-s-frey>

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Featured in REITs (USA - Nationwide)

Practice Areas: JASON FRIEDHOFF is a partner in Sidley's Investment Funds and Capital Markets practices, one of the leaders of the firm's real estate investment trust (REIT) practice and the co-leader of the firm's non-traded REIT (NTR) practice. Jason focuses on securities offerings (in particular IPOs), corporate matters and M&A, including matters involving equity and mortgage REITs, open-end and closed-end real estate funds and real estate joint ventures. He works as both issuers' and underwriters' counsel for numerous public company clients. In addition, he

works with real estate funds, managers and investors and represents fund managers in fund formation. Jason has extensive experience in securities laws matters, including public and private equity and debt offerings, spin-offs, acquisitions, dispositions, joint ventures, corporate governance matters, filings under the Securities Exchange Act of 1934 and stock exchange matters, as well as with complex real estate portfolio transactions involving the issuance of operating partnership units in UPREITs and DownREITs.

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Featured in Privacy & Data Security (USA - Nationwide), Litigation (New York)

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Featured in Insurance (USA - Nationwide), Insurance (New York)

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Featured in State Attorneys General (USA - Nationwide)

Career: Clayton Friedman, co-leader of Troutman Pepper's national State Attorneys General practice, brings decades of experience crafting effective strategies to help deter or mitigate the risk of enforcement actions and litigation. Frequently sought out by companies operating within industries that are subject to heightened governmental regulations and enforcement actions, Clay provides his clients with a valuable understanding of how to approach enforcement actions, as well as how to avoid them. Informed by nearly a decade in a state attorneys general office and nearly 30 years in private practice, Clay spends much of his time representing clients in singular or multistate regulatory actions. Clay has repeatedly led teams before all 50 state attorneys general, and also handles matters with the Federal Trade Commission, the Consumer Financial Protection Bureau, and other local, state and federal agencies. His work focuses on matters involving advertising, marketing, consumer finance, privacy, and other regulatory issues. Clay also provides clients with day-to-day advice on consumer protection regulatory issues, which is informed by his frequent attendance at attorneys general association meetings.

FRIEDMAN, Elliot

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: International Arbitration; Investor-State Arbitration; Transnational Litigation; Commercial

Arbitration; Enforcement of Arbitral Awards; Energy; Natural Resources; Pharmaceutical industry; Construction; Intellectual Property.

Career: Elliot is based in New York and is the head of our international arbitration practice in the Americas. He focuses on international arbitration (commercial and investor-state) and international litigation, with a particular focus on disputes in the tech, energy, financial services and pharma sectors. Elliot has handled international arbitrations before almost every major arbitral institution, and his experience includes disputes involving long-term energy contracts, bilateral and multilateral investment treaties, joint venture agreements, construction contracts, distribution agreements, and intellectual property. Elliot also represents companies in the US courts in transnational litigation, including the enforcement of arbitral awards. For more information, visit <https://www.freshfields.us/contacts/find-a-lawyer/ff/friedman-elliott/>

Professional Memberships: Vice Chair of the Executive Committee of the Institute for Transnational Arbitration (ITA). Vice Chair of the Executive Committee of the New York International Arbitration Center (NYIAC).

FRIEDMAN, Jeffrey A

Eversheds Sutherland (US) LLP, Washington, DC

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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

See under District of Columbia for profile.

FRIEDMAN, Jessica C.

Rock Creek Energy Group, LLP, Washington, DC

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Jessica's practice is focused on renewable and conventional independent power producers, power marketers, and transmission developers throughout the United States. She represents owners, operators and investors of all sizes in the electric energy sector, from startup developers to private equity funds, infrastructure funds and institutional investors. Jessica specializes in federal energy regulatory matters related to: - Development, ownership and operation of electric generation and transmission projects; - Equity, asset and debt transactions involving electric projects; - ISO/RTO market participation rules; and - Ongoing compliance with applicable FERC requirements. With respect to development assets, Jessica regularly provides counsel on complex generator interconnection issues, including shared facilities and upgrades, co-tenancy structures, preservation of priority rights to proprietary capacity, and pseudo-tie and dynamic scheduling arrangements. Jessica advises clients on transmission service

solutions, such as joint ventures, and negotiates related agreements. She also counsels transmission developers on strategic development decisions related to equity ownership structures and capacity allocation arrangements, as well as negotiated rate authority, incentive-based rate treatment and FERC's open access tariff requirements. Jessica assists clients with obtaining all necessary regulatory permits and approvals from FERC prior to commencing operations or consummating transactions. Jessica routinely works on sections 203, 204, and 205 matters under the Federal Power Act, including securing market-based rate authority and prior FERC authorization for certain transactions. In addition, Jessica assists electric projects and their owners with obtaining "exempt wholesale generator" or "qualifying facility" status and related exemptions and waivers under the Public Utility Holding Company Act of 2005 and Public Utility Regulatory Policies Act of 1978, respectively. The transaction-specific element of Jessica's practice includes conducting regulatory due diligence on the FERC status of electric assets, advising clients on contractual agreements and structures for equity sales and asset transfers, and obtaining the necessary FERC approvals. Jessica routinely serves as special regulatory counsel in energy project M&A and financing transactions. Jessica frequently counsels her clients on the ever-evolving rules and compliance obligations associated with participation in organized wholesale capacity and energy markets operated by ISOs/ RTOs. Jessica also represents clients in compliance audits and investigations before FERC.

FRIEDMAN, Lauren

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Lauren Friedman handles international arbitration matters in English and Spanish, with emphasis on issues involving New York law as well as Latin America. Lauren's practice focuses on energy, investor-state disputes, and post-acquisition disputes, and she also has significant experience on disputes involving the financial sector. Lauren has handled some of the highest-profile and largest investment-treaty disputes to date, including multiple cases valued in the billions of dollars. She has served as lead counsel in high-value disputes, and regularly serves as lead oral advocate in final hearings. Lauren has experience in a wide range of sectors, including energy, electricity, water distribution, banking, private equity, petrochemical, accounting, and construction. As a result of her decade of experience with environmental disputes in the energy space, Ms. Friedman is actively focused on the energy transition and climate change. Lauren has represented and advised clients on unique challenges related to the rapidly-development

legal framework on the environment, including exit strategies and stranded assets. She is a frequent lecturer on international arbitration both domestically and abroad.

FRIEDMAN, Robert A

Holland & Knight LLP, Washington, DC 202.469.5437

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Featured in International Trade (USA – Nationwide)

Practice Areas: Robert A. Friedman is an experienced international trade lawyer in Holland & Knight's Washington, D.C., office. A former official with the U.S. Department of State, Mr. Friedman helps clients address a range of complex legal, regulatory and policy issues that involve international trade and investment, government regulation of cross-border transactions and compliance with U.S. laws based on foreign policy and national security. He advises businesses, entrepreneurs, investors and trade associations on matters related to economic sanctions, export controls, foreign direct investment, supply chain security, customs laws, data privacy and cybersecurity, market access, anti-corruption and national security regulations. Mr. Friedman regularly represents clients before the Committee on Foreign Investment in the United States (CFIUS) and the Defense Counterintelligence and Security Agency (DCSA) in proceedings related to the mitigation of foreign ownership, control or influence (FOCI) under national industrial security regulations. He works with service providers and infrastructure owners in negotiating security agreements with the Committee for the Assessment of Foreign Participation in the United States Telecommunications Services Sector agencies – including the U.S. Department of Homeland Security (DHS), U.S. Department of Defense (DOD) and U.S. Department of Justice (DOJ) – regarding Federal Communications Commission (FCC)-regulated businesses.

FRIEDRICH, Laura S

Willkie Farr & Gallagher LLP, New York 212 728 8231

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Partner in the Asset Management Department. Laura has extensive experience in fund formation, representing both fund sponsors and limited partners. She works with US and international private equity, venture capital and hedge funds and their sponsors, with investments in the US, Latin America, Europe, Africa, India, the Middle East and Asia. Laura leads multibillion dollar fund raisings, as well as more modest fundraising efforts for middle market, regional and sector-specific funds. She represents sponsors across a variety of asset categories, including buy-out, real estate, funds of funds, debt, energy, infrastructure, transportation and media. Laura also provides advice to funds and sponsors on the full spectrum of private

equity fund matters, including ongoing business and transactional matters (including co-investments), internal management arrangements and regulatory and compliance requirements.

Personal: J.D., University of Pennsylvania Law School, 1996; A.B., University of California, Berkeley, 1993. See: <https://www.willkie.com/professionals/f/friedrich%20laura>

FRIEND, Steven

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Represents issuers and underwriters in a range of equity and debt offerings, with a significant portion of this work concentrated in the power and utility industries. He has extensive experience with common stock offerings, hybrid securities, tax-exempt offerings of multi-modal debt, 4(a)(2) private placements and liability management transactions.

Professional Memberships: American Bar Association, Vice Chair, Finance, Mergers and Acquisitions Committee of the Section of Infrastructure and Regulated Industries.

Personal: BA, Johns Hopkins University, 1998. JD, University of California Los Angeles, 2001.

FRIES, Elizabeth Shea

Sidley Austin LLP, Boston (617) 223-0388

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Featured in Hedge Funds (USA – Nationwide), Investment Funds (USA – Nationwide), Investment Funds (Massachusetts)

See under Massachusetts for profile.

FRISCHLING, Carl

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Corporate Law Investment Management LIBOR

Career: One of the most highly regarded investment management lawyers, Carl Frischling represents and advises leaders in the financial services industry on laws and regulations pertaining to financial services, investment companies and mutual funds. He advises independent trustees and directors, investment advisers and investment companies. Areas of his counsel include investment fund formation, the development, structuring and management of mutual funds and federal regulatory obligations for independent investment directors and trustees. Carl's pioneering leadership in investment and financial services law has earned him numerous accolades, including status as a Senior Statesman from Chambers USA and as a leading lawyer by the Legal 500. Carl is the recipient of Fund Directions' "Independent Counsel of the Year Award" and "Lifetime Achievement Award," and he was named one of the "Visionaries of the Modern Mutual Fund Industry" by Strategic Insight. He has served on boards of directors of numerous finan-

cial and investment companies, such as Invesco Funds, Reich & Tang Funds and the Vista Funds (the predecessor to the JP Morgan Funds).

FULLER, Patrick

Cleary Gottlieb Steen & Hamilton LLP, New York

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Patrick Fuller advises clients on a broad range of international, federal, and state bank regulatory, transactional, and enforcement matters. Patrick has helped his clients structure business activities and corporate transactions, execute mergers, secure licenses and charters, raise capital from public and private markets, develop compliance programs, advocate for regulatory change, and respond to examinations, investigations, and enforcement actions. He has extensive experience in navigating complex strategic, structural, and compliance issues raised by U.S. regulatory reform initiatives, including the Dodd-Frank Act, the Volcker Rule, heightened prudential standards for large financial institutions, and more recent regulatory relief initiatives. He is also active in advising clients on regulatory issues impacting innovation and financial technology, and on compliance with U.S. anti-money laundering and sanctions laws and regulations. His clients include major U.S. and foreign banking organizations, private equity firms, asset managers, financial technology innovators, and trade associations.

Career: Patrick joined the firm in 2008 and became a Counsel in 2021. J.D., with highest honors, George Washington University Law School (2008); M.P.P., Honors Graduate, George Washington University (2008); B.S., cum laude, University of Washington (1996).

Professional Memberships: Member, New York Bar Member, District of Columbia Bar

FULTON, Jamal

Cleary Gottlieb Steen & Hamilton LLP, New York

Featured in Private Equity (USA – Nationwide)

Practice Areas: Jamal Fulton's practice focuses on the organization and operation of private investment funds, including buyout, growth equity, venture capital, social impact, conduit, and hedge funds. He also represents private fund sponsors in co-investment, separate account, fund-of-one, joint venture and other bespoke arrangements, and he represents limited partners in their investments in private funds. He maintains an active pro bono practice.

Career: Jamal joined the firm in 2012 and became a partner in 2021. In 2014, he was resident in the London office. J.D., Harvard Law School (2012); B.A., Yale University (2008).

Professional Memberships: Member, New York Bar.

FUNK, T Markus

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Featured in FCPA (USA – Nationwide), Litigation (Colorado)

See under Colorado for profile.

FURLETTI, Mark J

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Featured in Financial Services Regulation (USA – Nationwide), Banking & Finance (Pennsylvania)

Career: Mark Furletti is a co-leader of the Consumer Financial Services Regulatory practice at the firm. He focuses on federal and state consumer and small business lending and payments laws, including those that apply to payment cards, buy-now-pay-later transactions, vehicle-secured loans, lines of credit, unsecured loans, and deposit products. He counsels providers of consumer and small business financial services, including banks, on regulatory compliance, and defends them in class action litigation and government supervisory and enforcement matters. He also counsels purchasers of merchant receivables, companies that specialize in online small business lending, and companies that interact with their customers electronically or that set up recurring billing arrangements with their customers. Judicial Clerkship: Hon. Franklin S. Van Antwerpen, U.S. Court of Appeals for the Third Circuit Admissions: Pennsylvania, New Jersey, U.S. District Court for the Eastern District of Pennsylvania, U.S. Court of Appeals for the Third Circuit Professional Memberships Co-chair, American Bar Association's National Institute on Consumer Financial Services Basics, 2021-present Vice Chair, ABA Electronic Financial Services Subcommittee, 2012-2018 Personal Education: Temple University James E. Beasley School of Law (J.D., cum laude), Note and Comment Editor, Temple Law Review, Loyola College in Maryland, (B.B.A., cum laude)

FURMAN, Cassia

Vicente LLP, Denver

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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: –Corporate & Business –Commercial Transactions –Government & Policy –Land Use & Zoning –Licensing –Real Estate –Regulatory Compliance

Career: Cassia Furman is an equity partner and Executive Board member of leading cannabis law firm Vicente LLP. In addition to her firm management role, she leads the firm's California Practice Group based in Los Angeles, where she counsels clients on a wide range of transactional, regulatory, and land use issues related to the cannabis industry. Cassia specializes in the intersection of local and state regulation and private industry, having worked on both public and private sides of the negotiating table. Her background in public finance, land use planning, local government

law, and commercial real estate provides insight into all phases of cannabis permitting and licensed operations. In addition to regulatory work, she focuses on cannabis supply chain transactions, working tirelessly to help her clients meet and exceed their business goals in an ever-changing landscape. Bringing her considerable industry experience to bear, she collaborates closely with licensed operators, brands, investors and landlords to anticipate new market forces and impacts before they occur. She favors a practical, results-oriented approach to the law and understands the nuances of creative problem-solving in heavily regulated industries. Prior to joining Vicente LLP, Cassia worked with a noted public finance firm where she oversaw the organization and operations of dozens of special districts created to finance and develop complex public infrastructure projects. Cassia also assisted in the representation of numerous Colorado municipalities, where her duties included the drafting and implementation of comprehensive medical marijuana ordinances. She attended the University of Colorado School of Law and Hamilton College. In addition to client advocacy, Cassia plays an active role in multiple California and national cannabis industry groups and speaks and writes frequently on cannabis legal issues. She is the co-author of "The Cannabis Business: Understanding Law, Finance and Governance in America's Newest Industry" available in print from Routledge Press. Cassia has been recognized by the prestigious Chambers and Partners as one of the top cannabis lawyers in the United States in 2021 and 2022.

Professional Memberships: –International Cannabis Bar Association –California Cannabis Industry Association –Los Angeles County Bar Association

Publications: The Cannabis Business: Understanding Law, Finance, and Governance in America's Newest Industry, Routledge Publishing – <https://www.routledge.com/The-Cannabis-Business-Understanding-Law-Finance-and-Governance-in-Americas/Alovisetti-Furman/p/book/9780367519940> Cannabis Crossing State Lines: California Dept. of Cannabis Control Pushes for Interstate Commerce: <https://vicentellp.com/insights/cannabis-crossing-state-lines-california-cannabis-control-interstate-commerce/>

FURMAN, Kathryn M.
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Featured in REITs (USA – Nationwide)

Practice Areas: Kathryn Furman focuses on fund formation and offerings, joint venture formation and negotiation, and secondary transactions. She is the head of the firm's Private Funds and Alternative Capital practice. Kathryn advises fund sponsors, investment advisers and others on a variety of related matters. Kathryn works with established and new fund sponsors, as well as investment advisers, in structuring and

formation of investment funds, joint ventures, separate accounts, and other investment vehicles. Kathryn advises investors on reviewing and negotiating the terms of their investments, and counsels them on exemptions and compliance matters under the Investment Company Act of 1940 and the Investment Advisers Act of 1940, as well as under the Volcker Rule. Ms. Furman also has experience with merger and acquisition (M&A) transactions, including public and private company mergers, leveraged buyouts, going-private transactions and strategic investments. She counsels clients in a number of industries, including real estate, energy, healthcare and restaurants.

FURST JOHNSON, Jessica
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Featured in Political Law (USA – Nationwide)

Practice Areas: Jessica Furst Johnson is a partner at Holtzman Vogel and has spent the past thirteen years serving as General Counsel for three different national political party committees, cementing her as one of the most experienced campaign finance and election law attorneys in the industry. Jessica focuses her practice on political committees, campaign finance and election law, both on the federal level and across the 50 states, lobbying and ethics compliance, and tax-exempt organizations. Jessica served as General Counsel to the National Republican Congressional Committee from 2009-2016, advising the national political party committee, Republican Members of the U.S. House of Representatives, and candidates for U.S. House on matters related to Federal campaign finance law, House Ethics Rules, contract law, corporate law, and intellectual property regulations. During the 2014 and 2016 cycles, Jessica continued as General Counsel, while also serving the committee in a managerial and strategic role as Deputy Executive Director. In 2016, Jessica was selected as NRCC Independent Expenditure Director, managing the NRCC's paid political efforts in 30+ congressional races, and leading a staff and vendor team of more than 80 people, and a budget exceeding \$76 million. In the 2018 election cycle, Jessica served as General Counsel to the National Republican Senatorial Committee, where she oversaw the legal strategy for the 2018 Florida Senatorial Recount, managing hundreds of volunteer attorneys and more than 10 different law firms to ensure victory in a hand recount across Florida's 67 counties in the span of nine days. In addition to her firm work, Jessica currently serves as General Counsel to the Republican Governors Association, the primary organization dedicated to supporting and electing Republican Governors, where she has honed an expertise on state campaign finance and election law. Prior to her time at the NRCC, Jessica was an associate in

a Washington, D.C. law firm, advising candidates, members of Congress and other elected officials, tax-exempt entities and political action committees on issues relating to Federal Election Commission compliance, House and Senate Ethics Rules, political strategy, and state lobbying law.

FUSINA, Matthew
Baker Botts L.L.P., Washington, DC
Featured in Projects (USA – Nationwide)

Practice Areas: Matthew Fusina is a partner in the Global Projects Practice at Baker Botts. Matt provides legal counsel on the development and finance of energy and infrastructure projects and has particular strength in LNG, natural gas and hydrogen-related transactions. Matt's practice encompasses the entire lifecycle of the project development process. He regularly assists clients with front-end project development and joint venture arrangements and negotiating commodity sale agreements and tolling arrangements. Matt has extensive current LNG experience assisting clients with developing liquefaction and regasification projects, including floating liquefaction and LNG-to-power projects, and advising on the marketing and purchase of LNG and natural gas. He also advises clients with respect to the operation and expansion of LNG facilities.

Career: Matt has focused his career on helping clients develop and launch energy infrastructure projects. In addition to his LNG and natural gas practice, Matt is actively involved with helping clients to navigate and develop projects in the energy transition and battery storage development spaces. He also represents end users in a wide variety of derivative transactions and trading matters, including commodity transactions and structuring arrangements for the sale and purchase of voluntary carbon offsets.

Professional Memberships: New York State Bar; District of Columbia Bar; Energy Bar Association

Personal: J.D., University of Virginia School of Law 2011; B.A., University of Virginia 2007 (with distinction)

GAFNI, Jonathan
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Featured in International Trade (USA – Nationwide)

Practice Areas: Jonathan heads Linklaters' U.S. foreign investment practice, advising domestic and international clients on national security reviews of foreign investments in U.S. businesses. He represents clients before the Committee on Foreign Investment in the United States (CFIUS) and other U.S. government authorities responsible for cross-border investment controls. He formerly led U.S. Intelligence Community support to the CFIUS process, directing the preparation of national security threat analyses of more than 500 cross-border transactions.

Professional Memberships: Foreign Investment and National Security

committee of American Bar Association Antitrust Section From 2020-2022, Jonathan served on the board of directors of Specially Adapted Resource Clubs (SPARC), which provides a club-based, community-oriented day support program for adults with developmental and physical disabilities.

GAGE, William
Butler Snow LLP, Ridgeland
+1 (601) 259-0996
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Featured in Products Liability (USA – Nationwide), Litigation (Mississippi)

Practice Areas: Product Liability Litigation; Drug and Device Litigation; Trials

Career: William is an attorney in Butler Snow LLP's Pharmaceutical, Medical Device & Healthcare Litigation Group, which LMG Life Sciences selected as its 2019 Product Liability Firm of the Year. He previously served as Chair of the firm's Litigation Department. He is a trial attorney with more than 30 years of experience in drug and medical device, product liability, personal injury and mass torts litigation. William served as MDL lead counsel for Johnson & Johnson and Ethicon, Inc. in In re: Ethicon, Inc., Pelvic Repair Systems Products Liability Litigation, MDL No. 2327, United States District Court for the Southern District of West Virginia, one of the largest litigations in U.S. history. He also served as MDL lead counsel in In re: Ethicon Physiomesher Flexible Composite Hernia Mesh Products Liability Litigation, MDL No. 2782, United States District Court for the Northern District of Georgia. He previously served as statewide coordinating counsel for the Wyeth diet drug litigation and trial counsel in the New Jersey Accutane litigation. Profiled as one of Law360's 2016 Trial Pros, William has extensive trial experience. He was retained in 2019 as lead trial counsel in a Washington state attorney general action related to pelvic mesh that resolved shortly before trial. He was also retained in 2019 as co-lead trial counsel in a first-of-its-kind eight-week bench trial in an attorney general action in California involving pelvic mesh. Over the past nine years, he tried eight product liability mesh cases to verdict, obtaining defense verdicts in the Philadelphia Court of Common Pleas (2017) and in state court in Dallas, Texas (2015). The Texas trial was one of Law360's 2015 Product Liability Trials to Watch, and the verdict was named as one of CVN's Top 10 Defense Verdicts of 2015. William is recognized by many prestigious industry publications, including Chambers USA (nationwide Product Liability & Mass Torts), The Legal 500 US (recognized in the editorial for nationwide Product Liability, Mass Tort and Class Action: Pharmaceuticals and Medical Devices – Defense), Who's Who Legal: Product Liability Defence, Benchmark Litigation, The Best Lawyers in America, and Mid-South Super Lawyers. Additionally, Best Lawyers in America named William as the 2023 Lawyer of the Year for Product

Liability Litigation – Defendants for the Jackson, MS area. He is a Fellow of the American College of Trial Lawyers and the International Academy of Trial Lawyers. He has presented on numerous occasions about litigation and trial-related topics, including speaking at the Defense Research Institute's Product Liability Conference, the DRI Drug and Medical Device Seminar, the Contemporary Issues in Complex Litigation Conference at Northwestern Pritzker School of Law, and the American Conference Institute's Drug & Medical Device Litigation Seminar.

Professional Memberships: American Bar Association; Defense Research Institute (DRI); Lawyers for Civil Justice; Mississippi Bar Association; Mississippi Defense Lawyers Association.

Personal: University of Mississippi, J.D., cum laude, 1990; B.A., cum laude, Accountancy, 1987

GALARDI, Gregg M

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

GALDES, Andrew

Latham & Watkins LLP, Washington, DC

Featured in International Trade (USA – Nationwide)

Practice Areas: Andrew Galdes advises clients on compliance and enforcement issues involving US laws and regulations related to economic and trade sanctions, as well as export controls. Mr. Galdes helps clients, including companies, financial institutions, private equity firms, and global private foundations, navigate internal compliance investigations, regulatory, congressional and other government investigations, and enforcement actions, day-to-day corporate compliance matters, and transactional due diligence. He advises clients on the complex legal, policy, and enforcement issues arising under economic and trade sanctions programs administered by the Treasury Department's Office of Foreign Assets Control (OFAC), the State Department's International Traffic in Arms Regulations (ITAR), and the Commerce Department's Export Administration Regulations (EAR). Mr. Galdes draws on extensive technical knowledge and experience to help clients secure governmental guidance and approvals, including OFAC authorizations and interpretive rulings, and crafts pragmatic solutions to obstacles that international trade laws often present in cross-border transactions. He excels at helping US and global clients design and implement sanctions and export controls compliance programs. He regularly writes and speaks on topics related to sanctions and export controls.

GALLEGOS, Tracy

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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: Ms. Gallegos serves as a team lead for the Duane Morris Cannabis industry group. Ms. Gallegos has a multifaceted practice that touches upon corporate, real estate, cannabis, sports and entertainment law for clients ranging from startup companies to established businesses. Her clients include community association management companies, homeowners' associations, medical marijuana dispensaries, and individuals and companies involved in the promotions and management aspects of the night-life industry. Ms. Gallegos' corporate services include assistance with entity formation and restructuring; preparation of business plans; procurement of business licenses, building permits and special use permits; drafting of documentation necessary to obtain licensing for medical marijuana dispensaries; and preparation of forms required by the California Department of Alcoholic Beverage Control. Furthermore, she routinely reviews, revises and drafts various corporate documents-including bylaws, operating agreements and articles of dissolution-and negotiates and drafts business agreements such as escrow instructions, foreign exchange trading, joint venture, consulting, stock purchase, unit transfer and subscription agreements.

Professional Memberships: Clark County Bar Association; American Bar Association

Publications: Cannabis Law Journal (2016 Editorial Advisory Board)

Personal: Drake University Law School, J.D., 2004; University of California, Davis, A.B., 1999

GALLEGOS, Wendy

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Wendy Gallegos is co-leader of the Firm's Global Private Funds and Investment Management Practice and leads the Firm's Real Estate Funds practice with over 20 years of experience in real estate private equity. Wendy represents many of the largest real estate private equity firms and a number of sector-specific operators and allocators in forming open-end and closed-end private equity funds with a wide range of real estate and real-estate related investment strategies across the US, Asia-Pacific and Europe. Wendy also represents investment managers in structuring and negotiating club deals and separate accounts and in investing capital on behalf of private equity funds and other investment vehicles, including through joint ventures, preferred equity and other investment structures.

GALLO, Kenneth A

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Featured in Antitrust (USA – Nationwide), Antitrust (District of Columbia)

See under District of Columbia for profile.

GALVIS, Sergio J

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Featured in Mining & Metals (USA – Nationwide), Projects (USA – Nationwide)

Practice Areas: Capital Markets; Credit & Leveraged Finance; Criminal Defense & Investigations; Crisis Management; Energy & Natural Resources; Energy Transition; Environmental, Social and Governance (ESG); FCPA & Anti-Corruption; Infrastructure; Latin America; Mergers & Acquisitions; Mining & Metals; National Security; Oil & Gas; Power & Utilities; Private Equity; Project Development & Finance; Restructuring

Career: Oversees S&C's recruiting and administrative functions; Latin America practice co-head; Sovereign Finance co-head. Deep track record and expertise in leading multidisciplinary teams on challenging cross-border transactions, disputes and investigations for a range of clients in Asia, Europe and the Americas. Profiled by The Financial Times as an Innovative Lawyer; by Law360 as both an M&A and Project Finance MVP; by Latin Lawyer as International Lawyer of the Year; by National Law Journal as both an Energy & Environmental Trailblazer and one of the 50 Most Influential Minority Lawyers in America; and recognized by Hispanic Business as one of The 100 Most Influential U.S. Hispanics. Harvard Law (JD, 1983); William and Mary (BA, 1980) Clerk, Hon. Lawrence Pierce, US Second Circuit

Professional Memberships: Council on Foreign Relations; Council of the Americas Secretary; University of the Andes Foundation Trustee; Hispanic Society Museum & Library Vice Chairman

GANDHI, Jay

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Featured in Mediators (USA – Nationwide)

Career: Hon. Jay C. Gandhi (Ret.) is known for his thorough, insightful, and candid approach to every engagement. The parties turn to Judge Gandhi to resolve complex disputes. For instance, Judge Gandhi presided over the \$1 billion public-entity settlement involving PG&E and the California wildfires, the \$725 million class action settlement accusing Facebook of allowing third parties, including Cambridge Analytica, to access users' private information, and the \$648 million class action settlement over environmental contamination from polychlorinated biphenyls, or PCBs, made by the Monsanto Company. Judge Gandhi also specializes in sensitive, high-stakes commercial disputes, such as financial litigation (including with federal and state regulators), contrac-

tual and employment matters, and intellectual property and trade secret thefts, amongst others. Known for his commitment to justice, government officials call upon Judge Gandhi for his consensus-building skills. For example, he was appointed by the Mayor of Los Angeles to the Independent Taxpayer Oversight Committee – Measure R. The measure is expected to generate \$40 billion in revenue and fund proposed transportation projects in Los Angeles. He was previously appointed to the Los Angeles Police Commission's Advisory Committee on Building Trust and Equity. The committee was formed to deliver recommendations for LAPD reforms after the nationwide protests that followed the murder of George Floyd.

GANDHI, Samir A

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: SAMIR GANDHI is the global practice leader of the firm's Capital Markets group and a member of the firm's Executive Committee. Sam focuses on capital markets offerings, corporate matters and private equity transactions. He represents issuers and underwriters in a broad range of capital markets activities, including initial public offerings, and has extensive experience advising corporate clients on disclosure and governance matters, complex financial structures, public offerings and private placements. Sam also represents domestic and foreign fund sponsors, investment banks and other private investors in their private equity and venture capital activities and rights holders and media companies in sponsorship and media contracts in the sports and entertainment industries.

GARDINER, John L

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Global head of Skadden's International Litigation and Arbitration Group. Concentrates on the resolution of complex, high-exposure, multijurisdictional disputes before leading international arbitral institutions such as the ICC, LCIA, HKIAC and ICDR, as well as federal and state courts in the United States and elsewhere around the globe. His broad experience covers a wide range of industries, including financial services, insurance/reinsurance, auditing and accounting, trusts and estates, energy and telecommunications. Mr. Gardiner also has acted as arbitrator and mediator in complex corporate, shareholder and family disputes.

Personal: Admitted: New York, 1988; Roll of Solicitors, Republic of Ireland, 1988; Roll of Solicitors, England and Wales; LLB, University College, Dublin, 1984.

GARDNER, Bryant

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Featured in Transportation (USA – Nationwide)

Practice Areas: Bryant has a diverse practice providing Federal regulatory and policy advice to a wide variety of public and private sector clients, with expertise in United States Government promotional programs and contracts, transactions, and Federal litigation involving regulated entities and Federal programs. With over two decades in Winston & Strawn's Washington, D.C. office, Bryant's experience includes a mixture of transactional, government relations, litigation, and advisory work on Federal legislative, regulatory, and contractual matters. He has extensive experience representing regulated entities, government contractors and grantees, public entities, and other clients before the Congress, Federal Courts, Customs and Border Protection, Government Accountability Office, Department of Defense, Federal Maritime Commission, Department of Transportation, Coast Guard, and Maritime Administration. Additionally, he has deep expertise in a broad array of maritime, transportation, and logistics matters.

GARLAND, James

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Featured in Litigation (District of Columbia), Privacy & Data Security (USA – Nationwide)

Practice Areas: James Garland's practice focuses on government investigations and enforcement matters, complex commercial litigation, and cybersecurity. He is a member of Covington & Burling's Management Committee and previously served as co-chair of the firm's White Collar and Investigations Practice Group. Mr. Garland represents both corporate and individual clients in large-scale, multi-party criminal investigations and related regulatory enforcement actions. He has particular expertise handling matters involving electronic surveillance, national security, and law enforcement access to digital evidence. Mr. Garland also has substantial experience litigating high-stakes, multidimensional business disputes for clients across a range of industries. Many of his civil representations involve parallel government enforcement proceedings in multiple forums, often with significant public relations and policy implications. In conjunction with his investigations and litigation practice, Mr. Garland regularly assists clients with cybersecurity preparedness and incident-response matters. He has assisted numerous companies in responding to significant cybersecurity incidents, including in connection with criminal and state-sponsored attacks targeting customer and employee data and

attempts to steal substantial financial assets and intellectual property.

Career: U.S. Department of Justice, Deputy Chief of Staff and Counselor to the Attorney General (2009-2010) Price Waterhouse LLC, Management Consultant (1995-1997)

GARRAHAN, Andrew D

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Featured in Political Law (USA – Nationwide)

Practice Areas: Andrew Garrahan represents and counsels clients at the intersection of law and politics. He guides them through both regulatory compliance issues and government investigations on matters including state and federal campaign finance, ethics, lobbying, and corruption, as well as in congressional investigations. Andrew's prior career in political fundraising gives him a unique perspective on the challenges faced by his clients, which include corporations, candidates, government officials, political and nonprofit organizations, and private individuals.

GARRE, Gregory

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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Gregory Garre is a partner in the Washington, D.C. office of Latham & Watkins and Global Chair of the firm's Supreme Court & Appellate Practice. Named a 2019 and 2022 Litigation Star by Benchmark Litigation, a 2016 Appellate MVP by Law360, and 2016 Winning Litigator by the National Law Journal, he is widely considered one of the nation's top appellate advocates. Mr. Garre handles a broad array of complex litigation matters at all levels of the federal and state court systems and counsels clients on constitutional, statutory, regulatory, and other legal matters. Mr. Garre served as the 44th Solicitor General of the United States (2008-2009), after being unanimously confirmed to the position by the US Senate. As Solicitor General, he was the federal government's top lawyer before the Supreme Court and was responsible for overseeing the government's litigation in the federal appellate courts. He also served as Principal Deputy Solicitor General (2005-2008) and as an Assistant to the Solicitor General (2000-2004). He is the only person to have held all of those positions within the Office of the Solicitor General. Mr. Garre has argued 48 cases before the Supreme Court and has briefed and served as counsel of record in hundreds of additional cases before the Court at both the merits and certiorari stage. Mr. Garre has successfully argued some of the highest profile cases before the Supreme Court during the last 15 years, including *Fisher v. University of Texas*, *Florida v. Georgia*, *Ashcroft v. Iqbal*, *Vance v. Ball State University*, *United States v. Home Concrete*

& Supply LLC, *Maples v. Thomas*, *Christian Legal Society v. Martinez*, *FCC v. Fox Television Stations, Inc.*, *Winter v. Natural Resources Defense Council, Inc.*, *Baze v. Rees*, and *Dastar Corp. v. Twentieth Century Fox Film Corp.* In addition, he has filed scores of successful certiorari petitions before the Court, and successfully opposed certiorari on numerous occasions. Mr. Garre has frequently prevailed in the most hard-fought cases before the Supreme Court. For example, in *Florida v. Georgia*, the Supreme Court issued a 5-4 decision allowing Florida's equitable apportionment action against Georgia to proceed, a major win for the state in its battle to save the Apalachicola region. In *Fisher v. University of Texas*, the Supreme Court issued a 4-3 decision upholding the University of Texas's admissions program against a constitutional challenge. In *Vance v. Ball State University*, the Court issued a 5-4 decision in favor of Mr. Garre's employer client, in one of the most closely watched employment discrimination cases in recent years. And, in *United States v. Home Concrete*, the Court sided with Mr. Garre's taxpayer client and handed the IRS a rare defeat in a 5-4 decision that the Wall Street Journal reported could have a billion dollar tax impact. Mr. Garre also has argued scores of cases before the federal and state courts of appeals. In recent appeals, for example, he secured the reversal of a US\$657 million dollar damages award entered against United Technologies Corp. under the False Claims Act, which had been the largest damages award entered for the government under the False Claims Act following a trial. As *The American Lawyer* wrote, "Gregory Garre convinced a federal appeals court to throw out [the US\$657 million award]," "upending a government victory in a roller-coaster case spanning three decades." (United Technologies Corp. v. US) Mr. Garre also has handled numerous cases before the Federal Circuit, including in the areas of patent eligibility and claim construction. For example, he secured a complete victory before the Federal Circuit on behalf of WildTangent, Inc. in *UltraMercial Inc. v. WildTangent Inc.*, named by Law360 as one of five patent cases to watch in 2014. In *OIP Technologies Inc. v. Amazon.com*, he secured the dismissal of a major patent infringement action against Amazon. And he secured a complete win for Amazon.com in another major patent fight in *United Video Properties, Inc. v. Amazon.com*. Mr. Garre has handled numerous other patent matters, including successful dispositive motions in district court. Mr. Garre also secured high-profile appellate victories on behalf of one of the country's largest builders in a major tax appeal in the US Court of Appeals for the Ninth Circuit (*Shea Homes v. Commissioner*); a group of leading oil, gas, and other Fortune 100 companies in a major environmental case decided by the US Court of Appeals for the D.C. Circuit (*National Environmental Development Ass'n Clean Air Project v. EPA*); and on behalf of Ford Motor Company in a significant preemption case decided by the South Carolina Supreme Court (*Priester v. Ford*). In addition, in *NJOY v. FDA*, Mr. Garre secured a path-marking victory in the D.C. Circuit on behalf of an e-cigarette maker on the scope of the Food and Drug Administration's regulatory authority over e-cigarettes, which the Wall Street Journal called a "bet-the-industry case." Mr. Garre has handled cases involving a wide array of additional matters, including in the areas of administrative law, alien tort statute, antitrust, arbitration, bankruptcy, business and employment and labor law, contract law, civil rights, education, environmental law (Clean Air Act, Clean Water Act, and National Environmental Policy Act), First Amendment, Fifth Amendment, food and drug, Indian law, intellectual property (patent, copyright, and trademark), international law, labor, preemption, separation of powers, tax, telecommunications, torts, and voting rights. In 2014, Mr. Garre was elected to both the American Law Institute and the American Academy of Appellate Lawyers. In 2012, he was awarded the prestigious Rex Lee Advocacy Award. In 2016, 2014, and 2011, he was recognized by the Financial Times in its US Innovative Lawyers Report. In 2010, he was named Appellate Lawyer of the Week by the National Law Journal for his successful arguments before the Supreme Court in two different cases just eight days apart. Mr. Garre also has received numerous awards for his public service, including the Attorney General's Medallion for his service as Solicitor General. He is a recipient of the Attorney General's Distinguished Service Award, the Attorney General's Award for Excellence in Furthering Interests of US National Security and additional honors from the Department of Justice for his work on important civil litigation matters. In addition, he received the Navy's Distinguished Public Service Award — the Navy's highest civilian honor — for his argument in *Winter v. NRDC*, which secured a major Supreme Court win for the Navy. In 2011, the Chief Justice of the United States appointed Mr. Garre to the Standing Committee on the Rules of Practice and Procedure of the Judicial Conference of the United States, the highest rule-making body in the US Judicial System, where he served until 2017. In that capacity, Mr. Garre also served as a liaison member of the Advisory Committee on Appellate Rules. In 2018, Mr. Garre was appointed to the Board of Directors of the US Chamber Litigation Center, the litigating arm of the US Chamber of Commerce. Mr. Garre has taught constitutional law and Supreme Court practice at the George Washington University Law School, where he delivered the commencement address for the law school in its 150th anniversary year. He has testified before Congress on several occasions and speaks and publishes frequently on issues related to the Supreme Court and appellate practice. Following his graduation from law school, Mr. Garre

served as a law clerk to Chief Justice William H. Rehnquist and to Judge Anthony J. Scirica of the United States Court of Appeals for the Third Circuit.

GASAWAY, Michelle

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*Featured in Capital Markets (California),
Capital Markets (USA - Nationwide)*

See under California for profile.

GAWLOWSKI, Rafal

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Rafal Gawlowski, Global Co-Chair of Latham & Watkins' Financial Institutions Industry Group, is a member of the firm's Corporate Department and Capital Markets, Derivatives, and Structured Finance & Securitization Practices. Mr. Gawlowski's transactions most prominently include derivatives products relating to equity-linked capital markets transactions (call spread overlays), structured repurchase transactions (accelerated forward and forward issuer repurchases), issuer forward issuance transactions, various monetization and hedging transactions, and derivative financing transactions, among others. Mr. Gawlowski has represented a number of financial institutions, including Citi, Goldman Sachs, JPMorgan, Morgan Stanley, Credit Suisse, Bank of America, and UBS, as well as several publicly traded companies. In addition to derivatives, he has practiced in the areas of cross-border corporate finance, private equity, structured finance, investment management, and banking, both in New York and in London. Mr. Gawlowski also represents numerous "buy-side" clients of the firm on equity derivatives transactions and related issues, including corporate issuers like a public global biotechnology company, Sempra, Kilroy, Oracle, private equity and asset management clients like Leonard Green, sovereign wealth clients, most notably Qatar Investment Authority, and quasi-regulatory clients like the Qatar Exchange. In addition, Mr. Gawlowski regularly provides his financial institution, corporate, and other clients with regulatory advice relating to areas relevant to equities and equity derivatives compliance. Mr. Gawlowski previously served as Deputy Office Managing Partner of Latham's New York office.

GEE, Cameron

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Featured in Transportation (USA - Nationwide)

Practice Areas: Mr. Gee concentrates his practice in transportation finance with a special focus on aviation finance. He has more than 20 years of experience as a structured finance lawyer. Mr. Gee represents clients in the financing of aircraft, railcars, engines and industrial equipment, and he

routinely handles financing structures established across multiple jurisdictions with aircraft and other assets deployed globally. His experience includes aircraft predelivery payment financings, EETCs, mortgage financings, leveraged leases, off-balance-sheet financings, securitizations and warehouse financings.

Professional Memberships: Vedder Price representative on Executive Committee of the Aviation Working Group (AWG) Legal Advisory Panel Member, International Society of Transport Aircraft Trading (ISTAT)

GEE, Tess

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Featured in ERISA Litigation (USA - Nationwide)

Practice Areas: Practice focuses on both litigation and counseling in connection with fiduciary responsibilities and compliance with ERISA. Since leaving the government, Tess has utilized her extensive past experience to assist clients in responding to DOL fiduciary investigations and inquiries and advising on plan design, fiduciary processes, disclosures, compliance with prohibited transaction provisions, and controlled group issues. She has successfully defended major corporations, directors and officers in class actions alleging fiduciary breaches, obtaining dismissal, nonmonetary settlement and favorable summary judgment rulings in various matters.

Career: Deputy Associate Solicitor, Office of the Solicitor, U.S. Department of Labor, 2005-2008 Senior Trial Attorney, Office of the Solicitor, U.S. Department of Labor, 2004-2005 ERISA Counsel, Regional Office of the Solicitor, U.S. Department of Labor, 2000-2004 ERISA Trial Attorney, Regional Office of the Solicitor, U.S. Department of Labor, 1994-2000

Professional Memberships: Fellow, American College of Employee Benefits Counsel

Publications: Author of ERISA: Department of Labor Investigations and Litigation (Practising Law Institute)

GEHRING FLORES, Gaela

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Gaela Gehring Flores is Co-Chair of Hughes Hubbard's International Arbitration practice group in the Washington, D.C., office. Gaela has over 25 years of experience focused on representing both multinational corporations and sovereign states in international commercial and investment arbitrations. She has handled over 60 high-stakes international disputes before some of the best-known investment treaty arbitrations administered by the International Centre for

Settlement of Investment Disputes and the Permanent Court of Arbitration, as well as before private international commercial tribunals in arbitrations administered by the International Court of Arbitration of the International Chamber of Commerce, the London Court of International Arbitration, and the American Arbitration Association's International Centre for Dispute Resolution. Gaela also demonstrates a commitment to pro bono services through her work with immigrant and undocumented communities. Gaela advises clients in a variety of disputes in such fields as energy, intellectual property and artificial intelligence, natural resources, construction, government contracts, and transportation. She also advises clients on arbitral award enforcement, effective contractual dispute resolution clauses, dispute prevention and strategy, and public international law issues, including discovery and foreign sovereign immunity, in international proceedings. Gaela's practice is strengthened by her experience, native Spanish skills and bicultural background. Gaela is recognized as a leading practitioner of international arbitration in Chambers Global, Chambers Latin America, Chambers USA, Global Arbitration Review, The Legal 500, Latin Lawyer 250, The Am Law 200, Euromoney, along with many others.

GENTINE, Michael

Arnold & Porter, Washington, DC

Featured in Products Liability (USA - Nationwide)

Practice Areas: Mike Gentine, a former senior counsel with the US Consumer Product Safety Commission (CPSC), advises manufacturers, retailers and other commercial clients on product safety and consumer protection issues. He is especially skilled with legal, regulatory, enforcement, and penalty matters before various agencies, including the CPSC and the National Highway Traffic Safety Administration (NHTSA), and policy advancement at the state and federal levels. Mr. Gentine also has extensive product recall experience in multiple international jurisdictions and across agency proceedings, stakeholder organizations and trade associations.

GERBER, Marc

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Featured in Securities (USA - Nationwide)

Practice Areas: Marc S. Gerber concentrates his practice in the areas of mergers and acquisitions, takeover preparedness, shareholder activism, corporate governance and environmental, social and governance (ESG) matters. Mr. Gerber advises clients on a full range of corporate governance and ESG related matters, including their annual meetings and proxy statements, responding to shareholder proposals and interacting with shareholders, activist investors and proxy advisory firms. He also advises companies, boards

and board committees on topics such as shareholder rights plans, advance notice bylaws, proxy access, board independence, board refreshment and ESG matters.

Career: Georgetown University Law Center, 1993 (magna cum laude, Order of the Coif, articles editor, Georgetown Law Journal); B.S.E., University of Pennsylvania, 1989

GERGEN, Michael

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Michael Gergen retired from the partnership in December 2020. He was a partner in the Washington, D.C. office, with extensive experience developing practical applications of economic theory, corporate finance, and regulatory law to assist clients in the energy industry and other network industries to compete successfully in an environment of market-based, open-access competition. Mr. Gergen's representative clients have included entities involved in:

- Electric generation and transmission
- Electric and gas marketing and trading
- Investment and commercial banking

Additionally, Mr. Gergen represented foreign governments and financial institutions. He assisted clients in the development and use of federal and state financing support and incentive programs focused on clean energy technologies, products, and services. At the time of his retirement, Mr. Gergen was an adjunct professor of law and a member of the Board of Advisors for the Institute for Policy Integrity at the New York University School of Law.

GERHARDS, Eleanor

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Featured in Franchising (USA - Nationwide)

Practice Areas: Eleanor serves as outside general corporate and franchise legal counsel to startup and established franchise clients. She guides the structuring of franchise programs, drafts franchise documents and counsels clients on regulatory compliance and state registration matters. She handles a variety of complex matters for clients, including acquisitions and sales of franchise businesses; administration and negotiation of supply chain agreements and relationships; advertising fund creation; conversion of licensing, subscription or distribution models to franchise systems; coordination with foreign counsel on expansion of brands outside the United States; foreign brands entry into the U.S. market; master franchising, multi-unit licensing and area-development business arrangements; risk management alternatives to standard insurance products for a franchisor and its franchisees, including risk retention groups, captives and risk purchasing groups. Eleanor also frequently provides franchise sales legal compliance training to her client's C-suite execu-

tives and marketing teams. A partner in the firm's Corporate Department and Co-Chair of the Franchising & Distribution Practice Group, Eleanor represents regional, national and international clients in a broad range of matters with an emphasis on franchising, licensing and distribution; mergers and acquisitions; hospitality, hotel and restaurant growth and expansion; venture capital and angel financing; securities and private placements. Eleanor also works with entrepreneurs and startup companies as well as established and emerging growth companies in the particular legal requirements, challenges and opportunities of their businesses. She has experience drafting operating and shareholders' agreements, noncompetition agreements, private offering documents, supply and vendor agreements, commercial agreements and asset and stock purchase agreements.

Professional Memberships:

Pennsylvania Bar Association | Bucks County Bar Association | American Bar Association, Women's Caucus Steering Committee | ABA Forum on Franchising | International Franchise Association, Philadelphia Women's Franchise Network | Central Bucks and Eastern Montgomery Chamber of Commerce | Pennsylvania Restaurant and Lodging Association

Personal: Duquesne University (J.D., magna cum laude) | Bloomsburg University of Pennsylvania (B.A., cum laude)

GERLACH, C. Andrew

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: General Practice Artificial Intelligence Bank Regulatory Corporate Governance Cybersecurity Digital Assets Financial Services Financial Services Investigations & Litigation Financial Services Mergers & Acquisitions Fintech Insurance Investment Management Latin America Mergers & Acquisitions Payments Private Equity Venture Capital & Emerging Growth Companies

Career: Andrew Gerlach is co-Managing Partner of the Firm's General Practice Group (the Firm's global corporate practice), a partner in the Firm's Financial Services and Mergers and Acquisitions Groups and co-head of the North America insurance practice. Mr. Gerlach's practice is primarily focused on mergers and acquisitions, divestitures, joint ventures, securities offerings and similar transactions involving financial institutions. He also advises clients on a variety of regulatory, takeover defense and corporate control, general corporate, strategic and corporate governance matters. Mr. Gerlach represents both U.S. and non-U.S. public and private financial institutions, including banks, insurance companies, private equity funds, hedge funds, investment advisers and broker-dealers. Mr. Gerlach has worked on a variety of regulatory matters with

federal and state banking, insurance and securities regulatory agencies and other governmental agencies on behalf of a number of U.S. and international financial institutions.

Professional Memberships:

ABA.
Personal: Boston University Law School (J.D., 2002); George Mason University (B.A., 1997).

GERSH, Deborah L

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Featured in Privacy & Data Security (USA - Nationwide), Healthcare (Illinois)
See under Illinois for profile.

GERSTENZANG, Michael A

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Michael A. Gerstenzang is Cleary Gottlieb's Managing Partner. Michael maintains an active practice focusing on private investment funds, including forming and advising private equity funds, credit funds, growth funds, special situations funds, infrastructure funds, venture capital funds, hedge funds, and other types of "alternative" investment vehicles. He also has deep experience advising alternative investment firms and founders/senior professionals on issues relating to succession and management reorganizations. His practice also includes secondary transactions and co-investment arrangements, as well as representing limited partners in connection with private investment funds. He has represented fund sponsors and investment teams in connection with negotiating "seed" investments, spin-outs, joint ventures, and other general partner/management company arrangements.

Career: J.D., Harlan Fiske Stone Scholar, Columbia University (1989); B.S., magna cum laude, Georgetown University (1986).

Professional Memberships:

Member, New York Bar Member, Private Investment Fund Forum Member, International Bar Association Subcommittee on Private Investment Funds, 2009-2014 Member, Private Investment Funds Committee, New York City Bar Association, 2009-2012

GERTNER, Oren

Sidley Austin LLP, New York

Featured in Investment Funds (USA - Nationwide)

Practice Areas: OREN GERTNER is a partner in the Investment Funds group and a member of Sidley's Private Equity Fund Formation practice. Oren represents prominent institutional investors in connection with their investments in leading private investment funds, real estate funds, credit funds, secondary funds, and co-investments. Over the past two decades, he has advised state and local pension plans, sovereign wealth funds, foreign pension plans, financial institutions, insurance compa-

nies, consulting firms, and other active market participants. He regularly represents buyers, sellers, and sponsors in secondary transactions, including all types of GP-led secondaries, private funds recapitalizations, structured secondaries, LP-portfolio sales, and other liquidity solutions for private fund investors. In addition, Oren's practice includes structuring and offering of domestic and international private equity funds, hedge funds, and other alternative investment funds, such as buy-out funds, debt funds, real estate funds, energy funds, distressed funds, funds-of-funds, and managed accounts. He has worked on the organization and documentation of fund sponsors' internal firm arrangements, carry plans, and a variety of transactional matters relating to private funds. Oren also provides regulatory and compliance advice applicable to the formation, operation, and investment activities of private funds, including compliance with the U.S. Investment Advisers Act and the U.S. Investment Company Act.

GEVEROLA, Andre

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Featured in Antitrust (USA - Nationwide)

Practice Areas: Andre Geverola leads the firm's antitrust cartel investigations practice, and represents companies, boards of directors, and individuals in criminal and civil antitrust investigations conducted by the U.S. Department of Justice, Federal Trade Commission, and state attorneys general. Andre also represents clients in antitrust litigation and advises clients on antitrust compliance programs and risk mitigation.

GEYER, Andrew

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Featured in Outsourcing (USA - Nationwide)

Practice Areas: Highly regarded in the outsourcing space, Andy has significant experience negotiating outsourcing transactions with all of the major service providers, from information technology outsourcing transactions (e.g., data center and infrastructure, applications maintenance and development, network, desktop, etc.) to business process outsourcing transactions (e.g., human resources, facilities management, finance & accounting, etc.). Andy also routinely advises clients on technology transactions, including cloud computing transactions, large-scale ERP acquisitions and systems integration agreements, traditional software licensing and professional services arrangements with vendors of all sizes. Andy's vast experience in the retail, consumer products and energy industries allows him to efficiently advise on the legal issues associated with outsourcing and technology agreements for his clients in these industries, while being ever conscious of issues specific to each of those industries.

GEZ, Maia

White & Case LLP, New York

Featured in Securities (USA - Nationwide)

Practice Areas: To read more, visit: www.whitecase.com/people/maia-gez

GIALI, Dale

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Dale Giali is a litigator who has represented a number of the world's largest multinational corporations in complex food and beverage, dietary supplement and consumer product false advertising matters, including defending consumer class actions and prosecuting and defending competitor lawsuits. Dale is recognized by clients and peers alike for his imaginative defense strategies, his understanding of the industries he serves and for his successful results on behalf of the firm's clients. Mr. Giali regularly practices in state and federal trial and appellate courts in cases involving false advertising related to alleged contaminants in products (heavy metals, glyphosate, PFAS, mycotoxins, phthalates), sustainability/environmental/green claims, nutrition and health claims, claims involving "natural" and transgenic products, alleged violations of the FDCA/NLEA, PPIA, FMIA, Lanham Act, and FTC Green Guides (and state counterparts), state and federal warranty claims and violations of state consumer protection laws.

GIANOU, Nickolas

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Featured in REITs (USA - Nationwide), Tax (Illinois)

Practice Areas: Represents clients on a wide range of tax matters, including partnership transactions; public and private mergers and acquisitions; initial public and other debt and equity offerings; real estate investment trusts (REITs); regulated investment companies (RICs); restructuring transactions; private equity and hedge fund formations and other transactions; and investments by sovereign wealth funds and other foreign investors in the United States, including under the Foreign Investment in Real Property Tax Act (FIRPTA).

Personal: JD, University of Iowa College of Law, 2009 (with highest distinction); Order of the Coif; Managing Editor, Iowa Law Review; BA, Dakota Wesleyan University, 2006 (summa cum laude).

GIANVECCHIO, Natasha

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Natasha Gianvecchio is a partner in the Washington, D.C. office, where she serves as Local Chair of the Finance Department, and a member of the Energy Regulatory & Markets

Practice and the Project Development & Finance Practice. Ms. Gianvecchio focuses on the regulatory and energy market developments that impact a variety of clients in the electric and natural gas industries in the United States, including independent power producers and sponsors, power marketers, electric utilities, natural gas companies, and financial institutions. She has extensive experience with the development of, implementation of, and compliance with the competitive wholesale energy market rules in the regional energy markets in New England (ISO-NE), New York (NYISO), the Mid-Atlantic (PJM), the Midwest (MISO), California (CAISO), Texas (ERCOT), and the Southwest (SPP). Ms. Gianvecchio regularly handles the drafting, negotiation, and review of physical and financial power purchase, offtake and trading arrangements, including virtual power purchase agreements (VPPAs), through bespoke or structured agreements as well as standard electric, gas, and financial master agreements, including ISDA, EEL, WSP, and NAESB. Her work involves power projects and trading across the United States with a wide variety of counterparties, including financial institutions, strategic trading platforms, traditional utilities, governmental entities, cooperatives, and corporate and industrial (C&I) buyers. Ms. Gianvecchio's experience also encompasses a broad range of issues under the Federal Power Act (FPA), Energy Policy Act, Public Utility Holding Company Act (PUHCA), the Public Utility Regulatory Policies Act (PURPA), and various other federal and state energy statutes, and regulations. Ms. Gianvecchio regularly advises investors and lenders on the regulatory and market risks, approvals, and related issues associated with the acquisition and financing of equity and debt interests in energy assets. She represents clients before the Federal Energy Regulatory Commission (FERC), the Department of Energy (DOE), and the regional market operators in matters related to the following: •Development of, implementation of, and compliance with FERC rules and regulations, including with respect to: oFPA Section 203 approvals for mergers, acquisitions and reorganizations of energy companies and assets oFPA Section 205 rates and compliance, including qualifying facility (QF) and exempt wholesale generator (EWG) issues oElectric interconnection issues oCompetitive wholesale power markets •Enforcement inquiries, investigations and self-reports, particularly as relate to the regional energy market rules •Administrative litigation and settlements across a variety of power-related matters Ms. Gianvecchio is a member of the Energy Bar Association and serves on the firm's Finance Committee.

GIBB, Daniel

Dentons LLP, Washington, DC

Featured in State Attorneys General (USA - Nationwide)

Practice Areas: Dan is a member of Dentons' Public Policy practice and State Attorneys General group. In addition to advising business and commercial clients on legislative and public policy issues affecting their industries, he provides guidance to companies facing Federal Trade Commission (FTC) or state attorney general investigations. Dan also provides legal and strategic advice on a wide variety of consumer protection issues, including advertising law, unfair and deceptive trade practices and data privacy laws. Dan represents companies across a range of highly regulated industries, including pharmaceutical and biotechnology, food and beverage, automotive, financial services, telecommunications, and social media, among others. Dan has advised manufacturers and retailers on compliance with regulations and mandatory standards issued by the Consumer Product Safety Commission (CPSC), including labeling and reporting requirements. When corrective action has been necessary, Dan has assisted clients in planning and implementing recalls for consumer electronics, household appliances, kitchen and bath items, furniture and other consumer products. **Career:** Prior to joining Dentons, Dan served as an Assistant Attorney General and senior policy adviser to the Kansas Attorney General. In addition to directing legislative affairs for the Office, Dan led multi-state AG investigations in the areas of consumer protection, antitrust and labor law, and was the lead lawyer on a variety of cutting-edge issues, including internet safety and data privacy. Dan also previously clerked for the US Senate Committee on the Judiciary.

GIBBS, Robin C

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Featured in Litigation (USA - Nationwide), Litigation (Texas), Litigation (Texas: Houston & Surrounds)

See under Texas for profile.

GIBSON, Douglas G

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Featured in Sports Law (USA - Nationwide)

Practice Areas: Doug Gibson is Chair of Covington's Management Committee, and is responsible for the overall direction of Covington's strategy and operations. In addition to his leadership and management roles, Mr. Gibson has continued an active corporate practice. He represents leading US professional sports leagues and teams, and current and aspiring owners, including the NFL, NHL, MLB, NBA, USTA, PGA of Americas, the Los Angeles Clippers and the Chicago Cubs. Advises with respect to M&A, finance, governance and media matters, including team sales, league-wide financing arrangements, stadium financing, media agreements and sponsorship arrangements. Represents other corporate and private equity clients, including Bacardi Limited, in broad

array of M&A, finance and governance matters.

Career: Former General Counsel, Executive Committee Member, Bacardi Limited.

Personal: JD, cum laude, Harvard Law School; BS with honors, Johns Hopkins University.

GIBSON, Erin

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Featured in International Trade (USA - Nationwide), Intellectual Property (California)

Career: <https://www.dlapiper.com/en/people/g/gibson-erin-p>

GILBERG, David J

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Featured in Derivatives (USA - Nationwide)

Practice Areas: General Practice Broker-Dealer Capital Markets Commodities, Futures & Derivatives Digital Assets Energy & Natural Resources Financial Services Fintech Investment Management Securities & Commodities Investigations

Career: David Gilberg practices primarily in the area of derivatives and trading-related matters, including regulation of derivative products and market participants, registration, compliance and regulation under the Commodity Exchange Act and the Dodd-Frank Act, regulation of swap dealers and swap transactions; development of clearing systems, exchanges and electronic trading facilities for the trading of derivatives; regulation of hedge funds and other private funds and managed vehicles, development of financial indices and indexed products and related matters. He has authored a number of articles on derivatives regulation and is a frequent speaker at industry conferences.

Professional Memberships: ABA; NYCPA.

Personal: Harvard Law School (J.D., 1981); University of Pennsylvania (B.A., M.A., 1978).

GILES, Erick

Drummond Woodsum, Portland

Featured in Native American Law (USA - Nationwide)

Practice Areas: Erick Giles represents federally recognized Tribal Nations, Indian families, and non-profit organizations. He concentrates his practice on a wide array of complex legal issues facing tribes, including federal Indian law, treaty rights, Tribal and individual land stewardship, state and federal regulations, commercial contracts, economic development, labor and employment, cannabis and alcohol regulations, and federal recognition. As a LEED-accredited professional with a technical understanding of environmental design, Erick delivers substantial value to his clients on land use and planning legal issues. Erick brings a wealth of personal experience to his work. He is a citizen of the Mvskoke (Creek) Nation of Oklahoma from the Rekackv (Broken Arrow) Tribal Town and the Katcv (Big

Cat/Tiger/Panther) Clan. When he was growing up, Erick's family fought to keep their Broken Arrow land allotment from being sold and developed. In his non-profit practice, Erick efficiently advises clients on non-profit organization development and management and helps them to successfully navigate commercial transactions. Erick is a recognized thought leader in the Indian law field. In 2016, he authored Indian Law Resource Center, Native Land Law: General Principles of Law Relating to Native Lands and Natural Resources, Lawyers ed. In 2015, he authored Climate Change Adaptation in Indian Country: Tribal Regulation of Reservation Lands and Natural Resources in the William Mitchell Law Review. Prior to joining Drummond Woodsum, Erick worked for the Indian Land Tenure Foundation, concentrating on American Indian property rights and tribal economic development.

GILLESPIE, Julie

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Julie Gillespie is a partner in Mayer Brown's Chicago Office and is co-head of the Structured Finance practice. She has extensive experience representing commercial banks, ABCP conduits, originators, sponsors and investors in structuring, negotiating and documenting asset-backed and other structured finance transactions. Her experience has involved the securitization of credit card receivables, personal loans, solar loans, auto loans and leases, fleet leases, student loans, and auto and equipment dealer floorplan receivables, as well as synthetic risk transfers. Julie's areas of expertise include master trust and other revolving structures for the financing of both traditional revolving assets, including credit card and dealer floorplan accounts, as well non-revolving assets, such as fleet leases.

GINDER, Matthew

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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Cannabis Law

Career: Matthew Ginder is Partner in the Cannabis Law practice group at Greenspoon Marder. Mr. Ginder represents various cannabis and hemp related businesses where he assists in many areas of the industry, including licensing, regulatory and compliance, and business transactions. He also represents ancillary businesses who provide products or services to the cannabis industry and advises individuals, investors, lenders, startups, and large corporations on direct and indirect participation in state-legal cannabis markets. Mr. Ginder serves on the Legal Committee of the Florida Hemp Council. In 2016, Mr. Ginder co-founded a nonprofit organization called the Organization for Safe Cannabis

Regulation (OSCR), which advocates on behalf of cannabis related businesses in Florida. He also represents the firm as a founding member of the National Cannabis Roundtable chaired by former House Speaker John Boehner. In 2018, Mr. Ginder was named one of the "30 Most Powerful Cannabis Attorneys You Should Know" by mg Magazine, and is ranked in the Chambers & Partners USA guide in the "Cannabis Law: Eastern United States" category. He is frequently sought after to comment on the medical marijuana and hemp markets and has been quoted extensively in several well-known publications, including Fortune, Reuters, Sun-Sentinel, and Law360 to name a few. Prior to joining Greenspoon Marder, Mr. Ginder worked for a national law firm where he focused his practice on defending broker-dealers and registered representatives in securities-related cases filed in federal and state courts, as well as FINRA arbitration proceedings. Additionally, Mr. Ginder represented individuals and entities in commercial disputes involving real estate, investments, and construction. While in law school, Mr. Ginder clerked for two global law firms where he assisted in the practice of estate planning and commercial litigation.

Publications: Mr. Ginder regularly contributes to the firm's Cannabis Law blog: <https://www.gmlaw.com/news/category/cannabis-blog/>. Additional articles include: Author, "4 Questions to Ask Before Selling Hemp Derived Cannabinoids," Marijuana Venture, September 9, 2022 Author, "Three Florida Supreme Court Rulings Will Shape the Future of Florida's Marijuana Market" Greenspoon Marder News, July 5, 2021 Author, "It's Not All Oranges in Florida: Citizens Will Vote in November to Broaden the Sunshine State's Limited Medical Cannabis Law," Cannabis Law Journal, September 1, 2016 Author, "Florida Medical Marijuana Update," Greenspoon Marder Client Alert, October 2016

GINDI, Maurice
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Featured in Private Equity (USA - Nationwide)

Practice Areas: Maurice Gindi's practice focuses on the organization and operation of private investment funds. His experience covers a broad array of private fund strategies, including leveraged buyout, special situations, growth equity, social impact, healthcare, and real estate funds, as well as evergreen funds and hedge and "hybrid" funds. Maurice's practice also includes GP-led secondary transactions, continuation vehicles, co-investments, separate accounts, and general partner/management company arrangements, and he also represents limited partners in connection with their investments in private funds.

Career: Maurice joined the firm in 2009 and became partner in 2019. From 2015 to 2016, he worked in the business development group at The Blackstone Group, where he was involved in new product initiatives. J.D., magna cum laude, Order of the Coif, Pomeroy Scholar, Butler Scholar, New York University School of Law (2009); B.S., with highest honors, Rutgers, The State University of New Jersey: Rutgers College (2006).

Professional Memberships:

Member, New York Bar Member, Private Investment Funds Committee, New York City Bar Association

GIORDANO, P Gregory
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Featured in Gaming & Licensing (USA - Nationwide), Gaming & Licensing (Nevada)
See under Nevada for profile.

GIOVANNONE, Lauren
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Featured in Leisure & Hospitality (USA - Nationwide)

Practice Areas: Lauren Giovannone is a partner in the Hospitality & Leisure practice in Gibson Dunn's Real Estate department. She represents real estate development companies, financial institutions, investors, and commercial lessors and tenants in all aspects of the acquisition, development and financing of hotels, condo-hotels, resorts, branded residential projects, theme and water parks, and large mixed-use projects, including, without limitation, the negotiation of management, franchise, licensing and branding agreements, pre-opening, technical service and PIP agreements, marketing and sales agreements, subordination and non-disturbance agreements, restaurant leases and management agreements, celebrity chef joint venture and management agreements.

Personal: Lauren received her B.S. in Psychology from Vanderbilt University, magna cum laude, in 2002 and her J.D. degree from Loyola Law School, cum laude, in 2005, where she was awarded the Order of the Coif, received five American Jurisprudence Awards, and was a member of the St. Thomas More Honor Society.

GIRDHARI, Anita
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Featured in Projects (USA - Nationwide)

Practice Areas: Anita's practice focuses on infrastructure development and finance transactions, with a particular focus on public private partnerships and the water, digital, social and transportation sectors. She represents sponsors and concessionaires throughout all phases of these transactions, including in the bidding, procurement, financing, design, construction, operation and maintenance.

She also works closely with concessionaires on ongoing corporate compliance matters, financing and refinancing matters and disputes. Anita also represents issuers in various capital market transactions, including in respect of project bonds, private placements and Rule 144A/Regulation S offerings. She also has significant experience working on project finance related matters in Latin America.

Personal: JD, New York University, 2005; BA, Macalester College, 2002.

GLADBACH, Christopher
McDermott Will & Emery LLP, Washington, DC
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Featured in Projects (USA - Nationwide)

Practice Areas: Partner Christopher Gladbach counsels clients in energy M&A, project development, tax equity and project finance transactions. Chris works with energy clients in structuring complex equity and debt investments, advises both buyers and sellers in the power sector in mergers and acquisitions, and joint ventures, and on the development of large-scale energy projects. He assists his clients in mitigating and allocating risk associated with these transactions in conjunction with achieving their primary business and financial objectives. Chris has extensive experience advising clients pursuing opportunities involving the development and financing of United States Department of Defense (DoD) energy projects. He counsels developers, purchasers, lenders and tax equity investors in government contracts and structuring project development and financing arrangements to account for unique risks. In addition, Chris represents market-leading private equity funds and institutional investors in power asset transactions, and understands the unique challenges and opportunities that these clients face. View more at: <https://www.mwe.com/people/gladbach-christopher/>

Professional Memberships:
American Council of Renewable Energy (ACORE)

GLASER, Michael
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Featured in Startups & Emerging Companies (USA - Nationwide), Venture Capital (California)

See under California for profile.

GLAZER, Edward
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Featured in REITs (USA - Nationwide)

Practice Areas: Ed Glazer is of counsel in Goodwin's Tax practice and its nationally recognized Real Estate Capital Markets and Real Estate Industry groups. He focuses principally on structuring and implementing tax-oriented commercial transactions of all types, including real estate and venture capital transactions, mergers and acquisitions, pension investments in real estate involving issues of unrelated

business taxable income, leveraged financings, and workout and debt restructurings. Ed regularly advises clients in structuring collective investment vehicles, structuring real estate securitizations, forming and operating public and private REITs, and forming real estate funds.

Personal: JD, Harvard Law School, 1971 (magna cum laude); BS, Wharton School of the University of Pennsylvania, 1968 (magna cum laude).

GLUCK, Elliot
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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Focuses on representing closed-end funds, exchange-traded funds (ETFs) mutual funds, their investment advisers and their boards. Has extensive experience in counseling on the organization/operation of registered investment companies, corporate governance and regulatory compliance. Serves as fund counsel to some of the largest fund complexes, as well as mid-size and smaller fund groups. Regularly advises closed-end funds in capital markets transactions, including initial and secondary public offerings of common and preferred stock, and counsels closed-end funds and their boards on strategic matters, including dealing with activist investors. Provides counsel to investment advisers and their parent companies in connection with mergers and acquisitions of their asset management businesses.

Personal: JD, Fordham University School of Law, 2004; BS, Yeshiva University, 1999. See: <https://www.willkie.com/professionals/g/gluck%20elliott%20j>

GOEBEL, Teresa
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Featured in Leisure & Hospitality (USA - Nationwide)

Practice Areas: Teresa Goebel is a partner in the firm's Business Law Department and a member of its Real Estate Industry group. Her practice encompasses a broad range of commercial real estate matters, including hotel transactions, joint ventures, financings and real property sales and acquisitions. She joined Goodwin in 2008. Teresa is co-chair of Goodwin's Pro Bono Committee and a former member of the Partnership Committee and former chair of Goodwin's global Hospitality & Leisure practice.

Personal: JD, The University of Chicago Law School, 1999 (high honors, Order of the Coif); AB, Brown University, 1994 (magna cum laude, Phi Beta Kappa).

GOEL, Asheesh

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*Featured in FCPA (USA - Nationwide),
Litigation (Illinois), Securities (USA -
Nationwide)*

See under Illinois for profile.

GOLDBERG, Daniel

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*Featured in Privacy & Data Security (USA -
Nationwide)*

Practice Areas: Data Strategy, Privacy & Security Technology & Digital Media Advertising Technology Artificial Intelligence Interactive Entertainment

Career: Daniel M. Goldberg is Chair of the Data Strategy, Privacy & Security Group and Co-Chair of the Advertising Technology Group. He is consistently recognized as one of the nation's leading data lawyers, and uses his considerable experience to help companies navigate legal compliance obligations relating to their data initiatives. Daniel specializes in all matters involving data – from collection and monetization to storage and security. He has deep experience in the application of privacy and data security laws to consumer and HR datasets, including under the Federal Trade Commission Act (FTC Act), WPA-style state laws (Colorado, Connecticut, Delaware, Indiana, Iowa, Montana, Oregon, Tennessee, Texas, Virginia, and Utah), and sectoral laws (such as Washington's My Health My Data Act). Based in Los Angeles, Daniel is considered a thought leader in California privacy law, specifically the California Privacy Rights Act (CPRA) and the Age-Appropriate Design Code (AADC), effective July 2024. Daniel not only reads data laws, he is instrumental in shaping their application. He is a frequent speaker and writer, and has worked with business leaders, regulators, and self-regulatory bodies to interpret and address obligations under these laws. For his latest insights, please read the Firm's Technology Law Updates blog. Daniel often works in a strategic role of advising companies on the development of data governance frameworks. In this role, Daniel collaborates with various stakeholders (including C-suite, legal, sales, marketing, and IT) to evaluate data flows, assess and mitigate risks that arise from proposed projects and products, and harmonize programs and policies to address obligations across jurisdictions and platforms. This work involves analysis of high risk activities, including the collection of sensitive datasets (such as precise location data, health data, and children's data) and use of generative AI (such as through facial detection/recognition, profiling, and automated-decision making that has potential for algorithmic bias). Daniel combines his deep understanding of technology and privacy law to translate complex technical and legal concepts into actionable items, and help companies process data consistent

with consumer expectations. Daniel is particularly known for his special expertise in advertising technology and technology transactions, and awareness of the latest legal and industry trends. He routinely negotiates complex deals involving data flows, such as clean room agreements, data licensing/matching agreements, and media buy insertion orders. He performs due diligence on the use of SDKs and other tracking technologies, and evaluates app platform compliance, including with Apple's App Tracking Transparency (ATT) and privacy manifest requirements. Daniel is highly involved with ad tech industry efforts to address contractual, accountability, and opt-out obligations, including through working closely with the Interactive Advertising Bureau (IAB). He also serves as a Vice President on the Board of Directors for the International Advertising Association (IAA) and helped IAA and the Global Advertising Lawyers Alliance (GALA) publish the first-ever global guide on the impact of privacy laws on marketing and advertising. Daniel is certified as an Information Privacy Professional (CIPP/US) and admitted to practice in California. He is a graduate of UCLA and USC Law. Prior to joining the Firm, he worked in Big Law and separately was involved in the launch of a fintech startup, which was acquired by a multi-national corporation.

GOLDBERG, Michael S

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*Featured in International Arbitration (USA -
Nationwide)*

Practice Areas: International Arbitration, Litigation, White Collar (FCPA, Environmental).

Career: Mr. Goldberg is the Founder of the firm's International Dispute Resolution Practice. His practice areas also include Crisis Management, FCPA, Environmental and Intellectual Property. During his forty years of practice, Mr. Goldberg has served as lead counsel in litigation matters as diverse as antitrust/competition, banking/finance, bankruptcy, commercial, construction, corporate acquisitions, defamation, discrimination, energy, environmental, ERISA, FCPA and other criminal investigations, intellectual property, partnership, premises liability, products liability, qui tam, real estate, sports and entertainment, and tax. Mr. Goldberg's experience extends to a broad array of international matters involving clients, adversaries, and/or issues in Angola, Afghanistan, Armenia, Brazil, Canada, China, Ecuador, France, Germany, India, Indonesia, Israel, Japan, Mexico, the Netherlands, Nigeria, Peru, Poland, Russia, South Korea, Sweden, Switzerland, Thailand, the United Arab Emirates, the United Kingdom, the United States, Venezuela and Yemen. Mr. Goldberg has served as general counsel for professional sports teams such as the NBA's Houston Rockets. He has also served as a council member of the Council of Legal Opportunities

(CLEO), an organization that works with minority and low-income students to help them prepare for and attend law school. He also sits as an arbitrator and is an Adjunct Professor of International Arbitration at the University of Texas School of Law.

Professional Memberships: State Bars of New York and Texas; Board Certified, Civil Trial Law, Texas; United States Supreme Court; London Court of International Arbitration; Institute for Transnational Arbitration.

Publications: IBA – Advocacy: the dos and don'ts on which senior judges and arbitrators agree and disagree, Panelist, November 2020 Social and Criminal Justice and the Death Penalty, Moderator, Texas Defender Service Light of Justice Virtual Luncheon, October 2020 IEL-ILT 2nd Energy Industry Intellectual Property Law Conference, Panel Moderator, Addressing IP Issues in the Alternate Dispute Resolution World, March 2018 Applying to U.S. Courts to Take Evidence in Aid of Arbitration (Section 1782), Practising Law Institute, June 2017 Effective Advocacy in International Arbitration, Practising Law Institute, June 2017 2017 Baker Botts Arbitration Report – Issue 1, June 2017 How to Protect Your IP Assets in a Technology Divorce, Panel Discussion, March 2017 Improving Dispute Resolution in the International Oil & Gas Business, Panelist, AIPN's Dispute Resolution in the International Oil & Gas Business Conference, October 2016 International Dispute Resolution Workshop, National Institute for Trial Advocacy Training (NITA), August 2016 Institute for Transnational Arbitration, Co-Chair of the Friday Forum, 28th Annual ITA Workshop, June 2016 English Commercial Court Applies Russian Law To Join Non-Signatory Parent Entity To Arbitration Proceedings, International Arbitration & Dispute Resolution Update, January 2016 Keystone XL Litigation Could Rewrite Trade Deals, January 2016 Bloomberg BNA Litigation Practice Portfolio Series No. 652, January 2016 Oil and Gas Technology Disputes, Moderator, June 2015 Cuba in Transition – Business Engagement Strategy, Georgetown University and U.S. Chamber of Commerce Conference, April 2015 Baker Botts Trial Lawyers Secure Billion Dollar Defense Win in a Nearly Decade Long Legal Battle, February 6, 2015 ITA-IEL Forum, Panel Moderator, 2nd Annual ITA-IEL Joint Conference on International Energy Arbitration, January 2015

Personal: JD (with honors), University of Texas, 1982; BA (magna cum laude, Phi Beta Kappa), Rice University, 1979.

GOLDBERG, Robert S

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Featured in Projects (USA - Nationwide)

Practice Areas: Robert Goldberg advises on domestic and international project finance, M&A, joint ventures and investments and project development transactions of all kinds. Rob's practice

focuses on the energy and infrastructure sectors, including a strong focus on conventional and renewable power, as well as other infrastructure and energy transition projects. Rob's clients consist of lenders and investors, sponsors, developers and other participants in a broad variety of debt and equity project finance, including tax equity investments, M&A, joint ventures, project and portfolio acquisitions and sales and project development matters. Rob is also experienced in the restructuring and refinancing of project finance and other debt outside of bankruptcy.

GOLDBERG, Seth

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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Mr. Goldberg counsels clients in business and litigation, with a particular emphasis in highly-regulated industries, such as cannabis, pharmaceuticals and healthcare. He serves as a team lead for the Duane Morris Cannabis industry group. Clients involved in antitrust, commercial litigation, regulatory actions and securities matters rely on Mr. Goldberg's extensive experience with complex legal and business issues and his strategic decision-making to guide them toward optimal results. In addition, his unique experience in highly-regulated markets, combined with his entrepreneurial interests, has led to his involvement with the emerging cannabis and hemp industries. In these markets he advises core and ancillary cannabis and hemp companies, including growers, processors, dispensaries, and infused-product manufacturers, real estate developers, universities and university research centers, raw materials companies, and investors in a wide array of regulatory and business matters pertaining to their legal marijuana activities.

Career: Duane Morris LLP; Partner, 2008-present, Associate, 2003-2007; Villanova Law School: Adjunct Professor, Complex Litigation Theory and Practice; Boies, Schiller & Flexner LLP: Washington, D.C., Associate, 1999-2003

Professional Memberships: University of Pennsylvania Inn of Court; American Bar Association; Pennsylvania Bar Association; Philadelphia Bar Association; New Jersey Bar Association; District of Columbia Bar Association; Florida Bar Association

Personal: Temple University Beasley School of Law, J.D., 1999

GOLDBERG JR, Fred T

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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

See under District of Columbia for profile.

GOLDEN, Adam H

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Featured in Life Sciences (USA – Nationwide)

Practice Areas: Head of the global Life Sciences practice and based in New York, Adam Golden advises life sciences companies on their most important transactions. Clients turn to Adam for his dual skillset, which combines his strengths as a mergers and acquisitions and corporate lawyer, with those of an intellectual property transactions lawyer. This enables him to represent pharmaceutical, biotechnology, and medical device companies in the full scope of transactions that are common to this sector.

GOLDING, Elliot

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Elliot Golding provides business-oriented privacy and cybersecurity advice to global companies spanning virtually every sector of the economy, with particular expertise in the technology, health care/life sciences, retail/ecommerce, automotive and financial sectors. His practical approach gives clients actionable advice to help balance legal risk with business needs, particularly relating to innovative issues such as “digital health” technologies, biometrics, the Internet of Things, data monetization, online advertising technology and Artificial Intelligence/Machine Learning tools. He provides both day-to-day product counseling and helps companies develop global compliance programs that harmonize CCPA/CPRA (and equivalent laws in Virginia, Colorado, and Utah); GDPR and other international laws; specific rules in the highly regulated health and financial sectors (HIPAA/HITECH, ONC Information Blocking and CMS Interoperability Rules, 42 CFR Part 2, the Common Rule, GLBA, and state equivalents); marketing rules (TCPA, CANSPAM, and industry self-regulatory standards); security standards (such as PCI-DSS, NIST, and ISO); and many others. Elliot has also managed hundreds of breaches and ransomware attacks, guiding clients through all aspects of investigation, notification, remediation and engagement with regulators. Elliot is IAPP certified (CIPP/US) and has been recognized in a number of industry rankings and awards, including by Bloomberg Law, Global Data Review and the National Law Journal. Elliot also co-chairs the American Bar Association’s SciTech Privacy, Security and Emerging Technology Division; E-Privacy Committee; and Biotechnology, Healthcare Technology, and Medical Device Committee.

GOLDSCHMIDT, David J

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Featured in Capital Markets (USA – Nationwide), REITs (USA – Nationwide)

Practice Areas: David Goldschmidt is the global head of Skadden’s Capital Markets Group. He represents U.S. and international issuers and investment banks in a variety of financing matters, including public offerings and private placements of debt and equity securities, and international securities offerings. He has extensive experience advising issuers and underwriters on offerings by high-technology and communications companies and is very active in representing and advising real estate investment trusts (REITs). Additionally, Mr. Goldschmidt represents private companies in their venture capital financing rounds and joint ventures. **Personal:** JD, New York University School of Law, 1987 (Member, Review of Law and Social Change); BA, New York University, 1984 (magna cum laude).

GOLDSTEIN, Corinne A

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Featured in International Trade (USA – Nationwide)

Practice Areas: Corinne Goldstein counsels clients on the application to their worldwide operations of U.S. economic sanctions, export controls and anti-boycott programs. She is a well-recognized and highly trusted adviser concerning the application of U.S. trade controls to a wide range of leading multinational companies in the financial services, oil and gas, pharmaceutical, defense, and general manufacturing sectors. She has particular expertise advising on all of the sanctions programs administered by the U.S. Treasury Department’s Office of Foreign Assets Control (OFAC), including the U.S. sanctions against Iran, Russia, Syria, Cuba, Venezuela, and North Korea, as well as list-based sanctions. Her work includes advising on complex interpretive issues, preparing corporate policies and procedures, developing compliance and training programs, securing licenses, and representing clients in enforcement proceedings. She is a seasoned manager of client investigations into potential violations of U.S. trade controls. Ms. Goldstein also regularly speaks at conferences on U.S. trade controls issues.

GOLDSTEIN, Jonathan C.

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Featured in Transportation (USA – Nationwide)

Practice Areas: Jonathan Goldstein heads the Global Transportation Practice at Baker Botts. Mr. Goldstein structures complex transactions that have earned awards recognized as pivotal in reopening the bank and

capital markets following the financial crisis. His practice spans the aviation, rail, shipping, and auto industries, advising sponsors, lenders, hedge funds, commercial banks, airlines, and leasing companies on a wide range of matters. These include simple and complex asset-backed securitizations; offerings of enhanced equipment trust certificates; secured and unsecured public securities offerings; secured and unsecured private securities placements; mergers and acquisitions; joint ventures; structured financings; syndications; pre-delivery payment and warehouse facilities; secured and unsecured lending; simple and complex bank loans; sale/lease transactions; and bankruptcy workouts. Jonathan also regularly advises clients on various DOT and FAA regulatory issues.

Career: He has worked on several of the most significant ABS, leveraged lease, EETC, and secured financings involving aircraft and railcars, including many transactions that have won “Deal of the Year” awards from industry publications. Mr. Goldstein has also represented banks, airlines, and leasing companies in prominent and important roles in M&A transactions and restructurings. More recently, Jonathan has been involved in structuring transactions relating to the acquisition and development of aircraft that will make use of electric and other sustainable fuel equipment.

Professional Memberships: New York State Bar

Personal: J.D., Fordham University School of Law 2003 B.S., Accounting, University of Delaware 1996

GOLDSTEIN, Linda A

BakerHostetler LLP, New York
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Featured in Advertising (USA – Nationwide)

Career: Linda Goldstein is widely recognized as one of the leading advertising lawyers in the country. She regularly provides advertising counsel and regulatory advice to leading Fortune 500 and Fortune 100 companies in many different product and service categories, including telecommunications, wireless, retailing, publishing, entertainment, digital media, gaming, food and beverage and financial services. She represents clients in investigative and enforcement proceedings brought by the Federal Trade Commission, state attorneys general, district attorneys and other federal and state agencies with jurisdiction over advertising and marketing practices, and she has handled some of the highest-profile matters, setting industry precedents. Immersed in all aspects of the digital media ecosystem, Linda spends much of her time advising clients on how to minimize the legal risks associated with mobile marketing, e-retail, online communities, social influencers, native advertising, email and telemarketing, sweepstakes and contests, fantasy sports leagues and casual gaming. Linda also advises clients on matters involving the inter-

section of blockchain and cryptocurrency with advertising and marketing issues. In particular, Linda’s unique expertise allows her to combine her general knowledge of the regulatory restrictions governing all advertising with the specific rules and regulations governing cryptocurrency products and services. As a result of her breadth of knowledge and extensive experience, as well as her grasp of the legal climate, Linda is regularly called upon by national, business and trade publications to share her knowledge of the advertising and marketing industry. Linda’s commentary has appeared in The New York Times, The Wall Street Journal, CNBC, NBC’s TODAY Show, Advertising Age, Electronic Retailer Magazine and the National Law Journal. Linda is a regular participant at prominent business and legal conferences throughout the country, including the Brand Activation Association, International Trademark Association, Performance Driven Marketing Institute, Personal Care Products Council, American Conference Institute and Practising Law Institute.

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/matthew-b-goldstein>

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Featured in Tax (District of Columbia), Tax (USA – Nationwide)

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GONZALES O’KELLY, Cathy

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Her practice includes representation of mutual funds and their boards of directors, money managers, broker-dealers, banks, insurance companies and other financial institutions in connection with investment company, investment adviser, broker-dealer and insurance product matters, including securities, regulatory, product design and transaction counseling. Ms. O’Kelly counsels boards of directors of investment companies, and in particular independent directors, on their special responsibilities. Ms. O’Kelly began her legal career with the Securities and Exchange Commission in Washington, DC, where she worked on the Investment Company Act Special Study and served as Special Counsel in the Division of Investment Management until 1983. Ms. O’Kelly is co-author of an article published in the DePaul Business Journal entitled “Soft Dollars and Other

Traps for the Investment Adviser: An Analysis of Brokerage Placement Practices." She has served as Chair of the Investment Company Subcommittee of the Chicago Bar Association. Ms. O'Kelly has also served as a trustee of the College of William and Mary Foundation.

Professional Memberships: Past Chair, Investment Company Subcommittee, Chicago Bar Association Member, The Chicago Network

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Featured in Litigation (USA - Nationwide), Litigation (California)
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Featured in FCPA (USA - Nationwide)

Practice Areas: María González Calvet serves as co-chair of the firm's award-winning global anti-corruption and international risk practice and Latin America practice and is a former U.S. federal prosecutor and former in-house executive counsel of a Fortune 500 company. With a practice that spans two decades, María is recognized for her significant experience in multijurisdictional investigative and compliance matters involving allegations of corruption, money laundering, financial fraud, health care fraud, tax fraud, environmental violations, executive misconduct, and other alleged criminal and civil misconduct. María has represented clients in every significant business sector, including aerospace, health care and life sciences, energy, private equity and other investors. María has conducted internal and government investigations in more than 40 countries around the globe arising from whistleblower complaints, escalations from audits, and other front-end monitoring, and benchmarking. María works closely with in-house counsel to conduct internal investigations and compliance reviews drawing on her past work in government and the corporate sector to help clients across industries, including aerospace, health care and life sciences, energy, private equity and other investors, and geographies. María works with clients to identify and mitigate risks and implement effective compliance programs. María serves as a trusted advisor to clients seeking wide-ranging counsel on global and cross-border risk and has particular experience in the following areas: -Pre and post-acquisition due diligence in high-risk markets, including for private equity investors -Multijurisdictional internal and government-facing investigations -Compliance program counseling -Jurisdictional questions and challenges that arise from coordinated prosecution by multiple enforcement authorities -Transactions and business dealings with government entities and financial institutions -Risks associated with consortia and other partnerships

María is widely recognized as a thought leader in anti-corruption, particularly on risks and enforcement trends in Latin America. As one client noted to Chambers, "María has an incredible understanding of the cultural and legal nuances of Latin America. She is unbelievably collaborative and laser focused on solving the problem." María is quoted frequently in the press for her expert commentary and publishes a number of articles for well-known publications, including Law360, The Anti-Corruption Report and Latinex. Notably, María has been a contributor to GIL's Latin America chapter of "The Practitioner's Guide to Global Investigations" since 2021. María also regularly presents at major industry-leading conferences across the globe, collaborating with TRACE International, Transparency International, Global Investigations Review, Latin Lawyer, American Conference Institute, and the American Bar Association, and hosts webinars, roundtables, and podcasts on emerging issues in anti-corruption and compliance. Prior to joining Ropes & Gray in 2018, María served as Executive Counsel, Global Investigations for General Electric where she led and managed government, regulatory and internal investigations for the company's businesses across Latin America. Earlier in her career, she was a trial attorney in the U.S. Department of Justice's Criminal Division, Fraud Section, and was a member of the Foreign Corrupt Practices Act Unit where she led some of the Department's most important investigations. María is a native Spanish speaker and a fluent Portuguese speaker.

GOODE, Jason
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Featured in REITs (USA - Nationwide)

Practice Areas: REITs and Real Estate Funds, Securities, Mergers and Acquisitions, Corporate Governance. Jason represents numerous public and private real estate programs, including REITs, in fund formation, corporate governance, and securities offerings and compliance. He is a national speaker on these issues and, through his leadership with the IPA, helps shape the REIT industry.

Professional Memberships: Institute for Portfolio Alternatives (Board of Directors; Executive Committee; Nominating Committee; Former Co-Chair, Policy, Regulatory and Legal Committee; Former Chair, Legal and Regulatory Committee).

GOODGAME, John
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Featured in Capital Markets (USA - Nationwide), Energy & Natural Resources (USA - Nationwide), Capital Markets (Texas)

Practice Areas: John Goodgame helps clients navigate strategic transactions, primarily in the energy business. He advises public and private companies and private equity funds in initial public offerings (IPOs) and other public

and private equity and debt offerings, as well as complex joint ventures and mergers and acquisitions. Additionally, John counsels public companies, their boards of directors and board committees in strategic and governance matters, including mergers, sales of control and conflict situations, as well as Securities and Exchange Commission reporting and compliance. Recently, among other high-profile transactions, he advised Talos Energy Inc. in its \$1.29 billion agreement to acquire Quarter North Energy; Viper Energy, Inc. in its \$1 billion acquisition of Permian Basin mineral and royalty interests, \$264 million secondary common stock offering and \$400 million senior notes offering; and Diamondback Energy, Inc. in its joint venture with Five Point Energy to form Deep Blue Midland Basin LLC. John was the partner in charge of the Houston office and the co-head of Akin's global corporate practice until 2022.

GOODMAN, Mark
Baker McKenzie, San Francisco

Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Mark Goodman is a partner in the Firm's San Francisco office who serves as co-Chair of the firm's North America Commercial Litigation group and is member of the North America Trial Team. Mark has led complex multidistrict litigation, handled class actions and tried cases in state and federal courts across the US for both domestic and international clients. Mark regularly presents on product liability, risk mitigation and cross-border disputes. Listed in Who's Who in American Law and a Fellow of the American Bar Association, Mark has been recognized as a Northern California Super Lawyer, a member of the Legal 500 and as a member of the International Who's Who of Professionals. Mark's commercial litigation trial practice focus includes complex commercial disputes in various industries, including product liability (medical devices, pharmaceuticals), food, cosmetics and nutraceuticals), breach of contract, fraud, breach of fiduciary duties, food labeling and insurance coverage and bad faith, including specialty insurance such as representations and warranty insurance and trade credit insurance. Mark has successfully tried such cases throughout the country, acting as counsel in class actions and multidistrict litigation. His federal and state court appellate and trial experience also includes cross-border litigation and landmark California cases involving trademark, trade name, patent and copyright disputes, as well as other intellectual property, antitrust, privacy, fraud, real estate and sophisticated business litigation matters. He has handled litigation in matters involving insurance, real estate and contract disputes and intellectual property cases. At trial and through dispositive motions, Mark has successfully resolved numerous large and highly publicized product liability, labeling, insurance, unfair competition,

fraud and mass tort actions. Mark also regularly consults with clients on due diligence and liability issues relating to M&A transactions and asset sales.

Professional Memberships: American Bar Association - Fellow American Bar Association - Member International Association of Defense Counsel - Member Litigation and Intellectual Property Sections of the Bar Association of San Francisco - Member American Bar Association - Fellow American Bar Association - Member International Association of Defense Counsel - Member Litigation and Intellectual Property Sections of the Bar Association of San Francisco - Member

Publications: Co-author, "Plastic and Recyclability Litigation: Best Practices to Minimize Risk," NACD BoardTalk, July 2022 -Contributing author, International Arbitration Yearbook, Baker McKenzie, 2021 -Co-author, "No Force Majeure Clause? Other Potential Options to Excuse Contractual Performance Under US Law in the Face of COVID-19," Baker McKenzie Insight, 6 March 2020 -Co-author, "US: When Is Force Majeure Really Force Majeure?," Baker McKenzie Insight, 5 March 2020 -Co-author, "Four Considerations for Developers of Next-Generation Combination Products," MPO, 4 March 2020 -Co-author, "5 Key Issues Raised in Most CBD Product Class Actions," Law360, 16 January 2020

GOODRICH, Kate
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Featured in Government (USA - Nationwide)

Career: Kate Goodrich is a governmental affairs consultant in the Austin office. She started her career as a federally registered lobbyist in Washington, D.C., and grew to become a senior advisor to legislators at the Texas Capitol. As the former General Counsel and Deputy Committee Director of the Texas Senate Health and Human Services Committee, Kate assisted in the development of numerous complex pieces of legislation and monitored the financial appropriations processes for large state agencies. She has also worked as a policy advisor in the Senate Finance Committee and the Senate Natural Resources and Economic Development Committee. Previously, as a lobbyist in Washington, D.C., Kate worked directly with U.S. Senate and House of Representatives staff to draft and amend strategic policies on behalf of her clients. Kate's background in state and federal government gives her an in-depth and practical knowledge of the legislative and appropriations processes. She is a respected member of the governmental affairs community and has forged deep relationships at the Capitol and beyond. Kate earned her J.D. at the University of Texas School of Law. While in law school, Kate interned for Hon. Robert Pitman in the Western District of Texas. She also participated in the Legislative Lawyering clinic, while simultaneously serving as an attorney

ad litem for children in foster care in the Children's Rights Clinic. Kate received a M.A. in Global Affairs from Trinity College in Dublin, Ireland.

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Featured in Insurance (USA - Nationwide), Insurance (California)

See under California for profile.

GORDON, Len

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Featured in Advertising (USA - Nationwide)

Practice Areas: Len Gordon, chair of Venable's Advertising and Marketing Group, is a skilled litigator who leverages his significant experience working for the Federal Trade Commission (FTC) to help protect his clients' interests and guide their business activity. Len regularly represents companies and individuals in investigations and litigation with the FTC, state attorneys general, the Department of Justice (DOJ), and the Consumer Financial Protection Bureau (CFPB). Len also represents clients in business-to-business and class action litigation involving both consumer protection and antitrust issues. He also counsels clients on antitrust, advertising, and marketing compliance issues.

GORDON, Rebecca

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Featured in Political Law (USA - Nationwide)

Practice Areas: Political Law Tax-Exempt Organizations Corporate Political Activity Coronavirus (COVID-19): Guidance for Businesses

Career: Rebecca Gordon counsels Fortune 100 corporations, high net worth individuals, nationwide trade associations, prominent lobbying firms, and other entities on all legal issues that impact their interactions with federal and state governments. These include federal Lobbying Disclosure Act registration and reporting requirements, state lobbying laws, federal and state campaign finance laws, federal and state laws governing conveyance of gifts to public officials, and federal and state pay-to-play laws. Working with both legal and government relations teams, Rebecca helps clients construct and implement compliance programs, counsels on campaign finance and congressional ethics matters, and helps organizations establish and operate their own political action committees.

GORDON, Scott J

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Scott Gordon is the leader of Kirkland's Derivatives Practice Group and a member of the Structured Finance & Structured Private Credit Practice Group. Scott is a leading counsel to end-users, representing clients ranging from Fortune 500 companies to

many of the world's preeminent private equity funds and their portfolio companies in connection with structuring, negotiating and documenting interest rate, currency, commodity, credit and equity derivative transactions. Scott also advises clients on derivatives regulation and derivatives issues in M&A, restructuring and securitization matters and acts as lead counsel in securitization offerings. Scott is also a senior member of Kirkland's Structured Finance & Structured Private Credit Practice Group, where he acts as lead counsel in securitization transactions, with a focus on timeshare loans and esoteric assets, and handles matters relating to collateralized loan obligation (CLO) and collateralized fund obligation (CFO) transactions.

Personal: Fordham University School of Law, J.D.; Simon Business School, M.B.A. (Finance); University of Rochester, B.A., cum laude (Economics).

GORDON, T.J.

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: T.J. GORDON's practice focuses on representation of private equity and other alternative asset funds, insurance companies, banks, FinTechs, corporate borrowers, and other financial intermediaries in structured finance, asset securitization, forward flow purchase, financial asset M&A, secured lending, and special situations transactions. Financings and acquisitions of consumer and small business loans and receivables, including personal loans, student loans, home improvement loans, marine/RV loans, point-of-sale loans, trade receivables, SMB loans, merchant cash advances and credit card receivables, comprise a significant portion of his practice. T.J. is ranked in Chambers USA (2022-2023) and Chambers Global (2022-2024) as a leading lawyer in Capital Markets: Securitization ABS. He was a co-author on the USA Chapter of The International Comparative Legal Guide to: Securitization 2024. During law school, he was the comment editor of The University of Chicago Law Review and the recipient of the John M. Olin Foundation Student Fellowship in Law & Economics.

GORDY, Emily

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Former FINRA and SEC regulator Emily Gordy represents broker-dealers, investment advisers, fintech companies and other financial institutions in government and regulatory investigations and enforcement actions involving complex regulatory issues. Clients benefit from Emily's profound knowledge of securities laws and deep ties with the regulatory community to bring their matters to a successful resolution. Ms. Gordy's practice covers

the full suite of securities enforcement and compliance issues impacting the financial services industry. She advises on matters involving anti-money laundering ("AML"), Regulation Best Interest, supervision, conflicts of interest, disclosures, books and records, and registration and licensing issues, including statutory disqualifications. Emily fiercely advocates on behalf of clients before government agencies and self-regulatory organizations, where her goal is always to avoid enforcement action while protecting her clients' business interests. She also partners with clients to identify and address gaps in their global compliance systems to prevent future regulatory scrutiny.

GORE, Nikhil

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Nikhil V. Gore advises financial institutions and global corporations in cross-border disputes, and domestic and international investigations and enforcement actions. He has represented major U.S. and foreign banks in civil and criminal enforcement matters relating to the Bank Secrecy Act (BSA), the federal criminal anti-money laundering (AML) statutes, and a wide range of governance, control framework, safety and soundness, and consumer and fair lending issues. He also counsels clients on BSA/AML regulations, and the structure and functioning of their control, compliance, and audit frameworks.

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Featured in Registered Funds (USA - Nationwide), Investment Funds (Massachusetts)

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GOTTLIEB, Daniel

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Featured in Privacy & Data Security (USA - Nationwide), Healthcare (Illinois)

Practice Areas: Partner Daniel Gottlieb counsels a wide range of health care industry clients, including health care providers, health plans, health information technology (IT) vendors and life sciences companies. He represents clients on privacy and data protection, reimbursement, software licensing and other health IT acquisitions, fraud and abuse, and other health care regulatory and transactional matters. Daniel counsels regarding compliance with the Health Insurance Portability and Accountability Act of 1996 (HIPAA), the European General Data Protection Regulation (GDPR), California Consumer Privacy Act, the Telephone Consumer Protection Act, CAN-SPAM, and other federal and state privacy, security and breach notification laws. He drafts comprehensive health information

privacy, security and incident response compliance programs for health care industry clients, including those with cloud-based systems. Regularly advises clients regarding response to cyberattacks and other security breaches and defends subsequent investigations by the Department of Health and Human Services Office for Civil Rights and state regulators. Advises health care industry clients on software licenses and other agreements for the acquisition electronic health record (EHR) systems, enterprise data warehouses and other missing critical health IT and health content. View more at: <https://www.mwe.com/people/gottlieb-daniel-f/>

Professional Memberships:

American Health Lawyers Association; Healthcare Information and Management Systems Society; International Association of Privacy Professionals (IAPP)

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: In his more than three decades of practice in financial services, Richard has counseled and successfully defended the largest banks, consumer lenders and related companies in multiple bet-the-company class action and B2B litigation, regulatory and enforcement matters, and with respect to large-scale intellectual property disputes. Today, he provides ongoing counseling to consumer-facing companies concerning their compliance with federal and state consumer protection law, privacy and data security laws, and with respect to consumer loan terms, conditions and disclosures. Richard has long represented some of the largest companies in major enforcement matters brought by both federal and state agencies, as well as by state attorneys general. In addition to frequent speaking roles and the publication of dozens of scholarly articles, Richard literally "wrote the book" on consumer finance, serving as lead editor and co-author of the Consumer Financial Services Answer Book, the leading consumer credit desk reference, published annually by Practising Law Institute.

Professional Memberships: American College of Consumer Financial Services Lawyers; American College of Mortgage Attorneys.

GOTTSHALL, Justine

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Featured in Media & Entertainment: Transactional (Illinois), Privacy & Data Security (USA - Nationwide)

See under Illinois for profile.

GRABAR, Nicolas

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Nicolas Grabar's practice focuses on international capital markets and securities regulation and on the representation of large reporting companies. Nick has extensive experience in international financing in public and private markets, US securities law applicable to foreign issuers, and regulation of financial reporting. Advises on securities considerations in M&A transactions. He plays a primary role in the firm's work for public company clients, including leading Mexican and Brazilian businesses, sovereigns, and global investment banks, on their biggest and most complex capital markets and financing matters.

Career: Joined firm, 1984; Partner since 1991. Clerkship, Honorable Pierre N. Level, U.S. District Court, Southern District of New York, 1982-1983. J.D., cum laude, Harvard Law School (1982); B.A., magna cum laude, Harvard College (1978).

Professional Memberships: Adjunct Faculty Member, International Securities Regulation, Columbia Law School Member, Board of Directors, Council of the Americas Former Chair, Annual "Global Capital Markets and the U.S. Securities Laws" Program, Practicing Law Institute, 2002-2010 Former Chair, Financial Reporting Committee, New York City Bar Association Member, TriBar Committee on Legal Opinions Chair, Board of Trustees, Brooklyn Youth Chorus Association Member, New York and Paris Bars

Publications: Nick writes and speaks regularly on securities regulation, financial accounting and legal opinions.

GRAHAM, Daniel P

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Featured in Government (USA – Nationwide)

Practice Areas: Partner Dan Graham leads the Government Contracts practice. Highly regarded in Government Contracts litigation, Dan Graham has over two decades of experience assisting clients across industry sectors on bid protests, Contract Dispute Act appeals, prime and subcontractor disputes and commercial litigation. Chambers USA has ranked Dan in Band 1 for Government Contracts (Nationwide). A client quoted by Chambers said "He is a star in this field. The client added, "No task is too large or too small for Dan to take on and excel at. He has provided advice which has resulted in several great outcomes" (2019). Dan has litigated cases before the US Court of Federal Claims (COFC), the US Court of Appeals for the Federal Circuit, the Government Accountability Office (GAO) and the Boards of Contract Appeals, as well as before Federal District Courts and Courts of Appeals across the country.

View more at: <https://www.mwe.com/people/daniel-p-graham/>

Professional Memberships: Former Council Member, ABA Section of Public Contract Law; Co-Chair, ABA Health Care Contracting Committee; Former Director, Federal Circuit Bar Association; Associate Editor, Public Contract Law Journal.

Personal: William & Mary School of Law (JD; Order of the Coif); Johns Hopkins University (BA).

GRANT, Maximilian

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Featured in International Trade (USA – Nationwide), Intellectual Property (USA – Nationwide), Intellectual Property (District of Columbia)

Practice Areas: Max Grant is the former Global Chair of the Intellectual Property Litigation Practice, which Chambers USA ranked as the top IP practice in the United States in 2022, is ranked Band 1 nationally and has won the Chambers Award for Excellence numerous times. The group's development and trial capabilities were featured in a 2016 article in The Recorder. Mr. Grant is a Fellow in the American College of Trial Lawyers and has successfully tried over 30 patent and IP cases to verdict. Mr. Grant has secured high-profile wins for companies established and emerging, including NVIDIA, Schlumberger, Philip Morris International, Adobe, Monsanto, Daiichi, Latchable, CrossMatch Technologies, InfoBionic, and InterDigital. He served as lead counsel for C.R. Bard; after a six-week trial in the US District Court of Arizona, the jury found that W.L. Gore willfully infringed Bard's patent and upheld validity. The court enhanced damages, awarded fees, and imposed a compulsory license. The total award was over US\$2.1 billion and the win was featured in a cover article in the November 2009 issue of The American Lawyer. Mr. Grant joined Latham in 2002, after serving as Deputy Assistant Secretary of Defense for Special Operations during Operation Enduring Freedom. In 2005, he was appointed by the Secretary of Commerce to the Patent Public Advisory Committee, a nine-member board that advises the Director of the US Patent and Trademark Office on patent policy. Before attending law school, Mr. Grant served as an aide to Senator John McCain, a Navy SEAL team leader and a US Marine. He is the co-inventor of two patents.

GRAY, Elizabeth P

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Featured in Financial Services Regulation (USA – Nationwide), Securities (USA – Nationwide)

Practice Areas: Litigation Partner and Securities Enforcement Group Co-Chair. Represents investment advisers, investment companies and their boards, broker-dealers, accounting firms, other

institutions and executives in securities law enforcement, compliance and litigation. Extensive experience handling federal securities law matters, including cybersecurity regulations, compliance and breaches, investment adviser and company compliance, insider trading, self-regulatory organization and clearing fund compliance, accounting, auditing irregularities, market manipulation, and FCPA. Practice covers investigations, litigation and examination by SEC, CFTC, PCAOB, DOJ and FINRA. Conducts internal/board of director investigations for public companies, mutual funds.

Personal: JD, University of Virginia School of Law; AB, Dartmouth College. See: <http://www.willkie.com/professionals/g/gray-elizabeth-p>

GRAY, Joanne M

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Joanne Gray is chair of Goodwin's Litigation department and co-chair of its Food and Healthy Living practice. Joanne's industry-focused practice concentrates in the consumer and B2B products area, including FDA regulated companies in the food and beverage, dietary supplement, pharmaceutical and medical device, and technology industries. She provides compliance advice and handles litigation for clients in these highly regulated industries. Her litigation practice involves defending companies in high profile products liability, class actions, consumer fraud and mass tort claims. This includes defending companies in consumer and occupational exposure cases including cases where chemical, particulates or other exposures are claimed to have caused personal injury, including cancer. In the compliance area, Joanne's counseling practice involves providing regulatory advice, mergers and acquisition advice and litigation avoidance counseling to companies in FDA and FTC regulated industries. She counsels clients on regulatory compliance and provides risk management and strategic advice to a wide range of consumer, food, supplement and B2B companies, including in the fast growing and rapidly changing healthy living section of the industry. Joanne is involved in counseling and strategic planning for food, dietary supplements and consumer product launches as well as product recalls, and provides advice on company or product lines acquisitions. She often works with food and supplement companies by providing strategic business and regulatory advice regarding products that incorporate new and evolving technologies or novel ingredients, including providing GMP and audit advice that allows leading companies to develop innovative new products while reducing regulatory risk. Her counseling practice includes public relations and crisis

management counseling for these industries.

Personal: JD, Fordham University School of Law 1983; BA, College of the Holy Cross 1980

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Featured in Insurance (USA – Nationwide), Insurance (District of Columbia)

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GREEN, Bradford A

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Brad Green is an investment funds partner in the New York office of Kirkland & Ellis LLP. Brad counsels investment management clients in connection with structuring, registering and operating publicly-offered and privately-placed investment vehicles that provide access to retail and high-net-worth asset management platforms. His practice focuses on the representation of registered closed-end funds – notably, alternative products, such as funds of private equity, private credit and hedge funds, and funds that directly employ hedge fund strategies – as well as traditional, exchange-listed funds. In addition, Brad serves as counsel to investment companies and their independent board members, as well as investment advisers and sponsors, and advises them on a broad range of transactional and ongoing regulatory and compliance matters arising under the federal securities laws. Brad regularly helps operating companies and other issuers navigate various considerations under the Investment Company Act of 1940 in connection with initial public offerings and corporate M&A and finance transactions. He also represents investment management clients in connection with SEC examinations, investigations and enforcement proceedings, and private litigation. Brad is passionate about serving the needs of underserved New York City communities. He currently serves on the Board of Directors of Union Settlement, a nonprofit organization founded in 1895 that provides education, wellness and community-building services and programs to East Harlem residents.

Personal: J.D., Fordham University School of Law; B.A., University of Pennsylvania (magna cum laude)

GREENBAUM, Jeffrey A

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Featured in Advertising (USA – Nationwide)

Practice Areas: Advertising, Marketing & Public Relations Advertising Technology Branded Entertainment Celebrity Branding Technology & Digital Media Intellectual Property Cross-Border Transactions & Global Media Clear-

ance Data Strategy, Privacy & Security Social Media

Career: Managing Partner of Frankfurt Kurnit since 2010, Jeffrey A. Greenbaum is one of the country's leading advertising lawyers. He is a partner in the firm's Advertising, Marketing & Public Relations Group and has extensive experience representing advertisers, advertising agencies, and social media and other online platforms on advertising and intellectual property matters. He is also the Chairman of the Global Advertising Lawyers Alliance. In 2023, Best Lawyers in America named him "Advertising Lawyer of the Year" for the New York metro-area for the third time. Mr. Greenbaum counsels clients on a wide variety of advertising-related matters, including advertising regulation, rights clearance, influencers and social media, artificial intelligence and other emerging technology, sweepstakes and promotions, SAG-AFTRA, network and other media clearance, and global clearance. He also helps clients negotiate virtually any type of advertising-related agreement, including advertising agency agreements, production-related agreements, talent contracts, intellectual property licenses, media buys, and sponsorship deals. He also regularly represents advertisers in connection with advertising litigation, including federal, state, and local regulatory investigations and National Advertising Division, Children's Advertising Review Unit, and other self-regulatory proceedings. Mr. Greenbaum is also a member of the Board of the International Advertising Association and is the Chair of the IAA's Public Policy Council. He has previously served as Chairman of the Committee on Consumer Affairs of the New York City Bar. For the last twenty years, he has chaired the City Bar's annual "Hot Topics in Advertising Law" program. He has also served as a Director and Secretary of the Brand Activation Association and served as Co-Chairman of the Brand Activation Association's law conference. He also served as Chairman of the jury for the International Council for Advertising Self-Regulation's Global ICAS Awards. Mr. Greenbaum has been recognized for many years as a leading advertising lawyer by Best Lawyers in America, Chambers USA America's Leading Lawyers for Business, The Legal 500, Super Lawyers, and Who's Who Legal. In addition to "Advertising Lawyer of the Year" honors, he has been named "Copyright Lawyer of the Year" for the New York metro-area by Best Lawyers in America and a "Leading Lawyer" by The Legal 500. He also received the International Advertising Association North Star "Global Champion" medal and the Brand Activation Association's Beacon Award. Mr. Greenbaum is a frequent speaker on advertising issues in the United States and around the world. He has spoken at the Federal Trade Commission's "Talking Trash at the FTC: Recycling Claims and the Green Guides" workshop, "Protecting Kids' Privacy Online" workshop, the "FTC at

100" workshop, the FTC's "Rebate Debate" workshop, and at the FTC's "Green Lights and Red Flags: FTC/BBB Rules of the Road for Advertisers" program. He has spoken at the Senate of the Republic in Mexico on social media and artificial intelligence issues. He has also spoken at conferences and programs sponsored by the National Advertising Division, the Association of National Advertisers, the International Council for Advertising Self-Regulation, the International Advertising Association, the Intellectual Property Owners Association, the Global Advertising Lawyers Alliance, the Inter-American Association of Intellectual Property, the Association of Independent Commercial Producers, the Interactive Advertising Bureau, the Society of Digital Agencies, the Association of Corporate Counsel, the American Bar Association, the New York State Bar Association, the New York City Bar, the New York County Lawyers Association, the Beverly Hills Bar Association, and many others. Mr. Greenbaum has been quoted in publications such as The New York Times, The New York Post, The Wall Street Journal, The Washington Post, Advertising Age, Adweek, The Hollywood Reporter, Media Post, Shoot, Fast Company, Mashable, Business Insider, Roll Call, Law360, Bloomberg Law, and many others. He has appeared on the CBS "Early Show" and has been interviewed on various podcasts, including AdAge's "Marketer's Brief." He also participated in the symposium, "New Impressions on Advertising Law," which was published in the Cardozo Arts & Entertainment Law Journal. He is the contributing editor of the Chambers and Partners "Advertising & Marketing 2023 Law and Practice" guide and is the co-author of the U.S. chapter. He is also the author of "Specific Corporate Compliance Challenges by Practice Area: Advertising" in Corporate Compliance Practice Guide: The Next Generation of Compliance. He also served as the "Legalease" columnist for Shoot magazine for many years. Mr. Greenbaum is a graduate of Brandeis University and Columbia University School of Law. He has also served as a member of the Dean's Advisory Council at the University of Michigan Law School and as an adjunct faculty member at Parsons School of Design. He is admitted to practice in New York.

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Featured in Projects (USA - Nationwide)

Practice Areas: Jeff Greenberg is Latham & Watkins' Global Project Development & Finance Practice Chair. He is a former member of the firm's Executive Committee as well as Managing Partner for the Los Angeles office. Mr. Greenberg was previously Vice Chair of the US Finance Department. Mr. Greenberg represents financial institutions and private equity sponsors, as well as public and private companies, in connection with all phases of the development and

financing of power (including gas, coal, wind, solar, energy storage, landfill gas, biomass, and geothermal-fired power plants), oil refinery, ethanol, telecommunications, petrochemicals, fertilizer, and other infrastructure projects. Mr. Greenberg's experience includes the structuring and negotiation of financing arrangements, project contracts, secured commodity hedge agreements, and extensive experience in mergers and acquisitions of power plants.

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

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Featured in FCPA (USA - Nationwide), Litigation (District of Columbia)

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Brian Greene is a partner in the Asset Management Department. Brian regularly advises sponsors and investors of private investment funds in connection with formation, offering, investment and regulatory matters, with a particular focus on the representation of bank-affiliated sponsors and distributors of private equity, growth, credit, infrastructure, real assets, secondaries and co-investment funds.

Personal: University of Michigan Law School, J.D., 2004, John Hopkins School of Advanced International Studies, M.A., 2004, SUNY at Binghamton, B.A., 2000; See <https://www.willkie.com/professionals/g/greene%20brian>

GREENE, Nathan J
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Featured in Registered Funds (USA - Nationwide)

Practice Areas: NATHAN GREENE is a leading regulatory lawyer and has extensive experience advising on all aspects of fund and investment advisory operations. His practice includes representation of U.S. and foreign investment companies, advisers and trustees; SEC registration, exemptions, inspections and investigations for funds

and advisers; board and governance matters; and high-profile corporate transactions involving asset management businesses. With a strong interest in innovation, he also counsels funds and financial institutions on regulatory considerations around emerging technologies like blockchain, big data, and artificial intelligence.

GREENE, Nina
Venable LLP, Miami
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Featured in Franchising (USA - Nationwide)

Practice Areas: Nina Greene focuses her practice on franchise, trademark, and general commercial litigation. Nina has represented franchisors in state and federal courts in Florida and throughout the United States and in domestic and international arbitrations. This has involved protection of trademarks and intellectual property (IP) rights, franchise terminations, trade secrets, covenants not to compete, unfair competition, business torts, and many other issues.

GREENE, Paul
Global Sports Advocates, LLC, Portland
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Featured in Sports Law (USA - Nationwide)

Practice Areas: International sports lawyer who appears regularly before the "Supreme Court for Sport," the Court of Arbitration for Sport, in Lausanne, Switzerland, in addition to appearing before international and domestic sports arbitral bodies. Paul has represented clients from more than 60 countries and more than 60 different sports, even representing an Olympic gold medal-winning horse. Paul has prevailed in some of the highest-profile sports matters of the past decade, successfully representing athletes, sport federations and national Olympic committees.

Career: Paul founded Global Sports Advocates in 2014 after practicing at several New England law firms. Paul was first recognized by Chambers as a Sports Law "Associate to Watch" in 2011. Paul has been recognized by Chambers as a leading sports lawyer for the past eleven years.

Professional Memberships: Rex Sport, American Bar Association, Sports Lawyers Association, LawInSport (Editorial Board), Football Legal (Editorial Board).

Publications: Paul is a well-known speaker and author in the field of sports law and has taught at various law schools in both the U.S. and Europe. His recent article, Contamination & Doping: Is the UFC's Approach To 'Reporting Limits' Fairer Than WADA's? appeared in LawInSport.

Personal: Paul lives in Portland, Maine where Global Sports Advocates is headquartered. He is a lifelong runner who still enjoys early morning jaunts with his running partners.

GREENSPAN, David

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Featured in Sports Law (USA – Nationwide)

Practice Areas: In the antitrust arena, David Greenspan has litigated cases involving alleged cartels, monopoly and monopsony conduct, predatory pricing, price fixing, group boycotts, bid rigging, and other restraints of trade. His practice is balanced between litigation defense, litigation prosecution, and counseling. Representative defense work includes defending alleged cartel activities in multidistrict class actions, defending alleged monopolization under various federal and state antitrust laws, and defending companies in criminal and administrative proceedings brought by the U.S. Department of Justice (DOJ) and international competition authorities. On the plaintiff's side, David has prosecuted group boycotts and other restraints of trade in the sports and entertainment industries, among others. David regularly counsels clients on antitrust matters, including implementing antitrust compliance policies, conducting antitrust trainings, and advising on day-to-day business issues. David also Co-Chairs Winston's top-ranked Sports Law Practice. One of the nation's leading sports law litigators, David has litigated sports-industry cases involving antitrust law, labor law, licensing, agent regulation, active and retired player rights, and collegiate athlete rights. David has represented all four major U.S. professional sports players associations, myriad professional athletes and agents, and teams and owners in disputes with their respective leagues. He was trial and appellate counsel in the landmark *Alston v. NCAA* antitrust litigation, wherein the team prevailed at trial and that culminated in a widely reported unanimous Supreme Court victory. Both the stunning trial and Supreme Court wins were recognized by *The American Lawyer* (Am Law) via prestigious "Litigator of the Week" wins. David routinely represents the NFL Players Association (NFLPA) and NFL players, including in matters involving Tom Brady, Colin Kaepernick, Ray Rice, Adrian Peterson, Ezekiel Elliott, Eric Reid, Terrell Owens, and Michael Vick. David is part of the group recognized with GCR's 2022 "Litigation of the Year: Cartel Prosecution" award for Winston's historic unanimous Supreme Court victory for college athletes in *Alston v. NCAA*.

GREER, John

Latham & Watkins LLP, Houston
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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)

See under Texas for profile.

GREER, Scott A

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Featured in Projects (USA – Nationwide), Construction (Texas)

See under Texas for profile.

GREGOR, Kat

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Featured in Tax (USA – Nationwide)

Practice Areas: Kat Gregor advises clients on tax dispute resolution and litigation across a variety of forums, including administrative proceedings, federal and state courts, and international arbitration. Ms. Gregor represents corporate clients spanning a broad range of industries, including retail, entertainment, energy, technology, communications, financial services and manufacturing. Her work in the financial services industry includes counseling fintech and other blockchain companies, asset managers (and related investment funds) and financial institutions. She also advises high-net-worth individuals to resolve inquiries by tax authorities into matters involving estate tax, residency and domicile, and reporting of foreign and digital assets. Known for her innovative approach to resolving tax disputes, clients regularly turn to Ms. Gregor for achieving favorable negotiated outcomes beyond traditional paths to court. Ms. Gregor also is experienced in advising on complex cross-border investment structures in the context of tax disputes, which she frequently encounters when counseling on bilateral and multilateral investment treaty disputes with non-U.S. tax authorities and overseeing strategy for managing controversies involving foreign tax authorities. In connection with these types of disputes, she has been involved in several major international arbitration matters. She also works closely with non-U.S. counsel in coordinating the defense of multijurisdictional inquiries, including through competent authority proceedings. Ms. Gregor also has significant experience advising clients in the asset management industry. She has counseled private investment fund managers on forming new asset management firms and organizing and launching investment funds, and in ongoing fund investment and secondary transactions. In this capacity, she has advised on a variety of cross-border investment structures, including the formation of co-investment vehicles for private-equity backed acquisitions, the expansion of financial institutions into new jurisdictions and the tax implications of inbound investments into the United States. Ms. Gregor counsels founders of firms on the tax aspects of compensating investment professionals, estate planning and sales of management companies. She also represents family offices on their structure, ongoing operations and investments, often in connection with seeding new asset managers, investing in novel industries and financial products, and engaging in impact investing. **Career:** Prior to joining Skadden, she served as the co-founder of the tax controversy practice at another leading law firm.

Professional Memberships:

Ms. Gregor serves within a variety of leadership capacities in the tax community, including as an officer of the International Bar Association Taxes Committee; the northeast regional chair of the Women of International Fiscal Association Network; and co-chair of the joint ABA Tax Section, IBA Taxes Committee and IFA-USA Branch U.S.-Europe Tax Practice Trends Conference. She also was elected as a fellow of the American College of Tax Counsel in 2021.

Personal: Ms. Gregor maintains an active pro bono practice. For several years, she assisted the Human Trafficking Legal Center in resolving clients' litigation in order to minimize the tax impact of settlement awards to human trafficking victims. She also is a co-chair of the tax working group of the Law Firm Antiracism Alliance. In addition to being repeatedly recognized by Chambers USA, Chambers High Net Worth and The Best Lawyers in America, among other leading legal directories for her practice nationwide, Ms. Gregor was named to Massachusetts Lawyers Weekly's 2022 list of Go To Lawyers for Taxation, which recognizes top lawyers based across the commonwealth. She also was selected as one of Boston Magazine's Top Lawyers in 2023 and 2022, honoring the "top law professionals in Greater Boston."

GRIME, Richard

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Featured in FCPA (USA – Nationwide), Securities (USA – Nationwide)

Practice Areas: Richard represents companies and individuals in all aspects of DOJ/SEC investigations. His expertise includes white collar crime, securities enforcement -- Foreign Corrupt Practices Act investigations, audit committee and special committee representations. Richard also conducts internal investigations and counsels clients on compliance and corporate governance matters.

Career: Former Assistant Director, SEC Enforcement Division, Washington DC.

Personal: JD, First Class Honors, Oxford University, 1986.

GRISKONIS, Marius

Linklaters, New York
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Featured in Projects (USA – Nationwide)

Practice Areas: As Co-Head of Energy & Infrastructure in the Americas at Linklaters, Marius advises on complex single project and large portfolio transactions, enabling the successful development, funding and completion of large-scale projects and transactions. He has represented developers, sponsors, investors, underwriters, commercial banks, investment banks, export credit agencies and other multilateral agencies in major projects across an array of sectors, including renewable energy (solar, onshore and offshore wind, energy storage), alternative and renewable fuel, conventional

power generation, power transmission, petrochemical, infrastructure and telecommunications industries. Marius has been recognized in Chambers USA and Chambers Global as having "an impressive breadth of expertise spanning the development, financing, acquisition and sale of renewable energy infrastructure," where commentators note: "Marius is a thought leader and a leading resource for all things power and renewables." "He is extremely responsive, knowledgeable and collaborative, as well as incredibly bright and intelligent." "Marius is very commercially oriented and effective at prioritizing real business issues over less important legal items." To read more, visit: <https://www.linklaters.com/en/find-a-lawyer/marius-griskonis>.

Professional Memberships:

Band 1: Projects: Power & Renewables: Transnational – USA – Nationwide, Chambers Global, 2020-2024 Band 3: Projects: Renewables & Alternative Energy – USA – Nationwide, Chambers Global, 2020-2024 Band 3: Projects (USA), Chambers Global, 2017-2024 Green Ambassador – The Legal 500 Green Guide: United States 2024 Legal Power List – A Word About Wind, 2022 Recognized Practitioner: Project Finance (USA) – The Legal 500, 2017-2024 Recognized Practitioner: Energy: Renewable/Alternative Power (USA) – The Legal 500, 2018-2024 Rising Star – Project Finance, Law360, 2015

GROFMAN, Udi

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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/udi-grofman>

GROLL, Michael

Willkie Farr & Gallagher LLP, New York
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Featured in Insurance (USA – Nationwide), Insurance (New York)

See under New York for profile.

GROSSHANDLER, Seth

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Seth Grosshandler's practice focuses on financial institutions, derivative products, securities transactions, secured transactions, and structured finance. As an instrumental player in the development of the "safe harbor" provisions of the Bankruptcy Code, the Federal Deposit Insurance Act and Orderly Liquidation Authority, Seth is regarded as a preeminent practitioner on risks to counterparties of regulated financial institutions in the event of the insolvency of the financial institution, as well as the rights of secured and unsecured creditors in insolvency proceedings to close-out, net

and exercise remedies in derivative and securities transactions. During and after the financial crisis, he advised major Wall Street firms on their exposure to failing and failed counterparties, including Bear Stearns and Lehman Brothers, and various government agencies on market stabilization efforts.

Career: Joined firm, 1983; became partner, 1992; senior counsel, 2018. J.D., 'Law Review' editorial board member, cum laude, Order of the Coif, Northwestern University School of Law (1983); B.A., Phi Beta Kappa, Reed College (1979).

Professional Memberships: Member of the Bar in New York.

Publications: Seth lectures and is widely published on various aspects of creditors' rights and derivative products and securities transactions.

GROSSMAN, Shukie

Gibson, Dunn & Crutcher LLP, New York
212 351 2369

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Shukie Grossman — Co-Chair of Gibson Dunn's Investment Funds Practice — represents sponsors in structuring and negotiating terms of domestic and offshore private funds, including buyout, credit, growth capital, infrastructure and real estate funds. He also negotiates employment/economic sharing arrangements among management team members and advises on the acquisition and sale of minority and majority stakes in sponsors as well as spin-outs of fund businesses and management teams. He began his career at the Division of Investment Management of the Securities and Exchange Commission.

Professional Memberships: Private Investment Fund Forum and New York Investment Fund Society.

GROUNDS, Alison A

Troutman Pepper, Atlanta
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Featured in eDiscovery (USA - Nationwide)

Career: Alison assists clients in all aspects of discovery in litigation and investigations and advises clients on proactive litigation readiness and data management issues. Clients rely on Alison's litigation experience and technology prowess to develop and manage the overall strategy and to advocate on their behalf during discovery disputes. She also client with developing internal workflows and processes that leverage technology to improve efficiency and consistency across matters. Alison is the founder and managing partner of Troutman Pepper eMerge, a wholly owned subsidiary of the firm, which provides end-to-end, integrated discovery and data management services for legal matters. eMerge's attorneys and technologists combine legal strategy with the latest technology to manage data, reduce costs and identify facts needed to resolve disputes. Their novel approach effectively addresses two common causes of unanticipated costs

and risks: disconnected stakeholders and processes. She also serves as the chair of the firm's innovation committee and is a leader of the firm's generative AI task force.

GRUENEBERG, Susan A

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Featured in Franchising (USA - Nationwide)

Practice Areas: Susan advises clients on franchise and distribution law issues, including compliance with federal and state franchise and business opportunity laws. Susan's practice includes structuring franchise programs; preparing, structuring and registering franchise programs, including drafting Franchise Disclosure Documents, Franchise Agreements, Area Development Agreements, Subfranchise Agreements, Master License Agreements, Area Representative Agreements, Joint Venture Agreements, and ancillary agreements; counseling on compliance with disclosure and other regulatory requirements; exemption-based franchising, mergers and acquisitions of franchise companies; international expansion of U.S. franchise programs, introduction of non-U.S. franchise programs to the United States; franchise relationship issues involving transfers, defaults and terminations; counseling non-compliant programs and defending government enforcement actions and investigations; assisting in franchise disputes in conjunction with litigators; protection of intellectual property, working with trademark counsel; and joint employment and vicarious liability avoidance including joint employment audits. Susan works with companies in many different industries including ones that are regulated, such as those in the health care and transportation sector. She also serves as an expert witness for franchisors in arbitration and litigation.

GUDMUNDSSON, Haukur

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Haukur Gudmundsson is a partner in the firm's Banking and Finance practice. Haukur's practice is focused on structured finance and other transactions involving all types of residential mortgage loans and other residential real property-related assets, including mortgage servicing rights, servicing advances, REO properties, single-family-related properties, home improvement loans and home equity products. For more than 15 years, Haukur has represented his clients in a wide array of transactions involving virtually every type of residential real property-related asset, including several novel asset types, transactions and structures. Clients appreciate his thoughtful and creative approach to solving problems and successfully executing novel and complicated transactions.

GUEDRY, David N

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Featured in Technology (Texas), Outsourcing (USA - Nationwide)

Practice Areas: Partner David Guedry is nationally recognized for more than 25 years of leadership advising global service providers and Fortune 1000 companies on complex sourcing relationships, including assisting with developing legal, operational and business strategies, and translating strategy into the practical negotiation and documentation of deals. David's experience includes managing the complexities of information technology (IT) and telecommunication outsourcing agreements, business process outsourcing arrangements (with an emphasis on HR and finance and accounting (F&A) outsourcing), distribution relationships, licensing arrangements, and joint ventures, strategic alliances and teaming relationship. He also assists clients in turning unprofitable, troubled relationships into profitable, referable accounts by guiding the client through the process of identifying, developing and successfully implementing turnaround solutions. Although David's primary emphasis is on working with technology businesses, clients in a wide range of other sectors look to him for guidance. He has handled billions of dollars of outsourcing and other arrangements for leading providers. He represents large multinational retailers, manufacturers, airlines and other service companies in their contractual relationships with technology and business process services providers. David similarly advised a Big Four accounting firm in the structuring of a global delivery model for a new outsourcing services offering. View more at: <https://www.mwe.com/en/team/g/guedry-david>

GUGGENHEIM, Miriam J

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Miriam Guggenheim assists a broad range of major food and beverage companies in achieving their marketing goals while minimizing regulatory and litigation risks. With a practical approach backed by over twenty years of experience, Ms. Guggenheim guides clients on every legal and regulatory aspect of the development and marketing of food, ranging from the earliest stages of product conceptualization through global marketing strategies. She helps clients determine whether food ingredients are generally recognized as safe (GRAS) and counsels them on compliance with Food Safety Modernization Act (FSMA) requirements for manufacturing and supply chain considerations. She advises on all aspects of food labeling, including the development of well-crafted, substantiated health benefit and other product claims that

are relevant to consumers and resistant to regulatory and litigation challenges. Ms. Guggenheim also helps clients successfully navigate potential crises such as recalls, warning letters, difficult facility inspections, and unwanted Congressional or regulatory attention. In addition to her work for individual clients, Ms. Guggenheim serves as outside counsel to a number of key trade associations, helping them accomplish broad industry objectives by engaging with the FDA, FTC, and Congress.

GUIDA JR, Anthony J

Duane Morris LLP, San Diego
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Featured in Education (USA - Nationwide)

Practice Areas: Tony Guida focuses his practice on the PreK-12, postsecondary, EdTech and corporate training education sectors handling issues relating to federal and state education law, licensing and accreditation, mergers, acquisitions and other substantive changes; institutional governance; government response and crisis management, federal and state education policy; and government affairs. An experienced senior executive in the field of higher education, Mr. Guida bring a unique business side perspective to his engagement with clients. He serves as a team lead for the Duane Morris Education industry group and previously served as a member of the firm's governing Partners Board.

Career: Duane Morris LLP: Partner, 2014-present; Education Management Corporation: Senior Vice President, External Affairs, 2002-2014; Pennsylvania Culinary Institute: General Counsel and CFO, 1999-2001; Buchanan Ingersoll & Rooney: Shareholder, 1986-1999

Professional Memberships:

Trustee, Oral Roberts University, 2013-2022; Board of Directors, Association of Private Sector Colleges and Universities (APSCU), 2005-11, 2012-15

Publications: Co-author, "Department of Education's New Financial Responsibility, Administrative Capability, Certification and Ability to Benefit Regulations Challenge Institutions' Ability to Comply," Duane Morris Alert, November 22, 2023; Co-author, "Department of Education Publishes Final Rules for Financial Value Transparency and Gainful Employment," Duane Morris Alert, September 29, 2023

GUSSACK, Nina M

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Featured in Products Liability (USA - Nationwide), Litigation (Pennsylvania: Philadelphia & Surrounds)

See under Pennsylvania for profile.

GUSY, Martin

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: A dual-licensed civil law-common law international attorney and arbitrator with over 20 years of ex-

perience, Martin Gusy's practice offers a unique insight into the multiple verticals of international arbitration, especially in the energy, finance, infrastructure and technology sectors. As chair of Bracewell's international arbitration practice, Martin counseled and served parties in both headline-making disputes as well as even more confidential matters from which trends and noteworthy developments arise. Martin has served as sole arbitrator, president of the tribunal and party-appointed arbitrator in more than three dozen ICC, AAA/ICDR, UNCITRAL and ad hoc arbitrations, also involving sovereigns.

Professional Memberships: An author of "A Guide to the ICDR International Arbitration Rules" published with Oxford University Press and an Editor of the Transatlantic Law Journal, Martin serves on the AAA's Publications and Large Commercial Cases Committees as well as ICC Commission Task Forces and the Executive Committee and Global Advisory Board of the New York International Arbitration Center (NYIAC). He has been a member of the AAA/ICDR International Roster of Arbitrators and Mediators since 2010.

Personal: Cornell Law School, LL.M., 2002; Johannes Gutenberg University of Mainz, First Legal State Exam, 2001

GUTMAN, Olga
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Featured in Hedge Funds (USA - Nationwide)

Practice Areas: Olga Gutman is a Partner at Simpson Thacher & Bartlett LLP, where she is a member of the Corporate Department. Olga specializes in hedge funds, private equity funds and investment management matters. She regularly represents sponsors of private equity and hedge funds including Apollo Global Management, Citigroup Alternative Investments, Coatue Management, CVC Credit Partners, Deep Track Capital, Grosvenor Capital Management, Intermediate Capital Group, Islet Management, J.P. Morgan Asset Management, MatlinPatterson Global Advisers, New Holland Capital, Palladium Equity Partners, Pomona Capital, Portfolio Advisors, Tiger Management and Westbrook Partners. She additionally advises clients on strategic investments (including secondary transactions) and M&A transactions executed by asset management firms.

Career: Joined Firm, 2001; Partner in 2008.

Personal: B.A., magna cum laude, Yeshiva University (1994); J.D., Cornell Law School (1997); LL.M., Cornell Law School (2001).

GUYNN, Randall
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Randy is chair of Davis Polk's Financial Institutions prac-

tice. He is one of the country's top bank regulatory and bank M&A lawyers and a thought leader on financial regulatory reform. He advises a wide range of financial services clients on their most critical transactions, business opportunities, corporate governance issues, and regulatory, supervisory and enforcement matters. His clients include all eight U.S. global systemically important banking groups, numerous regional banks and non-U.S. G-SIBs, fintechs and crypto-asset companies. Randy's practice includes strategic bank M&A and capital markets, legislative and regulatory reform, board and senior executive effectiveness, enforcement actions, congressional hearings, business transformations, bank chartering, resolution planning, payment systems, and stablecoins, cryptocurrency and other digital assets.

GUZY, Gary
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Featured in Climate Change (USA - Nationwide)

Practice Areas: Gary Guzy brings thirty five years of experience in environmental law, regulation, and public policy. He provides counsel to industry leaders in the transportation, technology, and consumer sectors on emerging environmental and clean energy issues. He is skilled at creating strategic partnerships that bring together diverse groups to resolve challenging public policy controversies through close work with industry and environmental community leaders. Mr. Guzy co-chairs the firm's Climate and Clean Energy Industry Group.

HAAS, Cheryl L
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Featured in Financial Services Regulation (USA - Nationwide), Litigation (Georgia)

Practice Areas: Cheryl L. Haas serves as litigation counsel for Fortune 100 companies, investment companies and advisers, broker-dealers and private individuals in high-stakes disputes in federal and state courts and a variety of arbitration forums. She represents clients before the U.S. Securities and Exchange Commission, the Financial Industry Regulatory Authority and state securities regulators across the United States. Cheryl monitors regulatory developments, advises clients on compliance matters and conducts internal investigations. In addition, she represents companies involved in regulatory investigations concerning alleged securities or accounting fraud, Ponzi schemes, insider trading, privacy, supervision and other issues. Recognized for her acumen and leadership, Cheryl is the current chair of the firm's Financial Services Litigation Department.

HABER, Valerie
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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Alcohol Beverage Restaurant Food Law Land Use Law Government

Career: Valerie Haber is well-positioned to help businesses that intersect with alcohol, having worked with clients across all three tiers of the alcohol beverage industry, including wineries, breweries, distilleries, wholesale distributors, and retailers. At the retail level, Valerie works closely with both on and off-premise businesses, including national restaurant groups, supermarkets, movie theaters. Additionally, Valerie counsels alcohol industry members and unlicensed third party providers on promotional activities, including sampling, the use of promoters or influencers, advertising and social media. She also is experienced in advising companies on alcohol delivery, storage, fulfillment and related services. Valerie simplifies the often complicated process of liquor licensing, license management, and license renewal. She is sensitive to her clients' needs during these complex processes and has been praised for her approachability, responsiveness, and deep industry knowledge. Valerie collaborates with GrayRobinson colleagues in the lobbying, IP, corporate, and real estate practices to effectively guide clients through federal, state, and local laws governing the sale, distribution, importation, manufacturing, and marketing of alcoholic beverages, health department licensing and food law permitting, and land use and zoning diligence and approvals.

Professional Memberships: Commercial Real Estate Women (CREW) Dade County Bar Association Duke Alumni Association, South Florida Duke Women's Initiative Florida Association for Women Lawyers, Young Lawyers Division Greater Miami and The Beaches Hotel Association International Council of Shopping Centers (ICSC) The Florida Bar Trade Organization of the Nightlife and Club Industry US Sommelier Association

HAGGERTY, Alison
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Ali Haggerty advises issuers and investment banking firms in capital markets transactions, with a focus on initial public offerings, follow-on equity offerings, and convertible debt offerings in growth industries. Ms. Haggerty serves a mix of companies and financial institutions in connection with complex equity and debt securities offerings. She brings particular experience handling capital markets transactions on behalf of all of the major US investment banks and leading innovators in technology, healthcare and life sciences, and retail and consumer

products. Ms. Haggerty also regularly counsels publicly traded companies on general corporate and securities law matters, including governance issues, reporting obligations, and stock exchange rules and requirements.

HAGUE, Lucille
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Featured in International Trade (USA - Nationwide)

Practice Areas: Luci Hague is a partner in Kirkland & Ellis LLP's International Trade and National Security practice in the Washington, D.C., office. Luci advises investors and companies on complex cross-border transactional and counseling matters involving U.S. national security and foreign investment, with a focus on CFIUS reviews as well as OFAC sanctions matters and U.S. export controls. She is widely recognized for her expertise in advising private equity sponsors, asset managers, and operating companies on addressing CFIUS considerations and risks across matter contexts and transaction types, including fund formation and design, transaction structuring, co-investments, joint ventures, and exits. Her experience includes securing CFIUS clearance for buy-and sell-side clients, including co-investors, in a range of industries including biotech, aerospace and defense, real estate, logistics, infrastructure, telecom, renewable energy, cybersecurity, and semiconductors. Luci has negotiated many mitigation agreements to address the U.S. government's identified national security concerns in specific transactions, and maintains a leading practice in CFIUS enforcement and penalty matters.

Personal: Georgetown University Law Center, J.D., cum laude; Davidson College, B.A., Political Science (with High Honors), Russian Minor, cum laude

HALAMA, Meredith
Perkins Coie LLP, Seattle
Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Privacy & Security Law Litigation General Data Protection Regulation (GDPR) California Consumer Privacy Act of 2018 (CCPA) California Privacy Rights Act (CPRA) Advertising, Marketing & Promotions Retail & Consumer Products Product Innovation Counsel Internet of Things (IoT) Interactive Entertainment Communications Artificial Intelligence, Machine Learning & Robotics Digital Media & Entertainment, Gaming & Sports

Career: Meredith Halama serves as firmwide Co-Chair of the Privacy & Security Practice and firmwide Chair of the Ad Tech industry group. With more than 20 years of experience in privacy law and nearly 15 years of experience with advertising technology, Meredith is a leading authority on ad tech privacy issues. Meredith counsels clients on the full spectrum of consumer privacy issues, with a particular emphasis on targeted advertising, mobile advertising, data monetization, and related

business practices. Meredith's work spans industries; her clients include major technology platforms, wearable tech providers, brands, publishers, and streaming services as well as advertising technology intermediaries. Meredith works with clients to develop privacy programs designed to help them comply with consumer privacy laws, including the CCPA and other new state laws, children's privacy laws, and marketing-specific laws. Through her career, Meredith has developed a deep understanding of the online advertising ecosystem and is valued by clients for her practical and efficient guidance. In addition to her counseling practice, Meredith represents companies in litigation and regulatory investigations. She also drafts privacy policies, online terms and conditions, and other consumer-facing disclosures. Meredith also regularly drafts and negotiates commercial agreements related to the collection, use and sharing of consumer information.

HALL, Claire

DLA Piper LLP (US), Los Angeles

Featured in Capital Markets (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/h/hall-claire-l>

HALL, Joseph

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Joseph (Joe) Hall leads Eversheds Sutherland's Federal Energy Regulatory Group. He represents electric utilities, independent power producers, power marketers, industrial customers, private equity firms and other entities in connection with regulatory, enforcement and compliance matters before the Federal Energy Regulatory Commission (FERC), state regulatory commissions, and federal and state courts. Joe advises entities developing and investing in energy infrastructure. Joe also advises entities on regulatory issues associated with mergers and acquisitions and asset purchases. He litigates "open access," generator interconnection, power purchase agreements, organized market participation and renewable and distributed generation issues at FERC and state regulatory bodies. His extensive experience includes advising clients on transmission and wholesale power rate cases, market-based rate, and FERC enforcement matters. Additionally, Joe has extensive experience advising entities on federal and state issues relating to the Public Utility Regulatory Policies Act (PURPA). Joe has litigated PURPA issues at FERC and state regulatory commissions. Joe regularly publishes and speaks at industry conferences on energy issues, is frequently interviewed by the television media, and is quoted in national and industry press such as *Forbes*, *Public Utilities Fortnightly*, *E&E*, *Utility Dive*, *World Energy News*, *Law360* and many other publications.

HALL, Lawrence A

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Transactional practice focused on representation of (i) private-equity-backed energy companies, particularly in the upstream space, in acquisition and divestiture, financing, joint venture and other transactions, including in distressed situations, and (ii) management teams and private equity providers in connection with private equity funding arrangements.

Career: Conner & Winters, LLP

(Tulsa, Oklahoma) Associate/Partner 1990-2010; Thompson & Knight LLP (Dallas, Texas) Partner 2010-2017; Baker Botts L.L.P. (Dallas, Texas) Partner 2017-Present

Professional Memberships: State Bar of Texas; Oklahoma Bar Association

Publications: "Water in the Desert—Alternative Means for Raising Capital for Cash Starved Exploration and Production Companies" 67th Annual Rocky Mountain Mineral Law Institute (2021)

Personal: J.D., Harvard Law School 1990; B.B.A. with highest honors, University of Oklahoma 1987

HALLWARD-DRIEMEIER, Douglas

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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Doug, who leads the firm's Appellate and Supreme Court practice, has presented nearly 100 appellate arguments, including 18 times before the U.S. Supreme Court and before every federal circuit court of appeals. He has briefed and argued both civil and criminal matters covering a wide range of subjects and has particular experience in the areas of administrative and constitutional law, intellectual property, bankruptcy, the False Claims Act, securities law, and antitrust. Doug has also extensive experience litigating issues of concern to companies and foreign governments with international activities, including the Alien Tort Statute, the Foreign Sovereign Immunities Act, and forum non conveniens. Doug collaborates with colleagues across numerous practice areas. In addition to handling appeals, Doug works closely with trial court colleagues to present the most compelling dispositive motions and to preserve our clients' rights to appeal if necessary. He routinely consults with clients about avenues for challenging administrative actions and advises clients about the constitutionality of legislation affecting their interests. Doug rejoined the firm in 2010 after spending more than a decade handling civil appeals and Supreme Court litigation for the U.S. Department of Justice. Between 2004 and 2009, he was an Assistant to the Solicitor General, where he briefed and argued cases on behalf of the United States before the Supreme Court. Doug has argued

18 cases before the Supreme Court and filed more than 200 briefs in that Court. In a single month in 2015, Doug argued before the Supreme Court both in the highly-publicized landmark marriage equality case (*Obergefell v. Hodges*) and a key bankruptcy case regarding whether an order denying confirmation of a bankruptcy plan is appealable (*Bullard v. Blue Hills Bank*).

HALPERN, Marcelo

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Featured in Technology (USA – Nationwide), Technology (Illinois)

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Featured in Insurance (USA – Nationwide), Insurance (New York)

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Featured in Insurance (USA – Nationwide), Insurance (Illinois)

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HAMMER, Brandon M

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Featured in Derivatives (USA – Nationwide), Financial Services Regulation (USA – Nationwide)

Practice Areas: Brandon M. Hammer's practice focuses on a broad range of financial regulatory, market infrastructure, creditors' rights, bankruptcy, digital asset, and netting issues. His clients include financial institutions, clearinghouses, asset managers, hedge funds, FinTech firms, sovereigns, and end users. He is frequently counsel to leading financial market trade associations and ad hoc coalitions on major industry initiatives and industry-standard opinions. Clients regularly turn to Brandon to help them address many of their highest stakes issues, including fundamental market changes and financial distress scenarios. Brandon is a go-to counselor on complex issues that span multiple practice areas and disciplines. His areas of expertise include close-out netting rights under the U.S. Bankruptcy Code, the Securities Investor Protection Act, and a variety of other insolvency regimes; derivatives and securities regulatory matters; the Uniform Commercial Code; and the application of regulatory, commercial law, and bankruptcy rules to digital assets.

Career: Brandon joined the firm in 2014. J.D., magna cum laude, Harvard Law School (2013); B.A., summa cum laude, Columbia University (2010).

Professional Memberships: Member, New York Bar.

HAMMETT, Donald

Alston & Bird LLP, Atlanta

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Featured in REITs (USA – Nationwide)

Practice Areas: Don has over 25 years of experience advising public and private clients on corporate and tax/structure issues related to the formation and financing of REITs, partnerships, funds, and other pooled capital vehicles. He also counsels clients on mergers and acquisitions involving corporate entities, REITs, partnerships, limited liability companies, and other pass-through entities. Don regularly advises clients on the formation of investment funds, including UPREITs and DownREITs, and counsels clients on the formation of acquisition vehicles and various debt and equity structures.

Career: Co-leader, firm's REITs & Real Estate Funds Team.

HAMMOND, Scott

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Featured in Antitrust (USA – Nationwide), Antitrust (District of Columbia)

Practice Areas: Scott Hammond's practice focuses on the representation of companies before the U.S. DOJ's Antitrust Division as well as before competition authorities in Asia, Latin America and Europe. Scott serves as global coordinating counsel in cross border investigations running in parallel with US DOJ investigations and serves as bridge counsel to local counsel for multinationals in non-US government investigations.

Career: From 2005 to 2013, served as the US DOJ's Deputy Assistant Attorney General for Criminal Antitrust Enforcement and oversaw all of the US DOJ's domestic and international criminal antitrust investigations and litigation and was the principal point of contact for cartel matters with senior competition officials abroad.

HANDRINOS, Peter N

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Featured in Capital Markets (Massachusetts), Life Sciences (Massachusetts), Capital Markets (USA – Nationwide), Life Sciences (USA – Nationwide)

Practice Areas: Peter Handrinos advises boards of directors, management teams, and entrepreneurs on corporate and securities law matters, with an emphasis on mergers and acquisitions and financing transactions for life sciences and technology companies. Over his 25-year career, Mr. Handrinos has advised many of the most prominent pharmaceutical, biotechnology, and medical device companies in the healthcare industry. The Legal 500 US describes Mr. Handrinos as "one of the best life sciences lawyers in Boston." Mr. Handrinos is recognized internationally for his leadership in the life sciences industry. He was named as the Corporate Attorney of the Year

by LMG Life Sciences in 2021. He has been recognized for over 15 years as a leader in Life Sciences and ranked in Life Sciences: Corporate/Commercial by Chambers Global and in Band 1 in Corporate/M&A: Capital Markets by Chambers USA. He has been repeatedly recognized as a Life Sciences Star by LMG Life Sciences and listed as a leader in mergers and acquisitions by Best Lawyers in America.

HANESSIAN, Grant A

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Practice Areas: Grant Hanessian is an independent arbitrator in New York. Mr. Hanessian has acted as arbitrator or counsel in a wide range of international, investor-state, and complex commercial disputes arising under the laws of many countries and public international law, with particular experience in infrastructure and construction, energy, mining, pharma/life sciences, technology and intellectual property, financial services, post-M&A disputes and other contractual matters. He has served as arbitrator or counsel in more than 225 international arbitrations under the rules of most of the world's major arbitration institutions.

Career: Prior to June 2020, Mr. Hanessian was partner at Baker McKenzie in New York, where he practiced for 33 years, and served as global co-head of firm's International Arbitration Practice, head of International Arbitration Practice in North America and head of New York office Litigation Department. Since 2018, Mr. Hanessian has served as an Adjunct Professor of Law at Fordham Law School in New York, where he teaches the LL.M. International Arbitration Practicum and International Commercial Arbitration courses. He has also taught courses in International Investment Treaty Law and Practice and is a frequent speaker at arbitration conferences and law schools around the world. For a full list of his teaching and presentations, please see www.hanessianandr.com.

Professional Memberships: Mr. Hanessian was US member on the ICC's International Court of Arbitration in Paris from 2015 to 2021, chair of the Arbitration Committee of the US Council for International Business (U.S. national committee of the ICC) from 2015 to 2020, and Vice President of the LCIA's North American Users Council from 2014 to 2022. He is a member of ICSID's Panel of Arbitrators, the AAA-ICDR international advisory and publications committees, a fellow of the College of Commercial Arbitrators and the Chartered Institute of Arbitrators, a member of the International Arbitration Club of New York, CPR Arbitration Committee, NYC Bar Committee on International Commercial Disputes, Club Español del Arbitraje, and a founding board member of the New York International Arbitration Center. In 2023 Mr. Hanessian was named first president of the Arbitration

Council of the Arbitration and Mediation Center of Armenia.

Publications: Mr. Hanessian is co-editor of The Leading Arbitrators' Guide to International Arbitration (4th ed, 2024); ICDR Awards and Commentaries Vol. I and II (Juris Pub.) and co-editor of International Arbitration Checklists (Juris Pub., 3rd ed), Gulf War Claims Reporter (ILI/Kluwer), Baker & McKenzie's International Litigation & Arbitration Newsletter (2010-2020) and Baker & McKenzie's International Arbitration Yearbook (2009-2019). He has written more than 50 chapters and article on arbitration topics. For a complete list of Mr. Hanessian's publications, please see www.hanessianandr.com.

Personal: Please see www.hanessianandr.com

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Featured in Corporate/M&A (Maryland), REITs (USA - Nationwide)

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HANLON, Peter

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Peter is a Co-Chair of the Power and Renewables practice, with more than 30 years of experience in the energy industry, including a particular focus on conventional, renewable and other power transactions, as well as gas pipeline and other energy transactions. He has substantial experience in mergers and acquisitions, public and private securities offerings, project development, project finance, private equity, joint ventures, corporate governance, and general corporate law.

Personal: JD, University of California, Los Angeles School of Law; BA, Stanford University.

HANOVER, John D

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Featured in Construction (USA - Nationwide), Construction (California)

See under California for profile.

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Featured in Transportation (USA - Nationwide)

Practice Areas: To read more, visit: www.whitecase.com/people/christian-hansen

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Featured in Outsourcing (USA - Nationwide), Technology (USA - Nationwide), Technology (New York), Outsourcing (New York)

See under New York for profile.

HARDT, Renee

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Ms. Hardt has significant experience representing mutual funds and their boards of directors, money managers, broker-dealers, banks, insurance companies and other financial institutions in connection with investment company, investment adviser, broker-dealer and insurance product matters, including securities, regulatory, product design and transaction counseling. Ms. Hardt counsels boards of directors of investment companies, and in particular independent directors, on their special responsibilities. Ms. Hardt is a frequent speaker on investment management issues. She is co-author of two chapters on investment company advisory contracts published in Mutual Fund Regulation, and she is the former co-editor of the Investment Services group's monthly Regulatory Update.

Professional Memberships: Member, Chicago Bar Association Member, Wisconsin Bar Association

HARDY, Kevin

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Represents funds, fund sponsors, investment advisers, broker-dealers, investment banks and other financial institutions in connection with the design and formation of investment funds and products, securities offerings, regulatory and compliance matters, transactions and other corporate matters. Advises clients in the development, structuring, operation and regulation of listed and continuously offered closed-end funds and business development companies (BDCs), mutual funds and exchange-traded funds. Has represented fund sponsors and underwriters in IPOs and secondary market financings by closed-end funds and BDCs, including common share offerings, at-the-market offerings, rights offerings, public and private debt offerings, preferred stock offerings and convertible securities offerings. Regularly counsels registered investment funds and their boards of directors in connection with directors' duties, corporate governance and regulatory matters, including seeking and obtaining exemptive or no-action relief from the Securities and Exchange Commission and FINRA. Extensive experience representing closed-end funds in activist defense matters, including corporate preparedness, contested proxy solicitations, responses to shareholder activists and related matters. Represents financial services firms in transactions, financings and a wide range of operational and regulatory matters involving investment adviser and investment company regulation.

Counsels companies in connection with investment company status issues.

Personal: J.D., Northwestern University School of Law, 2003 (cum laude, Order of the Coif, Northwestern University Law Review); A.B., Georgetown University, 2000 (cum laude).

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Samaa Haridi is a civil and common law-trained, trilingual lawyer with over 20 years of experience representing clients from all over the world in international commercial and investment arbitration, under the rules of all major arbitral institutions. In addition to her work as counsel, Samaa frequently sits as an arbitrator in international commercial and investment disputes. She is also currently serving as an officer in a number of arbitral organizations, including as Vice President of the ICC International Court of Arbitration, past Senior Co-Chair of the Arbitration Committee of the International Bar Association, and a member of ICCA's Governing Board. Ms. Haridi is a member of the New York, California, and England & Wales bars. She is fluent in French and Arabic, and conversant in Spanish.

HARNEY, Brendan

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Mr. Harney represents issuers and underwriters in a range of debt and equity capital markets transactions. He assists clients with public and private securities offerings, with a concentration in the energy and utility industries. His experience includes SEC registered debt offerings, Rule 144A/Regulation S debt offerings, utility first mortgage bond offerings, convertible debt offerings, common stock offerings, establishment of "at-the-market" equity programs, equity-linked offerings, preferred and hybrid securities offerings, establishment of "medium-term notes" programs, liability management transactions, tax-exempt offerings and remarketings of multimodal debt, 4(a) (2) private placements and dedicated utility rate securitization transactions. He regularly advises clients on ESG (environmental, social and governance) offerings and establishment of ESG frameworks. Mr. Harney also has experience advising clients on general corporate matters, including corporate governance, securities law compliance, mergers and acquisitions, due diligence, and preparing '33 and '34 Act securities filings. He is a frequent contributor to internal blogs, client alerts and external publications.

HART, Nancy

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Featured in Law Firm Defense (USA – Nationwide)

Practice Areas: Nancy Hart is Co-Chair of the firm's Law Firm Defense Practice Group and is also a member of the White Collar, Securities Litigation, and Class Action Groups. Her practice principally focuses on law firm defense, as well as securities and derivative litigation, corporate control contests, class action defense, and white collar investigations. She has significant experience representing clients in a wide range of matters in state and federal courts, at both the trial and appellate levels, as well as in domestic and international arbitrations, involving a wide range of claims, including legal malpractice, breach of fiduciary duty, aiding and abetting tortious conduct, fraud, breach of contract, fraudulent transfer, and various Securities Act claims. Nancy has successfully represented law firms, companies, partnerships, and individuals throughout the country in high-stakes matters at all phases of trial court litigation and arbitration, including through multiple victories at trial.

Personal: JD, Boston College, 2003; BA, Vassar College, 1998.

HART, Steve

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Featured in Native American Law (Arizona), Native American Law (USA – Nationwide)

See under Arizona for profile.

HARTLIN, Jeffrey T.

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)

See under California for profile.

HARTMANN, Thaddeus

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Thad Hartmann is a corporate attorney who advises public and private companies and private equity firms on mergers, acquisitions, dispositions, corporate governance, joint ventures, spin-offs and securities offerings. He advises companies in a variety of industries, with an emphasis on sports, media, entertainment and technology.

Career: J.D., University of Pennsylvania Law School, 2010 (magna cum laude; Senior Editor, University of Pennsylvania Law Review) Wharton School, Certificate in Business and Public Policy, 2010 A.B., Princeton University, 2005 (cum laude; Executive Editor for Sports, The Daily Princetonian)

HARVEY, Jeffrey L

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Featured in Outsourcing (USA – Nationwide)

Practice Areas: Jeff Harvey chairs Hunton's Global Outsourcing and Technology practice. His practice focuses on large-scale, global business process and IT outsourcing transactions, including related technology transactions. He has negotiated, documented and assisted with significant outsourcing and other information technology transactions valued at several billion dollars. Recent deals include IT infrastructure, ERP/SAP implementation, full-scale banking information technology solutions, Software as a Service (SaaS), global e-commerce solution implementation, cloud computing, service desk, application development/maintenance, internet hosting, call center, and content management outsourcing transactions for Global 2000 companies across a variety of industries. Mr. Harvey advises clients throughout the lifecycle of the typical information technology transaction, from the RFP stage, through the down-selection of vendors, negotiations, and execution / post-execution (including change management and breach analysis). He also has significant experience handling software and information technology audit responses, and advising on emerging technologies related to generative AI, the metaverse, social media, marketing, and mobile. Mr. Harvey was previously recognized as a BTI "Client Service All-Star."

HASHMALL, Alison

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Alison is a financial services regulatory lawyer advising domestic and non-US banking organizations, financial sponsors, private equity funds and other financial institutions on a wide range of bank regulatory, policy and transactional matters. As a routine part of her practice, Alison provides advice on: The Bank Holding Company Act, including the Volcker Rule, particularly in connection with fund formations and investments; topics related to recovery and resolution planning, such as total loss-absorbing capacity (TLAC), single-point of entry resolution strategies, the FDIC receivership process and the preparation of living wills; developments in the ESG and climate space; and M&A, fintech investments and capital raising activities, new activities and products, and related regulatory applications and approvals from both US federal and state bank regulatory agencies. Alison frequently represents various trade organizations in the financial services industry on advocacy efforts related to regulatory and legislative proposals. She also assists clients in the policymaking process before federal regulators. An active thought leader on emerging issues in the bank regulatory space, Alison's insights have appeared in the Wall Street Journal, Politico and the American Banker. In addition, she has authored articles on

a wide range of bank regulatory topics, including in Law360, Lexology: Getting the Deal Through, Thomson Reuters and Bloomberg Law. Alison is recognized for Financial Services Regulation: Banking (Compliance) in Chambers USA.

HASKIN, Benjamin

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Regularly advises mutual funds, closed-end funds, ETFs, private funds, fund boards, investment advisers and broker-dealers on a wide range of investment management issues, including compliance, corporate governance, regulatory matters and fund creation. Represents advisers on matters related to transactions involving the purchase and sale of advisory businesses and other fund and adviser consolidation transactions. Experienced in representing boards and advisers in regulatory and internal reviews and enforcement matters.

Personal: JD, University of Chicago Law School, 1991; AB, Princeton University, 1986. See: <https://www.willkie.com/professionals/h/haskin%20benjamin%20j>

HASKO, Judith

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Featured in Life Sciences (USA – Nationwide), Life Sciences (California)

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HASLAM, Robert

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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (California)

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HASTERT, Ethan

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: Ethan has experience in areas including complex commercial litigation, internal investigations, and electronic discovery. He is a member of Mayer Brown's Electronic Discovery & Information Governance practice and represents companies in the chemical and pharmaceutical industries and other companies in the design and implementation of electronic discovery programs, including policies and procedures for efficiently and defensibly preserving electronically stored information.

HAUSER, Shawn

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Featured in Cannabis Law (USA – Nationwide), Psychedelics Law (USA – Nationwide)

Practice Areas: –Food, Beverages & Consumer Packaged Goods –Hemp & Cannabinoids –Federal and International Law & Policy –Psychedelics & Emerging

Therapies –State and Local Government & Policy

Career: Shawn Hauser is a partner at Vicente LLP, where she co-leads the firm's Hemp & Cannabinoids, Federal & International Law, and Psychedelics & Emerging Therapies practice groups. She helps cannabis, hemp, and psychedelics businesses navigate the intersections between state and federal law and ensure compliance as laws evolve. Her practice focuses on regulatory compliance, licensing, general business representation, policy reform and strategic guidance to best position businesses for success at the state, national, and international levels. With more than a decade of experience in cannabis law and policy, Shawn is a go-to source for businesses, industry groups, governments, and reporters seeking opinions, analysis, and guidance. She has presented on cannabis law and policy to many local, federal, and international agencies, including the U.S. Food and Drug Administration and UK Parliament. Since directing Sensible Colorado's local government implementation team following the passage of Amendment 64, Shawn remains active in policy work with local and state governments in Colorado and Texas as well as advocating for federal reforms. She is passionate about supporting the development and implementation of cannabis, hemp, and psychedelics regulations that advance the fields responsibly and in support of public health. Active in the community, Shawn currently serves on the Board of Directors of the United States Cannabis Council, and previously served on boards of the International Cannabis Bar Association and on the steering committee of the American Hemp Campaign – a project of Vote Hemp – which was instrumental in legalizing hemp in Texas in 2019. Well-regarded in her field, Shawn has received many accolades. Chambers and Partners lists her as one of the top cannabis lawyers in the United States, and her peers recognize her work in cannabis law in The Best Lawyers in America®. Additionally, Shawn has been listed in 5280 magazine's "Denver's Top Lawyers" list since 2015 and was included in Denver Business Journal's "40 Under 40" in 2021. After attending law school at the University of Denver, Shawn served as an associate attorney at McAllister, Darnell & Gottlieb PC, one of the first marijuana-focused law firms in Colorado.

Professional Memberships: –Board Member, United States Cannabis Council –Board Member, International Cannabis Bar Association –Regulatory Affairs Committee, Council for Responsible Nutrition –Steering Committee, American Hemp Campaign –Legislative Review Committee, Hemp Industries Association –Cannabis Committee & Education Committee, American Herbal Products Association –Local Government Implementation Team, Sensible Colorado

Publications: Co-author, "4 Major Implications of Cannabis Moving to

Schedule III," April 30, 2024 <https://vicentellp.com/insights/4-major-implications-of-cannabis-moving-to-schedule-iii/> Author, "US Officially Recognizes Medical Use and Safety of Cannabis: The Top 6 Things to Know About Schedule III and the Process Ahead," August 31, 2023 <https://vicentellp.com/insights/us-officially-recognizes-medical-use-safety-of-cannabis-schedule-iii/> Co-author, "DEA Proposes to Reschedule Hemp-Derived Cannabinoids," May 11, 2023 <https://vicentellp.com/insights/dea-proposes-reschedule-hemp-derived-cannabinoids/> Co-author, "Lessons Learned from the Regulation of CBD Products in the United Kingdom," Sept 20, 2022 <https://vicentellp.com/insights/lessons-learned-regulation-of-cbd-products-in-united-kingdom/> Co-author, "FDA Enforcement Action Targeted at Hemp-Derived Delta-8 Products," May 5, 2022

HAWES, Michael

Baker Botts L.L.P., Houston
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Featured in Intellectual Property (USA – Nationwide)

Practice Areas: Michael Hawes chairs Baker Botts' Federal Circuit Appellate Practice Group and has been principal counsel for over 60 appeals and mandamus proceedings in appellate court. Clients rely on Michael to assist them in forming strategies to address current IP disputes and protect them from future disputes. He handles negotiations and cases dealing with patent and copyright infringement, trade secret misappropriation and violation of employment agreement IP provisions.

Career: Michael clerked at the United States Court of Appeals for the Federal Circuit in Washington, D.C. for the Honorable William C. Bryson, and has also argued many cases before the Court of Appeals for the Federal Circuit, including appeals from both the Patent Office and District Courts.

Professional Memberships: State Bar of Texas; United States Supreme Court; United States Patent and Trademark Office; United States Courts of Appeals for the Ninth and Federal Circuits; United States District Courts for the Southern and Eastern Districts of Texas; Past Chair of the Science and Technology Law Section, American Bar Association; American Bar Foundation, Fellow; SDTX Patent Rules Advisory Group

Personal: J.D., Harvard Law School 1998 magna cum laude Lead Editor, Harvard Journal of Law and Technology B.S., Electrical Engineering, Rice University 1993 Eta Kappa Nu

HAY, Amber

Arnold & Porter, Washington, DC
Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Amber Hay primarily advises traditional financial institutions (banks, savings associations, and credit unions), nonbank financial services companies, as well as financial technology companies on a wide range of regulatory, transactional, and general

corporate matters, including matters within the supervisory jurisdiction of the Federal Reserve Board, the OCC, the FDIC, the CFPB, and FinCEN, as well as state financial regulatory agencies. Amber routinely advises clients on laws, regulations, and legislative developments related to prudential regulations, virtual currencies (including Stablecoins and other digital assets), electronic payments, custodian activities including those involving digital wallets, and service provider arrangements between banks and non-banks (e.g., banking as a service and third-party vendor management). Amber also advises clients in the structuring of corporate transactions and commercial arrangements related to the offering of payments and credit products and services using technology, as well as the acquisition and sale of financial institutions and non-bank financial service companies.

HAYES, Patrick

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Featured in Investment Funds (USA – Nationwide)

Practice Areas: Investment Management Private Equity Capital Markets and Public Reporting Corporate and Finance Business and Fund Formation Employee Benefits and Executive Compensation Privacy and Data Security Compliance/Regulatory Services Emerging Companies and Venture Capital

Career: Patrick Hayes counsels registered investment advisers, broker-dealers, family offices, crypto and digital asset traders, and other financial professionals on managing and directing the effective integration of the Securities Act, Exchange Act, Investment Company Act and Advisers Act into his clients' compliance programs. Patrick also serves as outside general counsel to draft, coordinate, and review all legal documents of the adviser, including contracts, fund formation documents, adviser and fund regulatory filings, and other related materials. Patrick conducts due diligence and monitors the activities of sub-advisers, third-party managers, and relevant service providers, and will assist with matters before the Securities and Exchange Commission, Commodity Futures Trading Commission, Department of Justice, Financial Industry Regulatory Authority, North American Securities Administrators Association, as well as before state securities commissions, attorneys general and local authorities. In 2020, Patrick launched The Securities Compliance Podcast: Compliance in Context™, co-sponsored by Calfee and the National Society of Compliance Professionals, a nonprofit, membership organization dedicated to serving and supporting compliance professionals in the financial services industry. Patrick designed the podcast as a personal master class for the securities industry's legal and compliance professionals. Patrick serves on the board of directors for the National

Society of Compliance Professionals and as co-chair of the NSCP's Governance Committee and as a member of the Executive and Regulatory Advisory Committees. He carries both Series 7 and Series 24 securities licenses and is licensed to practice law in the state of Ohio and the Commonwealth of Kentucky. Prior to joining Calfee, Patrick served as Investment Management Counsel and Chief Compliance Officer at Graydon Compliance Solutions, LLC and Private Funds and Regulatory Compliance Officer at Fort Washington Investment Advisors, Inc. Patrick earned his J.D. from the University of Cincinnati College of Law, where he was inducted into the Order of the Barristers for outstanding ability in appellate advocacy. He is also a recent recipient of the Cincinnati Business Courier's Forty Under 40 Award recognizing young professionals in Greater Cincinnati who are crafting successful careers while also giving back to their community. He joined Calfee in 2019, and he was elected Partner in 2022.

Professional Memberships: National Society of Compliance Professionals, Board of Directors, Publications Committee, Regulatory Advisory Committee University of Cincinnati Law Alumni Association, Immediate Past President Cincinnati USA Regional Chamber, C-Change Leadership Program, Class 8
Publications: Podcast On October 19, 2020, Patrick launched The Securities Compliance Podcast: Compliance in Context™, co-sponsored by Calfee and the National Society of Compliance Professionals, a nonprofit, membership organization dedicated to serving and supporting compliance professionals in the financial services industry. Patrick designed the podcast as a personal master class for the securities industry's legal and compliance professionals. The goal of the podcast series is to put Compliance In Context by combining the technical expertise of industry thought leaders and innovators with the practical experience of doers and key decision makers. The first segment of each episode covers the provocative and trending compliance topics of the day, and the second segment features an expert guest participating in a deep-dive discussion of a significant topic affecting the industry. The final segment of each episode will feature one of four unique recurring series, including comical stories in the investment management industry and new regulatory guidance on controversial issues. Publications "Let's Go Crazy – A Princely Look at How the SEC's New Marketing Rule Impacts Solicitors and State Licensing and Registration," Co-Author, National Society of Compliance Professionals Currents publication (September 2021) The Rev- enant of Fair Value Cometh for Fixed Income Markets," Co-Author, National Society of Compliance Professionals Currents publication (September 2020) "Navigating the Impact of COVID-19 for Registered Investment Advisers and Broker-Dealers," Co-Author, National

Society of Compliance Professionals Currents publication (April 2020)

HAYNES, Craig A

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Featured in Litigation (USA – Nationwide)

Practice Areas: Litigation and Dispute Resolution | Class Action Litigation and Arbitration | International Arbitration and Litigation | Energy | Oil and Gas
Career: Craig Haynes focuses his practice on complex commercial litigation with an emphasis on energy litigation. He represents major oil companies, large and small independents, gas plant owners, and other oil and gas interest owners in royalty owner litigation, class action litigation, pricing disputes, take-or-pay issues, operational issues, development and drainage claims, pooling and unitization issues, litigation of administrative disputes, disputes between working interest owners, and litigation involving issues arising in the shale plays. He serves as National Coordinating Counsel for civil royalty cases for one of the largest natural gas producers in the U.S. Mr. Haynes has represented energy industry clients in actions in Texas, Oklahoma, Wyoming, New Mexico, Louisiana, and Alaska. He also handles a broad range of non-energy related complex commercial litigation in state and federal courts throughout Texas. In addition, Mr. Haynes also has handled and tried a number of high-profile and high-risk arbitrations. According to clients quoted in Chambers USA 2016, Craig is "very highly regarded by the judiciary for the quality of his briefs and his advocacy."

Professional Memberships: Life Fellow, Texas Bar Foundation Dallas Bar Association; Business Litigation Section, Chair, 2014; Council, 2002-present State Bar of Texas; Pattern Jury Charge Committee – Oil and Gas Pattern Jury Charge Patrick E. Higginbotham American Inn of Court (Dallas, Texas), 1993-1997; Master, 2018 Board of Trustees, Dallas Theater Center, 2014 – present Chair, Dallas Bar Association Judiciary Committee, 2001; Chair, CLE Committee, 2003; Vice-Chair, Bench/Bar Committee, 2003 American Bar Association

Personal: The University of Texas School of Law (JD, with high honors, 1985); Texas Tech University (BA, summa cum laude, 1981).

HAYNES, Rudene Mercer

Hunton Andrews Kurth LLP, Richmond
Featured in Capital Markets (USA – Nationwide)

Practice Areas: Ms. Haynes's fascination with numbers and problem solving has led her to a fulfilling career in structured finance and securitization. For most of her practice, she has focused on residential mortgage financing, and has acted on behalf of issuers, lenders, servicers and underwriters/ placement agents of a myriad of financial assets, including mortgage-related assets, trade receivables and other payment intangibles. She is a leader in the firm's servicer advance financing

practice, and has historically represented Ginnie Mae in its Multiclass and Mortgage-Backed Securities programs. She also represents banks in MSR and excess spread financing and sale transactions. Ms. Haynes is incredibly responsive and flexible in addressing clients' needs. She strives to solve her clients' problems with wit and creativity, deriving immense pride from her work to make homeownership affordable and possible for many Americans. On a personal note, Ms. Haynes is exceptionally committed to increasing diversity in the legal profession. She is very active in bar, civic and community initiatives that advance equity in our society.

HAYS, Matthew R

Latham & Watkins LLP, New York

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Matthew R. Hays, Global Vice Chair of the firm's Structured Finance & Securitization Practice, primarily advises on structured finance transactions. Mr. Hays has considerable experience with matters across a broad range of asset classes relating to structured finance transactions, warehouse facilities, asset sale and forward flow transactions, and public and private securitization transactions. He represents clients in numerous industries such as automotive finance, banking, technology, and manufacturing. Mr. Hays regularly provides insight on issues related to LIBOR transition and issues affecting the fintech and marketplace lending industry at conferences around the country, including ABS East, Lendit Fintech USA, SFVegas, and Lend360. Mr. Hays is Chair of the Securitization and Structured Finance Committee of the American Bar Association/Business Law Section. He also serves as a board member and is Co-Chair of the Editorial Review Committee of the Structured Finance Association. Prior to joining Latham, Mr. Hays was a partner at a large global law firm.

HAYS, Peter

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Peter Hays is a commercial energy lawyer. His clients are public and private companies, equity and debt investors, developers and entrepreneurs in energy transactions, including upstream and midstream deals and new projects in the energy transition. He primarily advises on acquisitions & divestitures, joint ventures, project development and complex commercial contracts. Pete practices both domestically and internationally, onshore and offshore. He is board certified in Oil, Gas and Mineral Law by the Texas Board of Legal Specialization. Mr. Hays has been focused on the energy sector for his entire legal career. Before starting private practice, he clerked for Chief Judge Hayden Head of the US District Court for the Southern District of Texas. In law school, he was

a research clerk for Professor Ernest E. Smith, Rex G. Baker Centennial Chair in Natural Resources Law.

HEAD, Jamie

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Featured in Projects (USA – Nationwide)

Practice Areas: Mr. Head serves as head of Hunton Andrews Kurth's Agency Finance Practice and is also a key member of the Public-Private Partnerships and Infrastructure Team. Formerly based out of the firm's London office, Mr. Head has extensive global experience and is currently representing many of the world's leading infrastructure and public-private partnership (P3) institutions — spanning from the United States government to the World Bank to leading infrastructure investors in New York and London. Supplementary to his previous service as a JAG Officer in the US Navy and Chief Operating Officer and General Counsel of an American retail company, Mr. Head has more than thirteen years of experience advising on some of the most difficult and innovative large-scale energy and infrastructure projects in the world, including in the United States, Argentina, Belize, Ecuador, Tanzania, Uganda, Mozambique, Rwanda, the Democratic Republic of Congo, Gabon, Burundi, Cameroon, Ghana, Nigeria, Croatia, Kosovo, Serbia, Bosnia, Ukraine, Turkey, Cambodia, Mongolia, Oman and Iraq.

HEALEY, Terence

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: TERENCE HEALEY represents clients on a variety of regulatory, enforcement, compliance and transactional matters involving the U.S. wholesale electricity and natural gas markets. Terence has extensive experience representing clients in regulatory and investigations proceedings before the Federal Energy Regulatory Commission (FERC), the North American Electric Reliability Corporation (NERC) and multiple state energy regulatory agencies. Terence regularly advises energy traders and marketers on physical and financial wholesale power transactions, mergers and asset acquisition approvals, regional energy market rules and tariff requirements, power purchase and sale agreements, and issues related to the design and operation of wholesale energy and capacity markets, in each of the organized power markets, including in Texas. Terence also advises energy companies, marketers, financial institutions, private equity funds and institutional investors and advisers on regulatory requirements under the Federal Power Act, the Natural Gas Act, the Public Utility Holding Company Act, the Public Utility Regulatory Act of Texas and the creation and implementation of robust compliance programs.

HEASLEY, Chris

Kirkland & Ellis LLP, Austin

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Chris' practice focuses on the development, acquisitions, divestitures of energy and infrastructure related projects and assets. Chris represents clients in connection with a broad range of assets, including in the upstream, midstream, downstream and renewable sectors. Chris' transactional experience also includes advising clients in connection with the formation of joint ventures and complex energy projects, DrillCo arrangements, farmout and participation agreements to develop real property assets, transportation, supply, offtake and gathering agreements and other commercial transactions concerning the development of real assets.

Career: Admitted to Texas Bar

Personal: University of Chicago Law School, J.D., with Honors, 2013; The George Washington University, B.A., International Affairs & Political Science, magna cum laude, 2008

HECKER, Sean

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Featured in FCPA (USA – Nationwide), Litigation (USA – Nationwide), Litigation (New York)

Practice Areas: Appellate Litigation; Commercial Litigation; Congressional Investigations; Cryptocurrency; FCPA and Anti-Corruption; Investigations and Crisis Management; Public Interest Litigation; Regulatory Enforcement and Litigation; Securities Enforcement and Litigation; Trials; White Collar Criminal Defense

Career: Sean Hecker is a partner at Kaplan Hecker & Fink LLP. He is recognized nationally as a leading trial lawyer, with a practice focusing on white collar criminal defense, government and internal investigations, complex civil litigation, and regulatory compliance. Sean's practice includes representing officers, directors and corporations, across various industries, in grand jury and regulatory investigations, including those conducted by the Department of Justice, Securities and Exchange Commission, Commodities Futures Trading Commission, Federal Trade Commission, Internal Revenue Service, and federal and state banking regulators and state law enforcement agencies. He also regularly represents companies and individuals in matters concerning alleged securities and commodities fraud, market manipulation, corruption (including the FCPA), accounting fraud, money laundering, tax fraud, and antitrust violations, and he handles a wide variety of civil litigation for both large and small corporations and private firms. Sean is a Fellow of the American College of Trial Lawyers, one of North America's premier legal associations. Chambers USA and Chambers Global have also ranked Sean as one of the

leading trial lawyers in the country and globally, describing him as "winning universal acclaim for his sophisticated practice." Sean is ranked by Chambers as "Band 1" among white collar defense lawyers in New York, and he is also nationally ranked by Chambers for his work on FCPA matters. Sources describe Sean to Chambers as "truly one of the most gifted trial lawyers," calling him a "terrific," "pragmatic and down-to-earth," "first-rate attorney," who is "trustworthy beyond any question" and whose "judgment is unfailingly good." Clients note that Sean is "extremely well respected by people on all sides and is one of the best in the white-collar space," and a "very tenacious advocate." "He is extremely knowledgeable about the law and applies it in a very practical way." Sean was named 2020 White Collar Crime/Investigations/Enforcement Attorney of the Year and 2024 White Collar Crime/Investigations Litigator of the Year by Benchmark Litigation, which has also recognized him for many years as among the Top 100 Trial Lawyers in the country. He was recently named a Leading Individual by Who's Who Legal ("WWL") in their Investigations rankings, with sources recognizing Sean as "a super-strategic and sharp advocate" who provides "practical and strong advice" to clients in complex investigations. WWL also named Sean as a Global Thought Leader in "Business Crime Defense-Individuals." The Legal 500 US similarly rated Sean as a leading lawyer in corporate investigations and white collar criminal defense, describing him as "incredibly smart and [he has] great experience." Sean was named an Elite Boutique Trailblazer and Winning Litigator by The National Law Journal, a White Collar MVP by Law360, a Best Lawyer in America in the field of Criminal Defense: White Collar, a Leading Lawyer in America by Lawdragon, and a Thought Leader by Global Investigations Review. In one particularly notable matter, Global Investigations Review honored Sean's work in U.S. v. Bogucki by naming the case its 2019 "Most Important Court Case of the Year." Serving as lead counsel to Robert Bogucki, who was accused of orchestrating an alleged \$6 billion fraudulent scheme, Sean secured a rare acquittal at the conclusion of the Government's case. Finding that no jury could reasonably convict Bogucki on the evidence presented, the presiding judge noted that he had never granted such an acquittal in his twenty years on the bench. Sean maintains an active pro bono practice, including successfully securing a temporary restraining order that restored legal visitation rights at the Metropolitan Detention Center in Brooklyn, NY after visits had been suspended in violation of the constitutional right to counsel. He also successfully represented two New York State elected officials who were assaulted, pepper sprayed, and had their right to protest aggressively curtailed by the New York Police Department at a protest in Brooklyn. Prior to joining KHF, Sean was a partner at Debevoise & Plimpton,

LLP and a trial lawyer with the Federal Defenders of New York. As a Federal Defender, Sean defended individuals charged in the SDNY with a wide range of federal offenses and handled numerous trials and hearings. Sean was a law clerk for the Honorable John M. Walker, Jr., U.S. Court of Appeals, Second Circuit, and for the Honorable Sidney H. Stein for the SDNY. Sean is the past President of the New York Council of Defense Lawyers, a member of the board and past Chair of both the Office of the Appellate Defender and the Federal Defenders of New York, Inc., and he previously served as Chair of the New York City Bar Association's Mass Incarceration Task Force. Sean received his J.D. from Stanford Law School in 1997, where he graduated Order of the Coif and was the Senior Note Editor of the Law Review. He received his MPP in public policy from the John F. Kennedy School of Government, Harvard University in 1994. He received his B.A., magna cum laude, from Columbia College in 1992.

HEFLEY, Amy
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Featured in Litigation (USA - Nationwide), Litigation (Texas), Litigation (Texas: Houston & Surrounds)

See under Texas for profile.

HEIDEMAN, Josh
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Featured in Projects (USA - Nationwide)

Practice Areas: Josh Heideman's practice focuses on renewable energy asset finance, acquisitions and the energy transition. Josh has represented clients in numerous renewable energy transactions in solar, wind, storage, geothermal, and biomass, with a particular emphasis on tax equity financing. He also has considerable experience with renewable asset financing, non-asset financing, mergers and acquisitions and asset deals in both the renewable energy and technology sectors. Prior to joining the firm, Josh was counsel in the Los Angeles office of an AmLaw 50 Firm.

Personal: New York University School of Law, J.D., 2006 University of Southern California, B.A., 2003

HEIMAN, Bruce J
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Featured in Government (USA - Nationwide)

Practice Areas: Bruce Heiman engages in a wide-ranging federal counseling and lobbying practice. He has represented leading companies and trade associations in technology, financial services, postal, trade, transportation, and manufacturing industries. He is nationally ranked as a top government relations lawyer by both Chambers USA and The Legal 500. His clients praise him for his strategic advice and for his ability to build co-

alitions. Bruce regularly assists clients design and implement a Washington, D.C. "game plan" to protect and promote their interests before Congress and federal departments and agencies. He helps them pursue legislation, implement enacted laws, and achieve their objectives in industry meetings as well as government negotiations. He also often helps clients assemble and advocate on behalf of a coalition of parties with similar objectives, including interest groups and think tanks. Bruce has successfully worked to protect and promote American physical and digital communications and commerce. He was extensively involved in the passage of the last two major postal reform laws (the most recent in 2022) that supported a robust U.S. Postal Service delivering mail and packages six days a week. He also has twice helped the Internet become and remain what it is today -- first by permitting the use of strong encryption and later ensuring that the domain name system continued to be governed by stakeholders and not governments. He has also assisted a range of companies understand the laws and policies applying to their Internet and e-commerce activities and has worked to ensure that efforts to promote cyber security and protect critical information infrastructure are market-driven and industry-led. In the face of the COVID-19 crisis, he worked to ensure that companies providing essential services could continue to operate; obtain emergency funding for the US Postal Service so that it could continue providing reliable and affordable mail and package deliveries nationwide; and review and advise on safe back to work protocols. He previously served on the firm's management committee and was practice area leader for the policy and regulatory practice for the last dozen years. He served as legislative director and trade counsel to U.S. Senator Daniel Patrick Moynihan of New York from 1984 to 1987. He first joined the firm in 1980 after graduating with degrees in law and public policy from Harvard Law School and Harvard's Kennedy School of Government. Bruce is a member and previously served on the board of the Capitol Historical Society.

Publications: "Why This Section 230 Case?" The National Law Journal, 17 January 2023 "Internet of Things Security and the FTC — Current And Possible Future Requirements," Bloomberg Law, Privacy Law Watch, 31 October 2017 "How A General Counsel Should Think About AI: Part 2," Law360, 16 February 2017 "How A General Counsel Should Think About AI: Part 1," Law360, 15 February 2017 "Are Your Encryption Keys Safe?" Los Angeles Daily Journal, 23 February 2016 "Should cyberattack victims hack back?" San Francisco Chronicle, 22 April 2015 "Pro Bono 2010: K&L Gates Turns on Water Works," The AmLaw Daily, 30 July 2010

HELLER, Barry M
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Featured in Franchising (USA - Nationwide)

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HELLER, William P
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Bill Heller founded and chairs Akerman's Consumer Financial Services, Data and Technology Practice Group (CFS+), among the largest national legal teams supporting consumer financial service providers and emerging technologies. Bill also chairs Akerman's Coronavirus Task Force, a collaboration among the firm's industry-focused practice teams to help clients manage the evolving challenges and mitigate the unprecedented risks arising from COVID-19. As a litigator, he has extensive experience in state and federal courts, both trial and appellate. He has partnered with industry leaders and the largest institutions defending lawsuits involving debt origination, servicing and investment. This includes individual and class consumer claims arising under federal laws — the Truth in Lending Act, Real Estate Settlement Procedures Act, Fair Credit Reporting Act, Equal Credit Opportunity Act, Fair Housing Act, Telephone Consumer Protection Act, and Fair Debt Collection Practices Act — as well as state fair lending, collection, and deceptive trade practice laws. Bill and his team have built and managed all-state rapid response projects, providing risk management, issue escalation and direct case handling for loan and credit card servicers.

HELMS, Shawn C
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Featured in Technology (Texas), Outsourcing (USA - Nationwide)

See under Texas for profile.

HEMLOCK, Adam C
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Featured in Antitrust (USA - Nationwide), Antitrust (New York)

See under New York for profile.

HEMMERICH, Steffen
Mayer Brown LLP, New York
Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Steffen Hemmerich is a partner in the New York office of Mayer Brown, Co-Head of the firm's Financial Markets Regulatory & Enforcement practice and Head of the firm's Broker-Dealer Regulatory & Compliance practice. He provides broker-dealer regulatory and transactional advice to domestic and foreign investment banks, financial institutions, insurance companies, investment advisers, hedge funds and private equity funds.

HEMMERSBAUGH, Paul
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Featured in Transportation (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/h/hemmersbaugh-paul>

HEMPHILL, Gary
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Featured in Transportation (USA - Nationwide)

Practice Areas: Gary Hemphill practices in the areas of admiralty litigation. His practice involves matters in personal injury, cargo, oil and energy, finance and FD&D. Gary has a great deal of recent experience in complex, multi-party litigation, including claims arising out of the Deepwater Horizon disaster in which he represented vessel owning emergency responders sued for their activities immediately after the explosion. With a team of attorneys from the firm, he was able to obtain the dismissal of the claims by summary judgment.

Professional Memberships: Louisiana State Bar Association New Orleans Bar Association American Bar Association Maritime Law Association of the United States Southeastern Admiralty Law Institute Louisiana Association of Defense Counsel American Maritime Cases - Associate Editor (2001-Present)

HENDLER, Clifford B
Limbo, Bedford
Featured in Insurance (District of Columbia)

See under District of Columbia for profile.

HENEGAR, Matthew
Latham & Watkins LLP, New York
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Featured in Projects (USA - Nationwide)

Practice Areas: Matt Henegar is a member of the Project Finance, Banking, and Derivatives Practices and the former Local Chair of the New York Finance Department. Mr. Henegar represents financial institutions, developers, and private equity sponsors in all phases of the development, financing, and restructuring of power, renewable energy, oil and gas, and other infrastructure projects. He has worked extensively on projects involving a wide range of financing structures, as well as complex intercompany asset sharing and intercreditor arrangements. His experience also includes work on highly structured asset lien-based commodity hedging transactions and related intercreditor arrangements, in addition to extensive involvement with federal and state guarantee and incentive programs for renewable and alternative energy projects (including the DOE loan guarantee programs and related applications). Not licensed to practice law in California. Currently seeking admission in California.

HENGESBAUGH, Brian

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Brian Hengesbaugh is Chair of the Firm's Global Data Privacy and Security Business Unit, a Member of the Firm's Global IP Tech Steering Committee, and a Member of the Firm's Financial Institutions' Group. Brian is listed in The Legal 500 Hall of Fame and was recognized as a Regulatory & Compliance Trailblazer by the National Law Journal. He is also listed as a Leading Lawyer for Cyber law (including data protection and privacy) in The Legal 500 and is listed in Chambers. Formerly Special Counsel to the General Counsel of the US Department of Commerce, Brian played a key role in the development and implementation of the US Government's domestic and international policy in the area of privacy and electronic commerce. In particular, he served on the core team that negotiated the US-EU Safe Harbor Privacy Arrangement (Safe Harbor), and earned a Medal Award from the US Department of Commerce for this service. In addition, Brian participated on behalf of the United States in the development of a draft Council of Europe Treaty on Cyber Crime, and in the negotiation of a draft Hague Convention on Jurisdiction and the Recognition of Foreign Judgments. Brian has been quoted in the Wall Street Journal, New York Times, Forbes, CNET, Slate Magazine, Compliance Weekly, BNA Bloomberg, PCWorld and other news publications on global privacy and security issues. Brian provides advice on global data privacy, data protection, cybersecurity, digital media, direct marketing information management, and other legal and regulatory issues. He focuses on these issues in the context of: (i) advisory matters, such as new privacy and security laws and regulations (e.g. GDPR, CCPA, HIPAA, GLBA and others), as well as technology transformations related to IoT, blockchain, mobile, cloud, data monetization, and other initiatives; (ii) transactional matters, such as mergers & acquisitions, sourcing, distributor, business partner, and other third party arrangements; and (iii) crisis matters, such as data security events, regulatory and governmental inquiries related to privacy and security issues, internal investigations, and litigation-related matters. Brian's practice covers privacy and information management, with emphasis on regulatory and transactional issues, including data security and information technology, privacy and data protection, sourcing, digital and electronic signatures, email and tele-marketing, social media, cybercrime, and jurisdiction and the enforcement of foreign judgments.

Professional Memberships:

American Bar Association – International Law Section International Association

of Privacy Professionals (IAPP) – Former Advisory Board Member

Publications: Connect on Tech –

Co-author, "United States: SEC clarifies cybersecurity incident reporting under Item 1.05 on Form 8-K," Connect on Tech, 24 May 2024 • Co-author, "NIST Publishes Draft Documents for Safer AI," Connect on Tech, 22 May 2024 • Co-author, "From Brussels to Boulder: Colorado Enacts Comprehensive AI Law on the Heels of EU's AI Act with Significant Obligations for Business and Employers," Connect on Tech, 20 May 2024 • Co-author, "U.S. Prohibits Data Brokers from Making U.S. Sensitive Data Available to Foreign Adversaries," Connect on Tech, 24 April 2024 • Co-author, "Kentucky is Off to the Races: Bluegrass state is 15th to Pass Comprehensive Privacy Law," Connect on Tech, 10 April 2024 • Co-author, "You AI-n't Nothing But a Hound Dog: Tennessee's New ELVIS Act Puts AI Soundalikes in the Crosshairs," Connect on Tech, 28 March 2024 • Co-author, "Hanging on the Telephone: FCC Deems AI Robocalls, Without Consent, Illegal under the TCPA," Connect on Tech, 27 March 2024 • Co-author, "US Government to Restrict Sharing of US Bulk Sensitive Personal Data With Certain 'Countries of Concern'," Connect on Tech, 1 March 2024 • Co-author, "Living Free from the Sale of Personal Data: New Hampshire is the 14th US State to Pass Comprehensive Privacy Law," Connect on Tech, 30 January 2024 • Co-author, "Celebrating Data Privacy Day 2024," Connect on Tech, 29 January 2024 • Co-author, "Here, There and Everywhere: FTC Puts Location Data on the Enforcement Map for 2024," Connect on Tech, 25 January 2024 • Co-author, "China's Detailed Cybersecurity Reporting and Disclosure Rules," Connect on Tech, 18 January 2024 • Co-author, "Lucky 13: the Garden State Cultivates the Privacy Landscape," Connect on Tech, 11 January 2024 • Author, "Lions and tigers and bears, oh my! Global legal risks in cybersecurity investigations," Connect on Tech, 5 January 2024 • Co-author, "FCC Refreshes its Data Breach Notification Rule," Connect on Tech, 2 January 2024 • Co-author, "To Certify or Not to Certify: The EU-US Data Privacy Framework," Connect on Tech, 29 September 2023 • Insight Plus – Co-author, "United States: Biden's wide-ranging executive order on Artificial Intelligence sets the stage for regulation, investment, oversight, and accountability," Insight Plus, 9 November 2023 • Co-author, "United States: FTC recommends transparency when selling digital products and developing AI tools," Insight Plus, 29 August 2023 • Co-author, "United States: SEC adopts final cybersecurity rules," Insight Plus, 27 July 2023

HERMAN, Jason

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Jason Herman is a Corporate Partner focusing on the organization, structuring and operation of a wide range of private investment funds, including buyout funds; credit funds (including direct lending, distressed, mezzanine, structured credit and other credit opportunity funds); real estate funds (including opportunistic and core+ funds); infrastructure and climate solutions funds; and funds tailored for insurance solutions strategies. In addition to traditional private equity fundraising initiatives, Jason regularly advises sponsors with respect to customized fund arrangements, co-investment vehicles, and carry plans and other internal arrangements. He represents leading domestic and international sponsors in fund formation matters, including KKR, Blackstone, Morgan Stanley, BGO, J.P. Morgan, CBRE, Affinius Capital, a16z, Jefferies Credit Partners and Generate Capital. **Career:** Joined Firm, 2001; Partner, 2012.

Personal: Harvard Law School (JD, 2001); University of Michigan (BA, 1997 with highest distinction, Phi Beta Kappa)

HERMAN, Stephen J

Fishman Haygood LLP, New Orleans

Featured in Products Liability (USA – Nationwide), Litigation (Louisiana)

See under Louisiana for profile.

HERMANN, Brian S

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

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Featured in State Attorneys General (USA – Nationwide)

Practice Areas: Mark Herring is co-leader of Akin's state attorneys general practice and served for eight years as attorney general of Virginia, during which he led many litigation and appellate teams that won high-profile cases before the U.S. Supreme Court, the U.S. Court of Appeals for the 4th Circuit and other state and federal courts involving issues such as consumer protection, antitrust, health care fraud, constitutional challenges, environmental protection, civil rights and education. He also spearheaded large, complex investigations in the technology, financial services, pharmaceuticals and insurance sectors and led high-profile investigations internal to state agencies and institutions. Mark has substantial experience working closely with state attorney general offices – on both sides of the aisle – across the country and, while in office, further strengthened those connections through his significant efforts with leading national organizations of state attorneys general. Mark is also a member of the adjunct

faculty at the University of Virginia School of Law, where he lectures on state attorney general law.

Professional Memberships: District of Columbia Bar, Virginia Bar ERA Coalition Advisory Council

Personal: J.D., University of Richmond School of Law, cum laude, 1990, M.A., University of Virginia, 1986, B.A., University of Virginia, 1983

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Featured in Franchising (USA – Nationwide)

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Practice Areas: My sports practice encompasses International and Olympic Sports law. I represent a wide variety of National Governing Bodies, athletes, and other participants in the Olympic movement, including litigation before courts as well as arbitrations administered by AAA and New Era ADR, as well as in proceedings before the Court of Arbitration for Sport. My counsel involves commercial, contract, governance, and other business issues faced by sports entities. In addition, I serve in a variety of judicial and integrity functions with International Federations.

HESTER, Conrad

Vartabedian Hester & Haynes LLP, Fort Worth

Featured in Litigation (USA – Nationwide)

Practice Areas: Conrad Hester is an experienced litigator who focuses his practice on the oil and gas industry. He represents clients in contract disputes, lease termination and title suits, surface access and damage disputes, and royalty litigation. Conrad has drafted and negotiated deeds and leases and operational, production, and exploration agreements. Additionally, Conrad represents clients in complex commercial litigation matters.

Career: Board certified in oil, gas, and mineral law by the Texas Board of Legal Specialization.

HESTER, Theodore M

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Featured in Government (USA – Nationwide)

Practice Areas: Ted Hester, senior partner in the Government Advocacy practice, represents organizations being investigated by congressional committees and counsels businesses on crisis management. Ted has represented a wide variety of clients that have received inquiries from Congress, including a number of investigations that have required the preparation and defense of corporate executives testifying before Congressional committees. Mr. Hester's clients have included leading pharmaceutical and medical device manufac-

turers, financial institutions, accounting and consulting firms, oil industry and telecommunications companies, sports national governing bodies, automobile manufacturers and a major utility holding company. He gives advice and consultation to clients on working with Congress and government agencies. More broadly, he helps clients prepare for and manage corporate crises, including crisis communications

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Featured in Securities (USA – Nationwide)

Practice Areas: Adé Heylinger is a partner in Weil's Public Company Advisory Group and a member of the firm's Sustainability and ESG Advisory Group, based in Washington, D.C. He regularly advises public and private companies on a full range of corporate governance, SEC reporting, compliance and general corporate and securities matters. In his practice, Adé routinely advises boards of directors and board committees on various governance matters, including internal investigations, leadership structures, self-assessments, independence determinations, executive compensation and succession planning, and ESG and sustainability matters. Prior to Weil, Adé served in the SEC's Division of Corporation Finance.

Personal: Harvard Law School (J.D., cum laude), The Wharton School of Business, University of Pennsylvania (M.B.A. in Finance), University of Maryland (B.S. in Finance, cum laude).

HIGGINS, Tara A
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Featured in Projects (USA – Nationwide)

Practice Areas: TARA HIGGINS, a co-leader of Sidley's global Energy, Transportation & Infrastructure practice, focuses her practice on domestic and cross border energy, transportation and infrastructure transactions, including mergers and acquisitions, debt and equity financings and investments, restructurings of all types, and project development. She has particular experience in the renewable energy and sustainability space. Tara has been consistently recognized by several publications, including The American Lawyer as one of their "Northeast Trailblazers" (2022), A Word About Wind's "Legal Power List" (2022), and Law360 as an Energy MVP (2021), in addition to Chambers USA (2010–2023) and Chambers Global (2011–2024) in the category "Projects: Power & Renewables: Transactional," and has been ranked in Band 1 in Chambers USA from 2021 and Band 1 in Chambers Global from 2022. Tara was also shortlisted for the 2023 "Energy, Natural Resources & Mining Lawyer of the Year" award by IFLR's Women in Business Law Americas Awards, which celebrates women lawyers who have developed strong and innovative practices. Tara represents private equity

and strategic investors, developers and lenders, and other financiers. She has experience with conventional power, hydroelectric, solar, wind, battery and storage, biomass and other alternative energy projects, midstream gas gathering and processing, interstate gas pipelines and gas storage facilities, water and waste treatment plants, industrial plants and manufacturing facilities, data centers, fiber and digital facilities, and transportation projects. Tara has represented private equity and strategic investors, developers, lenders, and government and multilateral agencies in equity investments and lending transactions in multiple jurisdictions, including Argentina, Bermuda, Brazil, Canada, Cayman Islands, Ghana, Ireland, Mali, Mauritius, Mexico, the Middle East, Panama, the Philippines, Senegal, South Africa, sub-Saharan Africa, Turkey, Uganda, and Venezuela.

HILL, Jessica C.
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Featured in International Trade (USA – Nationwide)

Practice Areas: A seasoned litigator, Jessica Hill focuses on Section 337 proceedings before the U.S. International Trade Commission (ITC). She has participated in twenty-three such investigations and eight evidentiary hearings. She has hands-on experience with every phase of Section 337 investigations, from pre-complaint counseling through appeal of final ITC determinations to the U.S. Court of Appeals for the Federal Circuit (CAFC), as well as CBP enforcement of ITC exclusion orders. She represents clients across a wide range of technologies, including smartphones, wireless communications, radio base stations, cable television set-top boxes, image processing systems, electric car batteries, solar cells, balanced armature devices, LED packages, OLED displays, and graphics data processing systems.

Professional Memberships: Jessica is a member of the Executive Committee of the ITC Trial Lawyers Association, the leading bar association for Section 337 practitioners.

Personal: J.D., cum laude, University of Georgia School of Law, (2009); B.A., University of Virginia, (2003)

HILL, Sean J
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Featured in Private Equity (Massachusetts), Private Equity (USA – Nationwide)
See under Massachusetts for profile.

HILLER, Elinor
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Featured in Government (USA – Nationwide)

Practice Areas: Elinor draws on her experience working with policymakers at the Centers for Medicare & Medicaid Services and in Congress to advise clients on complex regulatory and legislative matters. She previously served as

the CMS Administrator's senior advisor for Medicare and as a group director in the CMS Office of Legislation. She focuses her practice on policy issues concerning health care payers, providers, and other stakeholders. She has experience representing clients across the health care industry on matters related to Medicare Advantage and Part D, Medicare fee-for-service payment rules, interoperability, price transparency, and federal insurance oversight.

Career: Centers for Medicare & Medicaid Services, Administrator's senior advisor for Medicare; Centers for Medicare & Medicaid Services, Office of Legislation, Medicare Parts C and D Analysis Group, director.

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Featured in Registered Funds (USA – Nationwide), Investment Funds (Massachusetts)

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Featured in Projects (USA – Nationwide)

Practice Areas: Richard Hillman is partner in the New York office of Milbank LLP and a member of the firm's Project, Energy and Infrastructure Finance Group. Mr. Hillman's experience includes advising lenders, sponsors and other project participants on a range of US and international project and structured finance transactions. Mr. Hillman has been recognized as a "rising star" by Legal 500 in both "project finance" and "conventional power". He co-authored the USA chapter in the International Comparative Legal Guide to Project Finance published by ICLG and has published peer-reviewed papers in the Company and Securities Law Journal and the Australian Resources and Energy Law Journal. He was a student editor at The University of Western Australia Law Review.

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Featured in Projects (USA – Nationwide)

Practice Areas: Elliot Hinds is a partner in the Corporate Practice Group in the firm's Century City office. Elliot focuses his practice on corporate and energy matters. While he is deeply engaged in energy transactions, he also works with clients in a variety of other capital-intensive industries, including manufacturing, health care, and technology. Elliot works extensively on mergers and acquisitions, debt financings, project development and finance, and joint ventures. The projects he has worked on include renewable energy (including wind, geothermal, solar, and biomass), natural gas, cogeneration and coal-fired electric power, liquefied natural gas (LNG), and bioethanol facilities. He has handled many billions

of dollars of energy project finance transactions and worked on some of the first merchant facilities to be developed and/or owned in a fully deregulated environment. He represents several wind and solar energy project developers, technology companies (some of whom bridge the energy and technology sectors), manufacturers of equipment, lubricants, and other products and companies in the health care space.

HINER, Thomas Y
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Tom is co-head of Huntton Andrews Kurth's Corporate Team and has served on the firm's executive committee. In his capacity as Corporate Team head, he has oversight over capital markets, private equity, M&A, REITs and other practice areas. He is a versatile lawyer with broad corporate finance experience, having represented financial institutions for over 30 years in structured finance, asset-based finance, secured lending, acquisition financing, risk transfer, private equity investments in financial and real estate assets, and asset securitization transactions. Tom's career has been highlighted by innovative transactions and esoteric and novel asset-based financings based in a deep-rooted background in the fundamentals of traditional structured finance, capital markets, and real estate finance and asset securitization. Tom frequently works side by side with lawyers from our M&A, business lending, funds, tax and bankruptcy/restructuring teams in structuring and executing transactions, providing clients with a comprehensive approach to their structured finance transactions in a complex and constantly changing market. In recent years, Tom has emerged as a notable figure in mortgage servicing investments and financing. In the last decade, he has led over 100 transactions for investments in and financing of servicing-related assets, including the development and implementation of groundbreaking structures.

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Featured in Employee Benefits & Executive Compensation (Georgia), ERISA Litigation (USA – Nationwide)

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HIRSCHHORN, Russell
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Featured in ERISA Litigation (USA – Nationwide)

Practice Areas: Russell L. Hirschhorn is co-head of Proskauer's premier ERISA Litigation Group, which is a significant component of the firm's ERISA Practice Center and globally renowned Labor and Employment Law Department. Russell's practice focuses on employee benefits issues arising

under the Employee Retirement Income Security Act of 1974 (ERISA), including class action and complex litigation, U.S. Department of Labor and Internal Revenue Service investigations, and counseling clients on best practices to avoid litigation. Russell has more than two decades of experience representing plan sponsors, fiduciaries, trustees, and service providers across the country. His work on behalf of clients has included all types of plans, including 401(k) plans, 403(b) plans, defined benefit plans, employee stock ownership plans, executive compensation plans, health and welfare plans, multiemployer plans, multiple employer plans, and severance plans. And, it has included the full gamut of claims arising under ERISA, including excessive investment and plan administration fees and investment underperformance claims; cash balance plan litigation; claims for benefits; company stock fund cases; claims for delinquent contributions; ERISA § 510 claims; ERISA statutory claims; ESOP litigation; executive compensation claims; independent contractor claims; independent fiduciary representations; multiemployer fund litigation; plan service provider claims; recoupment of plan overpayments; retiree benefits claims; severance plan claims; and withdrawal liability claims. Deeply dedicated to pro bono work, Russell has been recognized on several occasions for his commitment to pro bono work including by President George W. Bush in receiving the U.S. President's Volunteer Service Award. His pro bono work has included serving as lead litigation counsel in several impact litigations: on behalf of social security recipients whose benefits were unlawfully suspended based on an outstanding warrant, deaf and hard of hearing prisoners in Louisiana prisons seeking disability accommodations, and Swartzentruber Amish in upstate New York to obtain religious exemptions from certain building code requirements. Russell also was a principal drafter of several amicus briefs for the Innocence Project, a legal non-profit committed to exonerating wrongly convicted people.

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Featured in Outsourcing (USA – Nationwide), Technology (Illinois)
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Featured in Capital Markets (USA – Nationwide), Banking & Finance (North Carolina)
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HITT, JR., John C.
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Featured in Capital Markets (USA – Nationwide)

Career: John is a partner in Chapman's Asset Securitization Department. Since joining the firm, John's work has in-

involved representing issuers, borrowers, investors, trustees and other service providers in the structuring and negotiation of a variety of securitization transactions, including transactions backed by equipment loans and leases, trade receivables, student loans, timeshare interests, automobile loans, commercial loans (including SBA loans), residential mortgage loans, credit card receivables, and various other types of contract rights. John's experience includes general corporate representation and the representation of financial institutions in their sale or acquisition of portfolios of master servicing and trustee appointments, and the representation of investors in alternative investments.

HLETKO, Valerie
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Ms. Hletko, a Partner in the Washington, D.C., and Chicago offices of Buckley LLP, represents a variety of financial services clients in complex civil litigation, as well as in investigations and enforcement actions initiated by the Federal Trade Commission, the Department of Justice, the Federal Deposit Insurance Corporation, the Federal Reserve Board, the Consumer Financial Protection Bureau, the Office of the Comptroller of the Currency, the Department of Housing and Urban Development, and state bank regulatory agencies and state attorneys general. She has assisted with pre-enforcement matters relating to an array of consumer financial products and services, including responding to Proposed Action and Request for Response letters, Notice and Opportunity to Respond and Advise letters, and managing issues relating to self-disclosure.

Professional Memberships: Member of the Governing Committee of the Conference on Consumer Finance Law and the Out Leadership Committee
Publications: Co-author: Litigation Services Handbook: The Role of the Financial Expert (Fair Lending Litigation chapter)

Personal: J.D., University of Chicago; M.T.S., Harvard University; B.A., Kenyon College (magna cum laude)

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Featured in Appellate Law (USA – Nationwide), Litigation (Texas)
See under Texas for profile.

HODGE, Nicholas
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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: For more than thirty years Nicholas Hodge has concentrated his practice on hedge funds and other private investment vehicles. In that time he has advised many of the largest

hedge fund and fund of funds groups in the country in regard to fund structure, advertising, private placement procedures, soft dollars, compliance policies and procedures, side letters, and a host of other issues. His experience extends to Opportunity Zone funds, real estate investment trusts and partnerships, timber funds, private equity funds, complex partnership reorganizations, and mergers and acquisitions. Nicholas represents numerous domestic and offshore hedge funds, ranging from startup funds to major fund complexes.

Professional Memberships: American Bar Association, chair of the Subcommittee on Partnerships, Trusts and Unincorporated Associations of the Committee on Federal Regulation of Securities 1992-1994 Angel Flight Northeast (Clerk and Pro Bono Legal Counsel) From 1996 to 2011, Nicholas provided pro bono legal services to create and maintain Angel Flight Northeast, a non-profit organization that provides free air transportation by volunteer pilots in private aircraft for medical patients and their families. He was honored by Angel Flight Northeast at the 2006 Evening of Angels for his service to the company.

Publications: "Hedge Funds: A Practical Global Handbook to the Law and Regulation," Globe Law and Business Ltd, Second Edition, August 2019 "India-Mauritius Protocol Seeks to Close Tax Loopholes," The Investment Lawyer, 2016 Investment Management Update, K&L Gates publication, Fall 2009 Investment Management Update, K&L Gates publication, Summer 2007 In addition to the listed publications, Nicholas authored chapters on hedge fund regulation and marketing for the third edition of Evaluating and Implementing Hedge Fund Strategies, edited by Ronald A. Lake and published by Euromoney Books.

HODGKINS, Gerald
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Featured in Securities (USA – Nationwide)

Practice Areas: A former Associate Director for the U.S. Securities and Exchange Commission's Enforcement Division (SEC), Gerald Hodgkins has a broad regulatory enforcement practice focused on representing financial institutions, public companies and individuals in investigations and enforcement actions brought by the key financial regulators. Mr. Hodgkins has extensive experience in matters pertaining to the SEC, with particular focus on broker-dealer and investment adviser regulation, public company accounting and U.S. anti-corruption law. He also has represented clients in matters before the Public Company Accounting Oversight Board (PCAOB).

Career: During his 20-year tenure at the SEC, Jerry oversaw more than 100 enforcement matters, covering the entire breadth of the SEC's law enforcement authority. In addition to matters

involving financial services regulation and public company oversight, Jerry oversaw multiple investigations involving insider trading, the Foreign Corrupt Practices Act (FCPA), and municipal securities regulation. The enforcement actions he oversaw included the largest penalty in SEC history for issuer reporting and disclosure fraud and the first, and still largest, settlement involving the clawback of executive compensation under Section 304 of the Sarbanes-Oxley Act of 2002.

Professional Memberships: In 2020, Mr. Hodgkins was elected to the steering committee of the Corporation, Finance and Securities Law Community of the DC Bar.

HOEY, Laura
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Featured in Litigation (Illinois), False Claims Act (USA – Nationwide), Healthcare (Illinois)

Practice Areas: Laura Hoey is co-head of Ropes & Gray's global litigation and enforcement practice group and a leading white collar defense and government enforcement lawyer. A former federal healthcare fraud prosecutor with extensive experience in the healthcare industry, she is known for creative and tenacious defenses and efficient, well-managed internal investigations. Laura is ranked by leading industry sources such as Chambers, where she is Band 1 nationwide for False Claims Act. Clients note that she is "unparalleled in her advocacy" and "a master of strategy" who "knows the FCA inside out." Laura represents clients across the healthcare and life sciences industry, including pharmaceutical and medical device companies, diagnostic laboratories, hospital systems, electronic health record providers, and management companies that are facing government investigations and congressional inquiries. She conducts internal investigations in all types of government and regulatory compliance matters, including alleged violations of: –The False Claims Act (FCA) –Healthcare fraud laws, including anti-kickback statutes (AKS) –The Federal Food, Drug and Cosmetic Act (FDCA) –Privacy and cybersecurity laws, including HIPAA –Anti-corruption and anti-bribery statutes Over the years, Laura has held many leadership roles at Ropes & Gray, including Chicago office managing partner, co-leader of the government enforcement and white collar group, and co-leader of the firm's healthcare and life sciences industry group. She maintains an active pro bono practice and is also a member of the firm's Women's Forum, which she previously co-chaired. During Laura's tenure as a federal prosecutor, she handled matters involving healthcare fraud, kickback violations, FDCA violations, document destruction and obstruction cases, and criminal HIPAA violations, as well as tax fraud and public corruption. She was first chair in five trials, winning convictions in all five. In 2008, Laura

received the U.S. Department of Health and Human Services Office of Inspector General's Integrity Award.

HOFFMAN, Craig A

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Craig Hoffman is a digital risk advisor engaged to guide clients on issues related to use of technology and data. He is well known for using his litigation experience and insights from helping entities address thousands of security incidents to develop prioritized privacy and cybersecurity strategies and effectively respond to security incidents. Visibility to what allows incidents to occur, outcomes of decisions made and measures taken to improve going forward from security incidents of all sizes enables Craig to immediately forecast what is coming, offer prioritized recommendations and then operationalize decisions into actions. Craig co-leads the Digital Risk Advisory and Cybersecurity team – a team that helps entities address hundreds of security incidents a year and the resulting regulatory and litigation matters that follow. Clients turn to Craig to address the privacy compliance, operational and security related enterprise risks generated by their use of technology, such as data security incidents, post-incident regulatory defense and litigation, payment card network assessments, post-incident security enhancements, incident response preparedness, security and risk assessments, technology contracts and due diligence related to transactions.

HOFFMAN, Michael K

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Michael Hoffman heads Skadden's Investment Management Group. He represents public and private investment funds, business development companies, investment advisers, underwriters and investment banks in connection with the structuring and distribution of financial products in U.S. and cross-border transactions. Mr. Hoffman regularly counsels investment funds and their boards of directors, advisory boards and investment advisers in connection with transactional, regulatory and compliance issues.

Professional Memberships: Member, Outside Counsel Advisory Group of the Investment Company Institute; Former Member, Committee on Investment Management Regulation of the New York City Bar; Former Member, Advisory Board of the Global Capital Markets Center at Duke University

HOFFMAN LENT, Karen

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Featured in Sports Law (USA – Nationwide), Antitrust (New York)

See under New York for profile.

HOGAN, Christopher

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Featured in Litigation (USA – Nationwide)

Practice Areas: Chris Hogan handles complex commercial disputes for clients across the oil and gas industry. **Career:** Chris focuses his litigation practice on resolving complicated disputes for corporate clients, primarily in the oil and gas, energy, and real estate industries. He has experience representing operators, working interest owners, royalty owners, and oilfield service providers in federal court, state court, and arbitration proceedings. His practice niches include mineral rights disputes such as pooling and commingling, ownership, and royalty payment issues. A true enthusiast of the oil and gas industry and its history, Chris brings a depth of knowledge and experience to assist his clients across the energy industry. In 2020, Chris founded Hogan Thompson Schuelke LLP, a Houston litigation boutique focused on oil and gas litigation. He previously worked at Reynolds Frizzell LLP and Susman Godfrey LLP. Chris also served as a law clerk to the Hon. Jerry E. Smith on the U.S. Court of Appeals for the Fifth Circuit.

Professional Memberships:

Licensed in Texas, New Mexico, Pennsylvania, and North Dakota Houston Bar Association, Energy Law Section Officer (2022-Current) Texas Bar Association, Pattern Jury Charges – Oil and Gas Committee Member (2018-Current) Institute for Energy Law – Litigation and Dispute Practice Committee Officer Pennsylvania Bar Association, Shale Energy Law Committee Member (2020-2022) State Bar of Texas, Council for the Oil, Gas & Energy Resources Law Section (2022-Current)

HOGAN, Elizabeth

McGuireWoods LLP, Washington, DC

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Elizabeth (Lizzie) Hogan represents clients in complex securities matters, focusing on investigations and regulatory enforcement proceedings. She is co-chair of the firm's Securities Enforcement & Regulatory Counseling practice. As the former senior vice president and leader of Market Regulation Enforcement at the Financial Industry Regulatory Authority (FINRA), she has unique insight into the priorities and procedures of financial services regulators, including the SEC, FINRA, the exchanges, and state securities regulators and attorneys general. In her role as a FINRA officer, she led a

national team of specialized attorneys and coordinated with other financial regulators on issues and conduct that presented significant risk to the integrity of the U.S. markets. Lizzie has particular expertise in issues involving equities and options trading, market access, best execution and order routing, and all varieties of regulatory reporting obligations.

HOLCOMB, Ryan S

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Featured in Energy & Natural Resources (USA – Nationwide)

Career: Represents clients in a wide variety of transactions in the energy sector, including power, renewables and midstream and downstream oil and gas industries. Negotiates and documents acquisitions and divestitures of assets and companies, joint venture and commodity hedge transactions for private equity investors, energy companies, utilities, financial institutions, and commodity trading businesses. Experience includes representing clients in the acquisition and divestiture of electric power facilities (thermal and renewable), refineries, pipelines, energy trading businesses and retail electric businesses.

Professional Memberships: State Bar of Texas, Houston Bar Association, Houston Young Lawyers Association
Personal: JD, Baylor University School of Law, 1998, magna cum laude; BBA, The University of Texas at Austin, 1994

HOLIAN, Matthew

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Featured in Products Liability (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/h/holian-matthew-a>

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Featured in Life Sciences (USA – Nationwide), Intellectual Property (USA – Nationwide), Intellectual Property (New York)

Practice Areas: Elizabeth is Global Co-Head of IP Litigation. She is a first-chair trial lawyer who focuses exclusively on representing innovators in patent infringement and related litigation in the life sciences space. With over 35 years of experience, Elizabeth has served as lead counsel in numerous patent infringement litigations, licensing disputes, arbitrations, IPR proceedings and Federal Circuit appeals. She has particular expertise in Hatch-Waxman and BPCIA litigation, as well as disputes between innovator companies. Elizabeth is consistently ranked among the top lawyers in her field by publications such as Chambers Global, Chambers USA, IAM 1000 – The World's Leading Patent Practitioners, The Legal 500 U.S., Managing Intellectual Property, LMG Life Sciences and Euromoney, which have noted her "assured handling of even the most

complex pharmaceuticals patent cases" and have described her as "exactly what you want in a first-chair lawyer; she is very skilled in the courtroom, very adept at managing multiple important cases, and well-liked by judges." Elizabeth has also been noted as being "exceptional on her feet in court," getting "excellent results," and "understanding clients' business goals and litigating with those in mind." She has thrice been named "Hatch Waxman Litigator of the Year" by LMG Life Sciences and has been featured as a "Winning Litigator" by the National Law Journal. Elizabeth has successfully represented companies such as Novartis, Takeda, Wyeth, Celltrion, Ceva Sante, Enzymotec, and Boston Scientific in patent litigation in district courts throughout the United States, at the International Trade Commission, in post-grant proceedings before the PTAB, and at the Federal Circuit. She has also coordinated worldwide patent litigation, and has particular experience with courts in the UK, Netherlands, France, Israel, India and Mexico. At her previous firms, Elizabeth served on the Executive, Management, and Partnership committees and chaired the Diversity, Equity + Inclusion Committee.

HOLLAWAY, William

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Dr. Hollaway is Chair of Gibson Dunn's Energy Regulation and Litigation practice. He handles a broad range of energy transactional, regulatory and litigation matters. In addition to his law degree, Dr. Hollaway also has a Ph.D. in engineering from MIT. As a result, he has both a deep legal and technical understanding of energy, including renewable power generation and transmission. He has extensive experience in energy project development and regulatory and transactional experience in electric power and transmission, including transaction structuring, due diligence, contract negotiation, and approvals. He has detailed knowledge of tariffs and practices of RTOs and ISOs such as PJM, MISO, CAISO, NYISO, SPP, ISO-NE and ERCOT. He represents clients in administrative proceedings, including obtaining required approvals, rate cases, complaints, rulemakings, and administrative litigation and related federal and state court appeals. He also has expertise in oil and gas matters, including pipelines and Liquefied natural gas, and nuclear energy matters under NRC and state regulation.

HOLLIS, Sheila Slocum

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Ms. Hollis practices in the areas of energy transactional and regulatory law and international and administrative law before government

agencies, Congress, state and Federal courts, and other entities. She focuses on domestic and international energy, water and environmental matters, representing governmental bodies, the power and natural gas industries, and other entities. She was the first director of the Office of Enforcement of the Federal Energy Regulatory Commission (FERC), establishing the office and its policies and procedures, which remain in place today.

Professional Memberships: American Bar Association, Representative to the House of Delegates for Section of Environment, Energy, and Resources, Sustaining Life Fellow; ABA Journal Board of Editors; Fellow, American College of Environmental Lawyers; Federal Bar Association; Energy Bar Association; Honorary Overseas Member, the Commercial Bar Association of England and Wales; International Bar Association; Life Member, American Law Institute; Women's Bar Association of DC; Women's Council on Energy and Environment; International Women's Forum; The District of Columbia Bar; Eastern Mineral Law Foundation; International Oil and Gas Law Center; Advisory Board, Public Utilities Fortnightly; ALI CLE Environmental Law Advisory Panel

Personal: University of Denver College of Law, J.D.; University of Colorado, B.S., Journalism, cum laude

HOLMAN, Craig

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Featured in Government (USA - Nationwide)

Practice Areas: Craig A. Holman represents clients in federal, state, and local procurement matters. Craig litigates claims, default terminations, and protests (pre-award, post-award, status, and size). Craig also defends False Claims Act cases and litigates prime contractor-subcontractor, teaming agreement, and joint venture disputes related to government contracts, including complex breach of contract and construction cases. Craig has litigated cases before various forums, including the U.S. Court of Appeals for the Federal Circuit, the U.S. Court of Appeals for the Fourth Circuit, the U.S. Court of Federal Claims, numerous federal district and state courts, the U.S. Government Accountability Office, various boards of contract appeals, and the American Arbitration Association. Craig has numerous published decisions, some of which appear in the experience section below. Craig also has successfully resolved many matters without litigation.

Personal: JD, cum laude, George Washington University Law School; BA, Boston College.

HOLMBERG, Thomas

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Featured in Projects (USA - Nationwide)

Practice Areas: Tom Holmberg is a partner in the Global Projects Group at Baker Botts. He assists clients with energy projects and transactions around the world. He focuses on the development of liquefied natural gas (LNG), hydrogen, carbon capture, use, and storage (CCUS), and natural gas pipeline projects and transactions. He works with clients at all stages of such projects in areas that include project structuring, governmental approvals, and the negotiation of commercial agreements. He is the co-chair of the LNG, hydrogen and CCUS practice group. Mr. Holmberg advises clients on an array of regulatory issues, including matters before the Federal Energy Regulatory Commission (FERC). He also represents clients before the Department of Energy (DOE) for authorizations to export and import natural gas under the Natural Gas Act.

Career: Tom Holmberg is an energy and infrastructure projects lawyer with over 20 years' experience. His experience includes the development of natural gas, LNG, and other energy infrastructure projects.

Professional Memberships: Association of International Petroleum Negotiators; Energy Bar Association; District of Columbia Bar; Maryland State Bar

Publications: Trump's Late Oil and Gas Regulatory Flurry, Hart Energy, January 2021; Developing an LNG Regasification Project: Issues and Considerations, June 2017. Tom frequently speaks at events discussing the LNG industry, including energy transition matters.

Personal: BA, Economics - University of Arizona (1993); JD, Georgetown University Law Center (2000)

HOLMES, Hillary H.

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Featured in Capital Markets (USA - Nationwide), Energy & Natural Resources (USA - Nationwide), Capital Markets (Texas), Corporate/M&A (Texas)

Practice Areas: Hillary H. Holmes, Co-Chair of the firm's Capital Markets practice and Co-Head of the Houston office, focuses on capital markets, securities regulation, M&A and governance. Hillary represents issuers and underwriters in all forms of capital raising transactions, including IPOs, sustainable finance, high yield bonds, investment grade debt, equity offerings, PIPE's, preferred stock, and spin-offs. Hillary serves as regular counsel to public and private companies on ESG matters, SEC reporting, and governance. Hillary frequently advises boards of directors, special committees and financial advisors in M&A transactions, including public mergers, take privates, and acquisitions. She brings an expertise in the oil and gas and energy transition industries.

Personal: JD, University of Pennsylvania Law School, 2003; Certificate in Public Policy and Management,

Wharton School, 2003; BA, cum laude, Duke University, 1998.

HOLMSTEAD, Jeffrey R

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Featured in Climate Change (USA - Nationwide), Environment (District of Columbia)

See under District of Columbia for profile.

HOLTAN, Alexander

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Public Policy & Regulation | Energy | Derivatives

Career: Alexander "Alex" Holtan is an attorney in Holland & Knight's Washington, D.C., office. Mr. Holtan counsels energy clients on trading in derivatives, enforcement matters and compliance with derivatives-related regulatory requirements, including those imposed by the Commodity Futures Trading Commission (CFTC). He provides interpretation and guidance on rules promulgated by various federal agencies, the National Futures Association (NFA) and a number of derivatives exchanges. In addition, Mr. Holtan frequently assists clients, including swap dealers, commodity trading advisers, commodity pool operators, introducing brokers and commodity traders with CFTC and NFA registration, and creating and improving derivatives trading compliance programs. Mr. Holtan also has helped clients launch commodity trading and investment funds for crude oil and renewable energy and carbon offsets and allowances. He also advises energy firms, commercial end users, investment banks and pooled investment vehicles on an array of derivatives and other transactions. Using his knowledge and experience with analogous derivatives regulatory matters in the U.S., Mr. Holtan advises on derivatives regulatory developments in Canada (federal and provincial), including issues related to reporting, margin, clearing and exemptions from dealer registration. As a registered lobbyist, Mr. Holtan lobbies Congress on topics that include derivatives regulation, bankruptcy and matters involving aspects of financial regulation. He also works with clients to develop advocacy strategies and provides guidance on the Lobbying Disclosure Act (LDA) and Foreign Agents Registration Act (FARA). In this respect, Mr. Holtan provides counsel to clients and helps structure and implement compliance programs. Prior to joining Holland & Knight, Mr. Holtan was a partner at a global law firm in its Washington, D.C., office. His previous experience also includes serving as a law clerk for the U.S. Senate Committee on Banking, Housing and Urban Affairs, and as the Washington, D.C., programs director for the Democratic Congressional Campaign Committee.

HOLTZER, Gary T

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

HOLTZMAN VOGEL, Jill

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Featured in Political Law (USA - Nationwide)

Practice Areas: Jill Holtzman Vogel founded the firm in 2001. In addition to managing the firm, Jill specializes in ethics, campaign finance law, and tax-exempt organizations. Jill has spent her career counseling party committees, Presidential, Congressional and state candidates as well as donors, lobbyists, corporations and non-profits on complex regulatory and ethics rules. She is consistently recognized nationally as a top lawyer in her field, and she speaks frequently on issues involving corporations, non-profits, ethics and lobbying rules. Jill previously held the position of Chief Counsel of the Republican National Committee, where she led the national party's legal effort during the 2004 Presidential election, which included the party's independent expenditure programs as well as legal efforts in all 50 states. Jill has also served as Deputy Counsel at the Department of Energy, working with the White House, the Energy Secretary, and other Federal Agencies to implement Energy initiatives. She also oversaw a comprehensive review of energy regulations. Jill also previously held the position of Deputy Counsel at the Republican National Committee, where she handled state and federal election law and party rules matters. Following the 2000 election, Jill represented the Bush-Cheney campaign as counsel in West Palm Beach and Osceola County during the Florida Presidential Recount. Jill served as staff counsel for the 1996 Republican National Convention in San Diego, California. In 2007, Jill was elected to the Senate of Virginia, where she represented the 27th Senate district for 16 years.

HOLZRICHTER, Mitchell D

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Featured in Political Law (USA - Nationwide), Projects (USA - Nationwide)

Practice Areas: Mitch Holzrichter serves clients in complex public infrastructure transactions, including owners, sponsors, investors, contractors, and lenders. His work includes revenue-risk concession agreements, availability payment projects and design-build agreements across a variety of asset types, as well as equity investments, financings, and acquisitions.

HOMMER, Scott

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Featured in Government (USA – Nationwide)

Practice Areas: Scott Homer is co-chair of Venable's Government Contracts Group and co-chair of the Government Contractors Services Group. Scott has significant experience and skill in counseling clients who do business with federal, state, and local governments. He represents technology companies and government contractors – locally, nationally, and internationally – in contract negotiations and acquisitions, in the protection of intellectual property rights, and in litigating and resolving disputes successfully.

HONG, Ki P

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Featured in Political Law (USA – Nationwide)

Practice Areas: Ki Hong leads Skadden's Political Law practice. He advises major corporations from a wide range of industries on political law issues relevant when engaging in government affairs or government procurement activity, including federal, state and local campaign finance, honest services fraud, lobbying, Foreign Agents Registration Act, ethics and conflict-of-interest laws. In addition, he advises clients on "pay-to-play" laws imposing restrictions on corporate, PAC and individual employee political activities applicable when companies have or seek government contracts. Mr. Hong is a Washingtonian Top Lawyer for Ethics and Election Law and, in 2022, was added to their Top Lawyers Hall of Fame.

Career: J.D., Harvard Law School, 1992 (cum laude); B.A., Cornell University, 1989 (cum laude)

Publications: Author of quarterly Legal Industry article for Reuters. Co-Author, PLI Corporate Political Activities. Co-Author, Ethics Handbook for Entertaining and Lobbying Public Officials.

HONG, Laura Kingsley

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Featured in Products Liability (USA – Nationwide)

Practice Areas: •Mass Tort & Product Liability •Class Action Litigation •Business Litigation

Career: Laura Kingsley Hong is a trial lawyer with more than 35 years of uninterrupted experience defending class action, mass and toxic tort, product liability, and commercial litigation. She has tried several cases to verdict (including two jury trial wins in 2022), arbitrated before the AAA, and presented testimony before Ohio's General Assembly as well as the United States Senate Judiciary Committee. Laura chairs the Tucker Ellis Mass Tort & Product Liability Group

–leading more than 65 timekeepers firmwide –and serves as national and trial counsel for many companies. In addition to trying cases, Laura has led and executed novel briefing strategies that have resulted in numerous favorable summary adjudication and dismissals. Laura serves by appointment on the Deans' Cabinet for Diversity & Inclusion at Case Western Reserve University School of Law and was inducted into the school's Society of Benchers. She is a past president of the Asian American Bar Association of Ohio, the National Asian Pacific American Bar Association, and the Northern District of Ohio Chapter of the Federal Bar Association. Laura is a former professor of trial tactics and a frequent presenter on trial strategies as well as ethics. For several years and continuing, Laura volunteers in both Ohio and Georgia with Election Protection, a bipartisan organization protecting the vote. Laura currently serves on the Board of Chagrin Arts, focusing on fundraising for Cleveland's premiere of Blind Injustice, a musical drama featuring the true stories of six wrongfully convicted exonerees

HONG, Michael

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Michael is a member of Davis Polk's Investment Management practice. He advises fund-related clients on all manner of fund formation and investor relations, M&A (with deep experience in co-investment) and regulatory matters. His clients include private equity, credit, growth capital, hedge, energy, real estate, co-investment and fund of funds managers. Michael also advises on secondary transactions, GP-stake sales and purchases, spin-outs and JVs. He also regularly represents sponsors and senior executives of sponsors in employment and separation matters. Michael is widely recognized as a leading fund formation lawyer, is a frequent conference speaker and is regularly quoted in the financial press. He is the current Chair of the New York City Bar's Committee on Private Investment Funds.

HOOD, Catherine

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Cathy Hood has extensive experience advising electric and gas utilities and competitive energy issuers in public and private securities offerings and other financings. She represents issuers, underwriters and institutional investors in the full range of debt, equity and hybrid securities offerings, including offerings of first mortgage and collateral trust bonds, green bonds, unsecured notes, tax-exempt debt, debt for projects and lease debt, high-yield debt, equity units, "put" securities and common and preferred

equity. Cathy's practice involves substantial mortgage and indenture work, corporate governance, advice as to disclosure and compliance under the federal securities laws and corporate and financial restructuring advice. She also represents energy and utility companies in commercial lending and other financing transactions.

Professional Memberships: American College of Investment Counsel: Fellow and former Trustee; American Bar Foundation: Fellow; American Bar Association, Infrastructure and Regulated Industries and Business Law Sections

Personal: JD, Cornell Law School, 1987 cum laude; A.B., Harvard University, 1984 magna cum laude

HOOPER, John

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Featured in Products Liability (USA – Nationwide)

Practice Areas: John Hooper defends multinational companies in complex litigations, including a variety of commercial, product liability, financial services, false and misleading advertising and other consumer class actions where he has served as national, regional and/or strategic counsel. He provides clients with all-inclusive strategic litigation management and counseling services to mitigate the reputational and financial risk associated with high exposure, viral and bet-the-company litigations. Mr. Hooper advises companies to create and execute litigation and strategic resolution options in some of the largest, most complex class actions, commercial litigations and mass torts in federal and state courts.

HOPKINS, Erin

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Upstream and downstream oil and gas investments, joint ventures, acquisitions and divestitures.

Career: Extensive experience with regards to complex commercial matters in the energy industry, including the acquisition and divestiture of energy companies and assets and joint venture arrangements. As well as structuring and negotiating transactions and investments from foreign and domestic investors in the U.S. energy industry, including upstream and downstream markets.

Professional Memberships: State Bar of Texas

Personal: JD, cum laude, Washington University in St. Louis, 2010; BA, summa cum laude, St. Thomas University, 2007

HORN, Joshua

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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: Joshua is Co-Chair of the firm's Cannabis Law practice and

is ranked by Chambers USA among the nation's leading Cannabis Law attorneys. Industry leaders such as PharmaCann and Trulieve, as well as emerging cannabis and hemp businesses, rely on Joshua's sophisticated knowledge of this unique sector to help them access new markets and clear the multistate regulatory hurdles that complicate commercial transactions such as mergers, acquisitions and capital raises. Joshua leads a national team – named 2021 Cannabis Group of the Year by Law360 – that serves the diverse needs of businesses in the legalized cannabis and hemp sector, providing regulatory compliance, employment, licensing, banking, real estate, corporate financing and other services for new and established businesses. Recognized by The National Law Journal as a Trailblazer in Cannabis Law, Joshua is a respected authority on the complex legal issues that arise in this rapidly growing and diversifying industry. He has advised Philadelphia City Council on the employment law challenges posed by Pennsylvania's medical marijuana program as a representative of the Philadelphia Bar Association's Medical Marijuana and Hemp Committee. He was also a guest lecturer for cannabis law courses at Stockton and Villanova universities. Joshua is a member of the International Cannabis Bar Association and Co-Chair of the Philadelphia Bar Association's Medical Marijuana and Hemp Committee. Joshua is also a member of the Editorial Board of the Cannabis Law Journal. In addition, he is an editor of Fox's In the Weeds blog which helps cannabis entrepreneurs stay informed on developments in the law and legislation. Joshua also is Co-Chair of the firm's Securities Industry Practice. He has deep experience in serving the needs of major financial services companies throughout the country. He has represented financial advisory companies, individual advisors and counselors in FINRA examinations, enforcement and arbitrations. He has also represented individual brokers on disciplinary matters before FINRA and state securities commissions, and has represented companies and individuals in SEC investigations. Joshua's practice also includes the representation of the premier merchant card processing company in various matters, including class actions, throughout the country.

Professional Memberships:

International Cannabis Bar Association | Philadelphia Bar Association, Co-Chair, Medical Marijuana and Hemp Committee | Cannabis Law Journal, Editorial Board Member | Pennsylvania Bar Association

Publications: National Survey on Marijuana Laws and Regulations; National Survey of State Psychedelics Laws

Personal: Widener University School of Law (J.D.) | Skidmore College (B.A.)

HORNER, Cecelia Philipps

Huntton Andrews Kurth LLP, Richmond

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Ms. Horner is the co-head of Hunton Andrews Kurth's Tax and ERISA practice and leads the firm's structured finance and securitization tax practice. Known for her creative tax structuring and ability to structure novel transactions, she represents a wide variety of clients in connection with federal tax issues in private and public securitizations across a variety of assets classes with a deep knowledge of and leader in residential-mortgage backed structured finance, securitization and credit risk transfer transactions. Ms. Horner also advises various financial institutions, specialty finance companies, hedge funds and private equity funds regarding the federal income and withholding tax aspects of their structures and investments with a particular focus on issues regarding real estate assets, mortgage loans and online marketplace loans, distressed assets, derivatives, fund formation and foreign investor inbound investment related to choice of entity, United States trade or business, FIRPTA, withholding, and PFIC and CFC status. Ms. Horner is the co-chair of the Structured Finance Association's Tax Policy Committee, a member of the bar in New York and Virginia, and member of the American Bar Association's Section of Taxation and New York State Bar Association's Tax Section.

HORNER, David
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Featured in Projects (USA - Nationwide)

Practice Areas: David Horner is a Partner in the Washington, D.C. office of Hunton Andrews Kurth LLP and is a member of the firm's infrastructure practice. David advises governments, bidders, and lenders in large-scale infrastructure projects, notably in the U.S. transport, energy, and broadband sectors where he has led multiple landmark transactions and market "firsts." David has represented governments and bidders in all aspects of toll road monetizations, parking system concessions, managed lanes projects, rail transit projects, broadband PPPs, and utility system concessions. Recognized for his expertise in federal transportation law, David advises PPP clients on a range of federal matters, particularly on legal issues of first impression in relation to the acceptance of federal credit assistance and grant funding in the PPP context.

HOROWITZ, Douglas S
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Featured in Banking & Finance (New York), Capital Markets (USA - Nationwide)

Practice Areas: Doug Horowitz is a co-chair of the Global Finance Practice Group and Head of Leveraged and Acquisition Finance. He represents private equity sponsors, public and private corporations, leading investment banking firms and commercial banks

and with a focus on financing transactions involving both new issuance of secured and unsecured high-yield debt securities, syndicated institutional and private loans, asset based loans, out-of-court restructurings and equity and equity-linked securities. He advises on the high-yield bond and loan sides of acquisition financings and refinancings as well as IPOs and other equity financings and has practiced in a variety of industries such as technology, media, telecommunications, industrials, healthcare, gaming, real estate, and natural resources.

Personal: JD/MBA Cornell University Law School.

HORVATH, Jane
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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Jane Horvath, Co-Chair of Gibson Dunn's Privacy, Cybersecurity and Data Innovation practice focuses on counseling involving privacy, cybersecurity and data strategies—particularly those at the forefront of new regulation—and advocacy and strategy with global regulators and policy makers on these same issues. She has extensive knowledge regarding encryption and related global laws and has been deeply involved in providing comments in response to the European Union Digital Markets Act and pending competition legislation in the United States, Japan and Australia. Jane has extensive experience implementing encryption into different product applications and defending encryption against U.S. and global government access requests. Additionally, she has an immense understanding of government surveillance and data localization laws.

Career: Having previously served as Apple's Chief Privacy Officer, Google's Global Privacy Counsel and the DOJ's first Chief Privacy Counsel and Civil Liberties Officer, among other positions, Jane draws from more than two decades of privacy and legal experience, offering unique in-house counsel and regulatory perspectives to counsel clients as they manage complex technical issues on a global regulatory scale.

Personal: JD, University of Virginia, 1991; BS, College of William & Mary, 1986.

HORWITZ, Jeffrey A
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Featured in Leisure & Hospitality (USA - Nationwide)

Practice Areas: Jeffrey A. Horwitz is a partner in Proskauer's Corporate Department where he co-heads our Private Equity Real Estate practice and runs our internationally recognized Hospitality, Gaming & Leisure Group. He also has served as co-head of Mergers & Acquisitions and as a member of our Executive Committee. Jeff is a general corporate and securities lawyer with broad-based experience in mergers and

acquisitions, cross-border transactions, and long-term joint ventures. He is regularly engaged to advise boards, management teams and investors on strategic matters, from litigation to personnel to transactions. Jeff counsels clients on the full range of their activities, from seed capital to public offerings, acquisitions and operational matters, often acting as outside general counsel. He represents major financial institutions, sovereign wealth funds, private equity and family offices in sophisticated financial and other transactions. He has handled deals aggregating nearly \$200 billion in value, including tender offers, "going-private" transactions, IPOs, restructuring and structured finance transactions, and mergers and acquisitions in industries as diverse as biotechnology and aerospace, retail and cable television, and education and scrap metal. He regularly handles transactions outside the U.S., including Europe, the Middle East, Asia, Latin America, Australia, South Africa and India. Leading our Private Equity Real Estate group, he works with a team of 75 lawyers from across the firm advising on complex transactions and disputes relating to real estate, and particularly hotels. Jeff has handled virtually every type of matter, and has worked with virtually every major player in these industries, including transactions for nearly 4,000 hotels comprising more than 300,000 rooms and involving nearly \$15 billion. His experience, both in and outside the U.S., extends to hotel and casino development and construction; private clubs, nightclubs, restaurants; theme parks; portfolio and single-property acquisitions; sales and restructurings; financings; management; marketing; reservations systems; litigation counseling and strategic planning; and ancillary services. This breadth of work is key to executing complex and sophisticated transactions, such as the acquisition and sale of branded hotel chains (Fairmont, Raffles, Swissotel, sbe Entertainment, Regent, Motel 6, Red Roof Inns, 21c Museum Hotels, TRIBE, LINE, Saguaro), strategic investments and other arrangements (Huazhu, Faena, Banyan Tree), and REIT transactions (Hospitality Investors Trust, Eagle Hospitality). As a senior member of our Entertainment Group, Jeff represents The Broadway League (the national trade association for Broadway theatre), the Tony Awards®, and various other joint venture events and producers. In the media industry, Jeff has advised on the acquisition and sale of television, radio, newspaper and magazine properties, and the acquisition and sale of advertising, promotion and marketing agencies, and related joint ventures. He also advises rights holders, including our long-time clients The Leonard Bernstein Office and The George Balanchine Trusts. He leads our team representing TSG Entertainment in film-slate financing deals. Jeff also frequently represents start-up and development-stage companies, as well as established "traditional" businesses,

in online, Internet-related or technology businesses. He has handled organizational and structuring matters, venture capital and other equity placements, restructurings (from "down" rounds to recapitalizations to M&A solutions). He has both company-side and investor experience. As a frequent speaker at real estate and hospitality events, Jeff regularly presents at The Nolan School of Hotel Administration at Cornell's SC Johnson College of Business, NYU's Jonathan M. Tisch Center of Hospitality, and on M&A and investment matters at lodging investment conferences around the world, including the NYU Hospitality Industry Investment Conference in New York, Americas Lodging Investment Summit in Los Angeles, the International Hotel Investment Forum in Berlin and the Hotel Investment Conference Asia-Pacific in Hong Kong. Jeff is a member of the American Hotel & Lodging Association (AHLA) Hospitality Investment Roundtable and IREFAC (Industry Real Estate Financing Advisory Council), as well as the Advisory Board of the Cornell Center for Real Estate and Finance and has served as a member of the Editorial Board of the Cornell Hotel and Restaurant Administration Quarterly and a member of the Advisory Board of the Cornell Center for Hospitality Research. He is a director of The New York Hospitality Council, Inc., a not-for-profit forum for hospitality industry leaders, and is a member of the Real Estate Capital Policy Advisory Committee of The Real Estate Roundtable. He also has served as a director of the America-Israel Chamber of Commerce, and as a member of the French-American Chamber of Commerce in the U.S. and the American Society of Corporate Secretaries. He was the Chairman of the Board of Labyrinth Theater Company and a director of The Jewish Community Center in Manhattan for more than 15 years, a member of the Executive Committee of the Lawyers' Division of UJA-Federation for more than five years and an officer of the Henry Kaufmann Foundation for more than a dozen years. He was a founder and chairman of The American Playwriting Foundation. He currently serves as Chairman of the Board of Building for the Arts and is a member of the Board of Directors of StreetSquash. He also served as a Vice Chair of the Associates' Campaign for The Legal Aid Society. Jeff has been with the firm for his entire career and lives in Manhattan and Connecticut.

HOWARD, Brad
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Featured in Hedge Funds (USA - Nationwide)

Practice Areas: BRAD HOWARD serves as the Chicago office group head of the Investment Funds practice area. He advises alternative asset managers with respect to all manner of private funds, managed accounts, and various related structures. Brad advises both managers and limited partners/

asset allocators. His advice focuses on structuring, regulatory, and compliance issues for these products relating to the Investment Company Act of 1940, the Securities Act of 1933, the Investment Advisers Act, and the Commodity Exchange Act. Brad also advises clients on manager M&A transactions and other manager-related transactions, as well as with respect to credit facilities, financing, and leverage facilities.

HOWARD, Matthew

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Matthew Howard is an investment funds partner in the Washington, D.C., office of Kirkland & Ellis LLP. Matt has advised clients on a wide range of asset management matters, including the structuring and offering of private investment funds and other alternative investment vehicles that have raised more than \$100 billion in committed capital. Clients rely on Matt's counsel for global investment mandates in multiple asset classes, including buyout, credit, GP stakes and real estate, and have sought out his advice when launching various industry and region-specific investment vehicles. He has also guided clients on structuring employee investment vehicles, management company arrangements, carried interest plans, and other incentive arrangements.

Personal: JD, New York University School of Law (2004), Articles Editor, New York University Law Review, Co-Chair, Law Review's Diversity Committee; BA, Swarthmore College (1999)

HOWARD, Nigel L

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Featured in Outsourcing (USA – Nationwide), Technology (USA – Nationwide), Technology (New York), Outsourcing (New York)

See under New York for profile.

HOWELL, Jason

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Featured in Advertising (USA – Nationwide)

Practice Areas: Trademark, Copyright, Internet & Advertising Technology Transactions & Privacy Law Intellectual Property Law Coronavirus (COVID-19): Guidance for Businesses Advertising, Marketing & Promotions Interactive Entertainment Clean Technology Retail & Consumer Products Arts & Entertainment Wineries, Breweries & Distilleries Food & Beverage Internet of Things (IoT) Artificial Intelligence, Machine Learning & Robotics Sports Blockchain, Digital Assets & Custody Food Litigation Outdoor Cannabis Law Apparel & Footwear
Career: Jason Howell serves as co-chair of the Advertising, Marketing & Promotions practice and as a member of the Trademark & Copyright practice. He counsels businesses ranging from startups to top Fortune 50 companies in the retail, entertainment, gaming,

software, internet, apparel, food and beverage, and advertising industries. Jason advises clients on marketing, advertising, consumer protection, and regulatory compliance issues, such as advertising claims and substantiation, sale and discount advertising, marketing and sponsorship agreements, generative AI and marketing, product launch and development, contests and sweepstakes, endorsements and influencers, publicity rights, and promotional offers. Jason also represents brands in false advertising and unfair competition disputes, and collaborates with clients to audit and improve in-house marketing and regulatory compliance programs. He also enjoys co-leading the blog at ConsumerProtectionReview.com, which addresses marketing and promotions law topics.

HOWELL, Nathan

Sidley Austin LLP, London

Featured in Investment Funds (USA – Nationwide)

Practice Areas: NATE HOWELL is a partner in Sidley's Chicago office in the Investment Funds practice group. He also serves as a member of Sidley's End-User Derivatives team and the Securities Enforcement and Regulatory practice group. Nate's practice focuses on futures and derivatives regulation, transactions, and compliance, with a core focus on Commodity Exchange Act (CEA), Commodity Futures Trading Commission (CFTC), and Dodd-Frank Act matters. Nate's clients include clearing organizations, derivatives exchanges and other trading facilities, self-regulatory organizations, commodity pool operators, commodity trading advisors, futures commission merchants, introducing brokers, swap dealers, banks, hedge funds, and commercial end-users of derivatives including manufacturing and energy companies. He also advises a number of non-U.S. financial institutions on the cross-border aspects of U.S. derivatives regulations.

HOWELL III, George C

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Featured in REITs (USA – Nationwide)

Practice Areas: George Howell is Chair Emeritus of the firm's Executive Committee and former head of its Tax and ERISA practice. George's practice focuses on the tax aspects of REITs, private investment funds, securitizations, and complex financial products. He is recognized nationally for his in-depth experience in the formation, structuring and financing of REITs. He is a former chair of the American Bar Association Tax Section and a former president of the American College of Tax Counsel. George has been active in REITs and real estate capital markets for more than 30 years.

Career: Partner and former Chair of the firm's Executive Committee.

Professional Memberships:

American Bar Association, Section of Taxation; American College of Tax Counsel.

Personal: Mr Howell received his AB in Economics from Princeton University in 1978, graduating magna cum laude. He received his JD in 1981 from the University of Virginia, where he was on Law Review and the founding editor-in-chief of the Virginia Tax Review. He is a former Chair of the ABA Tax Section.

HOWES, B Ted

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: B. Ted Howes has more than three decades of experience representing clients in international arbitrations, both in the United States and abroad. Clients rely on Ted's pragmatic counsel and deep knowledge of international arbitration law and procedures in arbitrating their most complex cross-border commercial disputes. He has acted as lead counsel for clients from around the world in cases under all of the major international commercial arbitration rules, including the ICC, ICDR, HKIAC, SIAC, LCIA and UNCITRAL Rules. Clients also trust Ted as an authority on drafting arbitration provisions for complex international commercial contracts.

HOWES, Kelley

Morrison Foerster, San Francisco

Featured in Registered Funds (USA – Nationwide)

Practice Areas: Investment Management, Corporate Governance, Corporate Finance | Capital Markets, Broker-Dealer Compliance + Regulation

Career: Kelley Howes serves as vice chair of Morrison & Foerster's Investment Management Group. She has experience with a wide range of legal, regulatory, compliance, corporate governance, insurance, and other matters relating primarily to the representation of U.S. registered and unregistered investment companies, offshore funds, registered investment advisers, transfer agents, and broker-dealers. Ms. Howes has counseled independent fund directors on governance issues, and has advised mutual funds on mergers, reorganizations, compliance, and regulatory matters, including examinations and enforcement matters. She has also advised public companies with regard to corporate governance and various corporate transactional matters, including mergers and acquisitions, subsidiary ownership issues, and equity and debt issuances. Ms. Howes has more than 20 years' experience in investment management-related matters. Prior to joining Morrison & Foerster, she served as Executive Vice President and General Counsel of Janus Capital Group Inc., a NYSE-listed global asset management holding company.

Personal: St. Lawrence University, B.A., 1987; Suffolk University, J.D., 1992; Northwestern University, M.B.A., 2010

HUDSON, Sophia

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Sophia Hudson is a capital markets partner in the New York office of Kirkland & Ellis LLP. Sophia advises clients on SEC disclosure and compliance, governance and general corporate law matters, as well as the full range of capital markets transactions, including initial public offerings and follow-on equity offerings, public and private high-yield, investment-grade and convertible debt offerings and private placements of equity and convertible securities. She has extensive experience with foreign issuers and cross-border transactions. In 2023, Sophia was selected as one of Law360's capital markets MVPs—one of the industry's most coveted awards, bestowed upon leading lawyers for their involvement in record-breaking deals and complex global matters—for her work spearheading transactions worth hundreds of millions of dollars for major companies such as Bed Bath & Beyond, Norwegian Cruise Line and WeWork, among numerous others. Her experience ranges across a variety of industries, including consumer goods, financials, industrials, life sciences, mining, retail, specialty pharmaceuticals and technology. She has also represented all the major U.S. investment banks.

HUEBNER, Marshall S

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

HUETH, Demi

Vinson & Elkins LLP, Houston

Featured in Transportation (USA – Nationwide)

Practice Areas: Demi is a senior associate on the Aviation Finance Team. Demi's practice focuses on aviation, including corporate, asset-backed and structured financings in the loan and capital markets, restructurings and joint ventures. Demi also works on funds finance matters, where she primarily advises borrowers in negotiating and documenting subscription credit facilities. Demi has worked on some of the most complex and innovative financings involving aircraft, including multiple transactions that have been recognized by industry publications as "Deals of the Year".

Personal: New York University School of Law, J.D., 2016 (NYU Journal of Law & Business, Executive Editor) University of Notre Dame, B.A. in Anthropology and German, 2010

HUFFMAN, Robert K.

Covington & Burling LLP, Washington, DC

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Featured in Government (USA – Nationwide)

Practice Areas: Bob counsels aerospace/defense, healthcare and other companies on government contracts issues and represents those companies in contract disputes with the federal government and other contractors. He litigates contract issues in the Court of Federal Claims, the Boards of Contract Appeals, the Federal Circuit and other courts. Bob specializes in Intellectual Property in Government Contracts, including negotiating and litigating technical data and computer software license rights and patent infringement, validity, and licensing issues under 28 U.S.C. § 1498; cost accounting issues; commercial item pricing; and compliance with cybersecurity, Buy American Act, Trade Agreement Act, and other supply chain requirements. Bob also represents and advises companies in connection with False Claims Act investigations and lawsuits, mandatory disclosures, parallel criminal proceedings, suspension and debarment matters, congressional investigations, and other issues associated with fraud/false claims investigations and lawsuits.

Career: Former President, Federal Circuit Bar Association; adjunct professor, Georgetown University Law Center.
Personal: J.D., Stanford Law School; B.A., Harvard University, magna cum laude.

HUGHES, Elaine

A&O Shearman, New York
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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Elaine is US Co-Head of Funds & Asset Management. She focuses on credit funds, hedge funds, private equity funds, venture funds, funds of funds, and other pooled investment vehicles. Her clients include leading U.S. and global funds and investment managers. Elaine has experience in the formation, structuring and operation of U.S.-based and offshore investment vehicles, joint ventures, managed accounts, and other alternative investments. Her advice includes structuring transactions, devising shareholder and partnership arrangements, providing regulatory advice to investment advisers, as well as corporate transactional advice and strategic alliances. Elaine is a thought leader in her field and is regularly invited to speak on the topic of private funds and investments. She also previously served as committee co-chair for the National Venture Capital Association Model Legal Document Working Group.

HUGHES, Paul

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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Paul Hughes is the co-head of the Firm's practices focusing on Supreme Court & Appellate Litigation as well as Government & Regulatory Litigation. He briefs and argues complex appeals, and he

develops legal strategy before trial courts, including strategic affirmative litigation. Paul serves as an elected member of the Firm's Management Committee. An experienced appellate lawyer, Paul has argued 10 times at the US Supreme Court, most recently in January 2023. Having presented more than 80 arguments, Paul has appeared before en banc sittings of the Fourth, Fifth, Ninth and Tenth Circuits; panels of the First, Third, Fourth, Fifth, Sixth, Seventh, Eighth, Ninth, Tenth, Eleventh, DC and Federal Circuits; several state appellate courts; and state and federal trial courts across the country. Paul is a visiting clinical lecturer in law at the Yale Law School, where he co-directs Yale's Supreme Court Advocacy Clinic. In listing Paul in its nationwide rating of appellate lawyers, Chambers USA (2022) notes that he "play[s] 3D chess in litigation strategy" and "will learn your business better than you know it." In ranking Paul as a "Leading Lawyer" in appellate practice, The Legal 500 (2021) describes Paul as "exceptionally professional, effective, and easy to work with," an "intellectually impressive and skilled advocate," and it explains that he "demonstrates a surprisingly high policy awareness that sets him apart in Washington." Recent successes at the Supreme Court include *Kisor v. Wilkie*, a landmark administrative law case decided in June 2019 that imposes significant limitations on the scope of agency deference. Paul has won a trio of cases expanding the scope of judicial review of agency actions in the context of immigration: In 2023, he unanimously prevailed in *Santos-Zacaria v. Garland*, and in 2020 he won both *Nasrallah v. Barr* and *Guerrero-Lasprilla v. Barr*. In *Nasrallah*, Paul advanced a statutory interpretation argument that had been overlooked by all ten courts of appeals to have previously addressed the issue. In 2018, Paul secured a 9-0 win in the bankruptcy case *Lamar, Archer & Cofrin, LLP v. Appling*, which presented a technical question of statutory interpretation. In 2022, Paul secured victory against the SEC, setting aside its unlawful suspension of a 2020 Rule governing proxy voting advice businesses in *National Association of Manufacturers v. SEC*. And in 2021, Paul won complete victory invalidating four separate regulations designed to disrupt the high-skilled immigration ecosystem in *U.S. Chamber of Commerce v. DHS*. Paul works across substantive areas of law. He frequently litigates challenges to administrative agency action, especially with respect to the life science industry, energy, immigration, and taxation. In 2018, Law360 named Paul an "MVP" for his intellectual property work before the Federal Circuit. Paul also has deep experience with the False Claims Act, bankruptcy, civil rights, and securities law. Paul served as a law clerk to the Honorable Diana Gribbon Motz of the US Court of Appeals for the Fourth Circuit. He was a senior editor of the Yale Law Journal. View more at: <https://www.mwe.com/people/hughes-paul-w/>

Professional Memberships: National Police Accountability Project, board member

HUNG, Shiukay

DLA Piper LLP (US), New York

Featured in REITs (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/h/hung-shiu-kay>

HUNGAR, Thomas

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thungar@gibsondunn.com

Featured in Appellate Law (USA – Nationwide)

Practice Areas: Thomas Hungar's practice focuses on appellate litigation, and he assists clients with congressional investigations and complex trial court litigation matters as well. He has presented oral arguments before the Supreme Court of the United States in 27 cases, including some of the Court's most important patent, antitrust, securities, and environmental law decisions, and he has also appeared before numerous lower federal and state courts.

Personal: JD, Yale University, 1987; BS, Willamette University, 1984.

HUNT, Eli

Simpson Thacher & Bartlett LLP, New York

Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Eli Hunt is a Partner in Simpson Thacher's Corporate Department and Co-Head of the Firm's Energy and Infrastructure Practice. Eli represents public and private companies, including infrastructure and private equity funds, in connection with mergers and acquisitions, joint ventures, reorganizations and other transactional and corporate matters. With a focus on energy and infrastructure, he has represented U.S. and non-U.S. companies in a wide range of industries and sectors, including power and electricity, renewables, energy transition, digital infrastructure, oil and gas, transportation, logistics, manufacturing, technology, healthcare, retail and services. Eli was named among Lawdragon's "500 Leading Dealmakers in America" for 2024, a 2021 "Dealmaker of the Year" by The American Lawyer and an "MVP" in Energy for 2020 by Law360.

Personal: B.A., University of Rochester; J.D., New York University School of Law

HUNT, Paul J

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Featured in Projects (USA – Nationwide)

Practice Areas: Paul Hunt draws on three decades of experience to advise clients on all phases of development, financing, and sale/acquisition of domestic and international energy and infrastructure projects. Mr. Hunt regularly advises: •Private developers and sponsors •Commercial banks and other financial institutions •Energy companies •Private equity funds •Offtakers, governments, and their national utilities He

helps clients structure deals, navigate negotiations, and close development, financing, and M&A transactions for all types of energy and infrastructure projects, including: •Renewable energy (wind, solar, geothermal, biomass, etc.) •Renewable natural gas and other low carbon fuels projects, including sustainable aviation, renewable diesel, biodiesel, ethanol, electricity, and hydrogen •Carbon capture and sequestration, IGCC, and gasification •Energy storage •Conventional power •Transmission •LNG •Petrochemicals and refineries •Gas pipelines •Water Mr. Hunt draws on experience with hundreds of projects in dozens of countries, including six Project Finance deals of the year, and innovative projects such as the world's first blue bond for the World Bank. He also advises clients on governmental stimulus measures in the energy sector, including those advanced through the United States Department of Energy. Mr. Hunt regularly appears highly ranked in Chambers Global, Chambers USA, and The Legal 500 US.

HUNTER, Juliana

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Featured in Tax (USA – Nationwide)

Practice Areas: Represents corporations, partnerships and individuals in all phases of tax controversy and pre-controversy. Advises clients on a wide array of complex tax disputes involving issues such as international tax, consolidated returns, transfer pricing, valuation, bankruptcy, executive compensation and benefits, validity of regulations, partnerships and other matters. Experience ranges from counseling clients on risk assessments and audits to all aspects of litigation.

Personal: JD, Stanford Law School, 2010; BA, Rice University, 2007; BMus, Rice University, 2007

HURLEY, James

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Featured in Transportation (USA – Nationwide)

Practice Areas: Maritime Insurance Data Privacy & Cybersecurity
Career: James N. Hurley is a Shareholder and Chair for the firm's Admiralty and Maritime Law Practice Group. With over 30 years of experience handling complex matters in the maritime industry, Jim provides full-cycle legal representation to his clients, from helping them achieve their initial goals to ensuring their continued success should disputes arise. PRACTICE FOCUS Jim represents domestic and international insurers, cargo carriers, major cruise lines, operators and charter companies, and marina and terminal owners and operators in negotiating and drafting various marine-related contracts essential to their business, including the purchase, construction and sale of vessels, financing and vessel registration, concessionaire contracts,

contracts for charters, and storage contracts. Additionally, Jim regularly assists private clients with purchasing, financing, and registering multi-million dollar vessels for personal use. Jim has significant experience trying maritime and admiralty cases in state and federal courts, and frequently represents clients in disputes including passenger and crew personal injury claims, first party coverage disputes, property damage claims, and commercial disputes. Jim also advises clients on regulatory compliances issues and defends civil, criminal, and administrative enforcement actions. Jim is consistently recognized by esteemed legal publications such as Florida Super Lawyers and The Best Lawyers in America®, which recognized Jim as the “Best Lawyers® Miami Transportation Law Lawyer of the Year” for the 2022 edition as well as the “Best Lawyers® Miami Admiralty and Maritime Lawyer of the Year” in 2011, 2015 and 2017. Widely recognized for his professional expertise, Jim is a frequent author on various topics in domestic and international maritime law, and is called upon to share his experience at maritime seminars throughout the country. Jim is Board Certified in Admiralty & Maritime Law by The Florida Bar, served on the Certification Committee of the Admiralty and Maritime Section of The Florida Bar, and has assisted in drafting the certification exam. He is also past Chair of the Southeastern Admiralty Law Institute, where he currently serves on its Advisory Committee.

Professional Memberships:

American Bar Association, Member The Florida Bar, Admiralty & Maritime Law, Certification Committee Dade County Bar Association, Member Maritime Law Association, Member Southeastern Admiralty Law Institute, Chair Litigation Counsel of America, Fellow Defense Research Institute, Member

HURST, James

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Featured in Litigation (USA - Nationwide), Life Sciences (USA - Nationwide), Intellectual Property (Illinois), Litigation (Illinois)

Practice Areas: Jim Hurst is a trial lawyer who served on Kirkland's Executive Committee. He's been trying cases for over 30 years, including patent, products liability, trade secret, antitrust, fraud, and contract cases. He's also argued dozens of appeals including before the U.S. Supreme Court. He is one of only three lawyers honored twice in The American Lawyer's biannual “Litigator of the Year” contest — the first for eight straight trial wins and the second for six straight trial wins. His trial wins are regularly reported in the press, including a 2019 American Lawyer article entitled “Kirkland's Hurst Wins, And Then He Wins Some More--How Does He Do It?” Benchmark recently named him “Trial Lawyer of the Year.”

Personal: University of Pennsylvania Law School, J.D., 1989 cum laude; Uni-

versity of Delaware, B.S., 1986 magna cum laude

HURVITZ, John A

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Featured in Life Sciences (USA - Nationwide)

Practice Areas: John Hurvitz co-chairs Covington's Life Sciences Industry Group and Technology Transactions Group and leads its Life Sciences Transactions practice. He is a trusted advisor to both established and emerging life sciences companies, providing not only transactional counsel but also strategic advice with respect to business development, asset management, performance enhancement, dispute resolution under existing collaborations, industry best practices and other benchmarking advice. He has extensive experience structuring, negotiating, and documenting sophisticated, multidisciplinary, cross-border collaborations and M&A transactions. His clients and deal experience extend throughout the United States, Europe and Asia as well to emerging markets and include all segments of the industry — pharma, biotech, medtech, diagnostics, animal health, vaccines and health services.

Personal: Yale Law School, JD, 1991; Salomon Brothers, Mergers, Acquisitions and Divestitures Group, Financial Analyst; Georgetown University Law Center, Food and Drug Law, Adjunct Professor.

HUSSEIN, Amran

Paul, Weiss, Rifkind, Wharton & Garrison LLP, New York
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Featured in Private Equity (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/amran-hussein>

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Featured in Tax (USA - Nationwide), Tax (Texas)

See under Texas for profile.

HUSTON, Michael

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Appeals, Issues & Strategy Business Litigation

Career: Michael Huston counsels clients in high-stakes litigation matters, with a particular focus on crafting winning appellate strategies. He is also sought after for his deep knowledge of administrative law. A former Assistant to the Solicitor General at the U.S. Department of Justice, Michael has personally argued nine cases before the Supreme Court of the United States and briefed hundreds more at the certiorari and merits stages. He has authored

eight successful petitions for a writ of certiorari, and he has led teams in both the government and private practice to brief multiple successful emergency-docket proceedings through courts of appeals and the Supreme Court. Michael has briefed, argued, and won cases in the Supreme Court, several U.S. federal courts of appeals, and multiple state appellate courts. Michael regularly assists clients in sensitive, bet-the-company matters. A former law clerk to the Chief Justice of the United States, John G. Roberts, Michael presents his clients' cases through written briefs and oral arguments that are clear, precise, and persuasive. His exceptional knowledge and experience, honed at the highest levels of the judicial and executive branches, enables him to provide deeply informed and incisive guidance.

HUTT, Peter Barton

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Peter Barton Hutt is universally regarded as a preeminent lawyer in Food and Drug Law. Mr. Hutt has represented the national trade associations for the food, prescription drug, nonprescription drug, dietary supplement, and cosmetic industries. Since 1962, he has participated in the drafting of most of the major legislation amending the Federal Food, Drug, and Cosmetic Act. In 2005, Mr. Hutt was presented with the Distinguished Alumni Award by FDA and also given the Lifetime Achievement Award by the Foundation for Biomedical Research. He served as FDA Chief Counsel during 1971-1975 and has been a member of the National Academy of Medicine since it was founded in 1971. Beginning in 1994, he has taught a course on Food and Drug Law each Winter Term at Harvard Law School.

Personal: New York University School of Law, LL.M.; Harvard Law School, LL.B.; Yale University, B.A.

HUTT II, Peter B

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Featured in Government (USA - Nationwide), False Claims Act (USA - Nationwide)

Practice Areas: Peter Hutt represents clients in False Claims Act investigations and litigation. He has litigated more than 25 qui tam matters brought under the False Claims Act, including matters alleging cost mischarging, quality assurance deficiencies, testing deficiencies, substandard products, defective pricing, Service Contract Act violations, SBA/DBE fraud, Iraqi procurement fraud, health care fraud, and false certifications. He has conducted numerous internal investigations and frequently advises clients on whether to make disclosures of potential wrongdoing. He has testified before Congress

concerning proposed amendments to the False Claims Act. Mr. Hutt also represents clients in the full range of contract and grant matters, including cost allowability and allocability issues, pension and post-retirement benefit issues, contract disputes and claims, terminations, contract financing issues, price reduction issues, subcontracting, compliance issues, and small business issues. He has litigated significant contract matters in the Court of Federal Claims and the Armed Services Board of Contract Appeals. He serves as principal outside counsel to a non-profit that manages one of the nation's national laboratories.

Personal: J.D., Stanford Law School; B.A., Yale University, cum laude

HYNES, Terence M

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Featured in Transportation (USA - Nationwide)

Practice Areas: TERENCE (TERRY) HYNES, senior counsel in Sidley's Washington, D.C. office, focuses his practice primarily in matters involving the transportation industry. Over the past 45 years, Terry has advised railroads, ocean carriers, private equity firms and financial institutions in connection with mergers and acquisitions, inter-carrier agreements and rail corridor development projects involving both freight and passenger service. He also represents transportation industry clients in connection with commercial, regulatory and appellate litigation. Terry has been at the forefront of the development of high-speed passenger rail service in the United States, serving as counsel to privately-owned high-speed rail projects throughout the United States. He has been an advocate for regulatory reforms designed to promote private investment in the high-speed rail sector. Terry has extensive experience in connection with bankruptcy proceedings involving transportation firms having represented clients in connection with the successful bankruptcy reorganization of several railroads and ocean shipping companies.

IBELING, Janelle

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Featured in Hedge Funds (USA - Nationwide)

Practice Areas: JANELLE IBELING's practice focuses on advising investment managers and institutional investors with respect to the structure, formation and ongoing operational needs of alternative investment products, including domestic and offshore hedge funds, private equity funds, funds of funds and “access funds.” She has also advised with respect to leveraged products, credit facilities and side pocket issues. Janelle has substantial experience in connection with single relationship/investor funds, managed accounts, investor negotiations and co-investments. She provides ongoing advice to invest-

ment managers on SEC registration and compliance obligations and best practices. Janelle advises institutional investors in connection with structuring their investments in hedge funds and private equity funds. She has also advised with respect to family office investment-related and regulatory matters, including family office formation, SEC and CFTC registration, exemptions and related regulatory advice. Janelle also advises asset managers on life cycle events, including formation and agreements among principals and employees, seeding capital, spin-outs of funds/teams of employees, revenue shares, and acquisitions/sales of equity.

IBRAHIM, Ray
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Featured in Derivatives (USA – Nationwide)

Practice Areas: Ray is senior counsel after 15 years as a partner in Davis Polk's Derivatives & Structured Products practice.

IFRAH, A Jeff
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Featured in Gaming & Licensing (USA – Nationwide), Litigation (District of Columbia)

Practice Areas: Cryptocurrency & Blockchain | Federal Agency Litigation | Internet Advertising & Marketing | Online Gaming & Sports Betting | Suspension & Debarment Proceedings | White Collar Counsel & Defense. Jeff Ifrah advises online gaming and sports betting companies, affiliates, and investors on compliance, licensing, and transactional matters, as well as in enforcement actions and white collar litigation. The growing online gambling industry is spawning multiple public companies valued in the hundreds of billions of dollars. The valuable data assets collected by these platforms offer ripe opportunities for M&A. As investors must comply with complex state, federal and foreign regulations, Jeff is the go-to lawyer for anyone seeking to mitigate risks. Founder of the iDevelopment and Economic Association (iDEA), a non-profit association that advocates for the online interactive entertainment business, Jeff has wide experience and knowledge of the business and legal issues involved with sports betting, daily fantasy sports, social gaming, eSports, skins betting, iGaming, and mobile gaming, as well as cryptocurrency and blockchain technology. For companies that become targets for government scrutiny, Jeff's litigation skills are without peer. He has been at the center of most of the important prosecutions and lawsuits in the online gaming industry, including the seminal Supreme Court case permitting states to legalize sports betting. His record of success has earned him international recognition as a white collar criminal defense lawyer and litigator.

Career: Ifrah Law, Founding Member (2009-Present) | Greenberg Traurig, Partner (2006-2009) | Paul Hastings, Of

Counsel (1997-2006) | Judge Advocate General's Corps, United States Army (1993-1997)

Professional Memberships:

•Founding Member, iDevelopment and Economic Association (iDEA) •Adjust Professor, UNH Franklin Pierce School of Law •Member, UNLV Gaming Law Journal Advisory Board •Member, International Masters of Gaming Law

Publications: "The Definitive Guide to Online Gaming and Sports Betting in the U.S." A regularly updated, comprehensive eBook covering the online gaming and sports betting industries in the United States from A-Z. Available for download here – <https://www.ifrahlaw.com/insights/guide-to-online-gaming-and-betting-in-united-states/>

ILAN, Daniel
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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Daniel Ilan leads the firm's privacy & data security practice and also focuses his practice on artificial intelligence (and AI Governance), intellectual property law and technology. He has significant experience in representing leading multinational corporations and private equity firms in privacy, data security, technology and IP issues arising in transactional contexts, particularly transactions involving acquisition or transfer of or investment in data assets, IP and technology. Daniel is also one of the leaders of the firm's AI Practice.

Professional Memberships: Daniel is a member of the Advisory Board of the Cyber-Law Program in the International Cyber-Security Research Center at The Hebrew University of Jerusalem. He is also a member of the Board of Directors of Volunteer Lawyers for the Arts, a prominent legal aid organization providing pro bono legal representation to artists, fashion designers and non-profit arts and cultural organizations. Daniel is a member of the New York Bar and the Israel Bar and is also a solicitor of the Senior Courts of England and Wales.

Publications: "Proposed Rulemaking by U.S. Department of Commerce Introduces New Obligations on U.S. IaaS Providers and Foreign Resellers to Curb Malicious Cyber-Enabled Activities," Cleary Cybersecurity and Privacy Watch blog, February 8, 2024 "Privacy and Data Protection Compliance Will Become More Fragmented in 2024," Privacy & Cybersecurity Law Report, March-April 2024 "Generative AI Is Staying Top of Mind" The Journal of Robotics, Artificial Intelligence & Law, July-August 2024 "Comparing Global Privacy Regimes Under GDPR, DPDA and US Data Protection Laws," Cleary Cybersecurity and Privacy Watch blog, January 3, 2024

IMBROSCIO, Michael X
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Featured in Products Liability (USA – Nationwide)

Practice Areas: Michael Imbroscio represents life sciences companies in products liability and commercial litigation. He is vice-chair of the firm's products liability practice and focuses his practice on Mass Tort litigation and large scale commercial disputes in the life sciences industry.

Personal: Harvard Law School, JD, 1993; Harvard Law Review; Ohio State University, BA, 1990.

INDICK, Murray
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Featured in Startups & Emerging Companies (USA – Nationwide), Venture Capital (California)

See under California for profile.

INGATO, Carlo
DLA Piper LLP (US), New York
Featured in Capital Markets (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/i/ingato-carlo>

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Stu Ingis is chairman of Venable and co-chair of the eCommerce, Privacy, and Cybersecurity Group. Stu is a nationally recognized attorney who has earned a reputation among peers and the industry as a thought leader in crisis management, privacy, marketing, advertising, consumer protection, eCommerce, and Internet law. Stu's leadership in developing cutting-edge industry self-regulation and coalition building has placed him at the forefront of privacy and data security regulation and public policy. Clients rely on him as a trusted voice, confidant, and advocate before Congress, the Federal Trade Commission, state attorneys general, and other federal and state agencies.

IRVIN, Kenneth W
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: KENNETH IRVIN, a co-leader of Sidley's global Energy practice area team, represents clients on a variety of regulatory, enforcement, compliance, and transactional matters involving the U.S. wholesale electricity and natural gas markets, as well as with respect to the energy transition. Ken has extensive experience representing clients in regulatory and investigations proceedings before the Federal Energy Regulatory Commission (FERC) and multiple state energy regulatory agencies, which includes handling FERC

enforcement matters and self-reports. Ken regularly advises energy traders and marketers on physical and financial wholesale power and gas transactions, renewable energy credits, carbon emissions trading, renewable natural gas, mergers and asset acquisition approvals, regional energy market rules and tariff requirements, power purchase and sale agreements, and issues related to the design and operation of wholesale energy and capacity markets. Ken also advises energy companies, marketers, financial institutions, private equity funds and institutional investors and advisors on regulatory requirements under the Federal Power Act, the Natural Gas Act, the Public Utility Holding Company Act, and the creation and implementation of robust compliance programs. Ken's practice spans representing clients on federal and state commodity and energy, electricity, natural gas, oil, alternative energy, and emissions matters. In addition to helping clients ensure compliance with FERC and Commodity Futures Trading Commission (CFTC) requirements, Ken provides counsel on hedging and credit risks, contract structures and disputes, arbitrations, bankruptcy, non-performing assets, and regulatory issues involving energy and commodities trading.

ISAACSON, William A
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Featured in Antitrust (USA – Nationwide), Antitrust (District of Columbia), Litigation (District of Columbia)

See under District of Columbia for profile.

ISING, Elizabeth A.
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Featured in Securities (USA – Nationwide)

Practice Areas: Elizabeth is co-chair of both the firm's Securities Regulation and Corporate Governance practice, and the firm's Environmental, Social and Governance (ESG) practice. She advises public companies and their boards of directors on corporate governance, securities law and regulatory matters and executive compensation best practices and disclosures. Elizabeth also counsels public companies on shareholder activism issues, including shareholder proposals.

Professional Memberships: Fellow, American College of Governance Counsel. Advisory Boards, Northwestern University's Securities Regulation Institute and the University of Delaware's Weinberg Center for Corporate Governance. Former member of the Board of Directors of the Society for Corporate Governance.

Publications: Co-author, Executive Compensation Disclosure Handbook: A Practical Guide to the SEC's Executive Compensation Disclosure Rules, 2017. Co-author, Legal Risks and ESG Dis-

closures: What Corporate Secretaries Should Know, 2018.

Personal: JD, University of North Carolina, 2000, with high honors.

ISOM, Phillip

Willkie Farr & Gallagher LLP, New York
001 212 728 8269
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Featured in Private Equity (USA – Nationwide)

Practice Areas: Phil Isom is Chair of the Private Funds practice. For over 30 years Phil has represented private equity firms in all aspects of their business. His practice focuses on matters relating to forming private investment funds or managed accounts across a range of asset classes and geographic areas. He has advised numerous investment teams in spin-outs and formation of their private investment firms. He has extensive experience in structuring the ownership, and carried interest arrangements, of private equity firms (including GP Stakes transactions). Phil also regularly advises his clients on liquidity solutions transactions, including sponsors/GPs, buyers and sellers in secondary transfers of investment fund interests and investment portfolios funded with proprietary or third party capital.

Personal: Columbia University School of Law, J.D., 1991, University of Pennsylvania, B.S., 1986; See <https://www.willkie.com/professionals/i/isom%20philip>

ISSELIN, Michael

Reed Smith LLP, Miami

Featured in Advertising (USA – Nationwide)

Practice Areas: Michael Isselin works on some of the most cutting-edge, buzzy, and high-profile projects at the forefront of marketing and emerging media. With a focus on the advertising industry, Michael's practice encompasses a wide range of areas, including influencer marketing, SAG-AFTRA issues, celebrity endorsements, sports marketing, digital and social media, web3 and AI, and sponsorships and promotions. His experience in these fields has made him a trusted advisor to a roster of high-profile clients, who rely on his exceptional negotiation skills and deep industry knowledge to secure some of the most lucrative endorsement deals with the world's top celebrities. Outside his work with clients, Michael serves as legal counsel for the multi-employer bargaining unit negotiating the renowned \$3-billion SAG-AFTRA commercials contract. He works to protect the interests of the advertising industry, while advising the industry on compliance matters and empowering brands to navigate contract requirements, contributing significantly to the negotiation process. Michael is a partner in the Entertainment & Media Group at Reed Smith. Michael is involved in the firm's pro bono efforts and diversity and inclusion activities, and is the New York Office's PRISM liaison, Reed Smith's LGBTQ+ network.

ISSERLES, Marc

JAMS, New York
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Featured in Mediators (USA – Nationwide)

Career: Marc E. Isserles, Esq. is a skilled commercial mediator and arbitrator with nearly twenty-five years of litigation experience in complex business and commercial, intellectual property, and employment disputes. A former law clerk to U.S. Supreme Court Justice Stephen Breyer and a founding partner of a top New York City litigation boutique, Mr. Isserles brings to his mediation practice the skills of a seasoned litigator, legal strategist, and nuanced legal thinker. Mr. Isserles is known for his keen analytical skills, judicious temperament, thorough preparation, and ability to quickly grasp both sides of a complicated issue while keeping an open mind. Mr. Isserles is an experienced mediator and arbitrator in a wide variety of substantive areas, including: intellectual property (copyright, trademark, trade secrets and patents), entertainment, art law, breach of contract and license agreements, distribution and franchise agreements, software development and new technologies, publishing and royalty disputes, partnership and LLC disputes, disputes between family members or small business owners, fraud, breach of fiduciary duty, breach of restrictive covenants, attorneys' and other professional fee disputes, employment discrimination, FLSA wage and hour, employee compensation and bonus disputes, retaliation and whistleblower claims, sexual offense and assault claims, public accessibility and civil rights, insurance coverage, hospitality industry disputes, government contracts, bankruptcy, appellate, class actions, securities, legal and professional malpractice, and ERISA and environmental matters. Mr. Isserles also serves as a neutral on various court panels, including the mediation program for the U.S. District Court for the Southern District of New York and the Supreme Court, Commercial Division for New York County.

IVEY, Thomas J.

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)
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Proskauer Rose LLP, New York
Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Caryn Greenspan is a partner in Proskauer's Private Funds Group with over 15 years of experience in the investment funds industry. Caryn's practice focuses on hedge funds, credit funds and growth equity funds. She advises clients in launching private investment funds, including commingled funds and funds-of-one as well as negotiating managed account agreements. She counsels sponsors on

all aspects of their business, including upper tier arrangements, fund restructurings, seed capital arrangements, employment issues and regulatory issues. She also regularly represents start-up managers.

JACKSON, Christopher

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Chris is in the securitization practice of the international capital markets group. He has extensive experience advising underwriters, issuers, fund managers and investors in collateralized loan obligation transactions, debt fund financing facilities, and bespoke debt investment products. He advises clients on a range of transactions throughout the capital raising life cycle, including rated and unrated warehouses, new issue public and private market transactions, risk retention financing solutions, and various types of refinancing, reset and other restructuring transactions for debt investment funds. Chris is widely recognized as a leading securitization lawyer, having been recognized in Chambers USA. Most recently, it was noted "Christopher Jackson is admired by underwriters and collateral managers for his ability on CLO transactions." A client shared that "he is very knowledgeable and responsive." Another client enthuses that "we always rely on him when we are looking for clear answers to complex questions."

JACOB, Valerie Ford

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Valerie has been a leader in the capital markets practice for decades. Valerie focuses on capital raising, including both debt and equity in the public and private markets, mergers and acquisitions, joint ventures and other business transactions. She also counsels corporations and special committees on corporate governance, securities regulation and investigations. Valerie was co-head of our global financial institutions sector group for over 7 years. She is a frequent contributor to legal and other periodicals on securities laws and financing topics. She is consistently recognized as a leading lawyer by Chambers Global, Chambers USA, IFLR1000, Legal 500 and Best Lawyers. Valerie has been described by clients as "a legend in the business." She was named Finance Lawyer of the Year at Chambers USA's 2012 Women in Law Awards. Valerie co-lead the Freshfields team that was honored as Transatlantic Private Equity Team of the Year by Legal Week and The American Lawyer for its cross-border work advising Formula One (F1) and CVC Capital Partners on the sale of F1 to Liberty Media. She was named to the Law Dragon 500 Hall of Fame in 2017. She was also honored as

a Woman Worth Watching in the 2016 issue of Profiles in Diversity Journal and the 2017 Expert Guide to Women in Business Law, a peer-ranked list of female experts in various divisions of business law. In 2020 and again in 2021, she was listed as one of the top Capital Markets practitioners in the United States by Euromoney's Women in Business Expert Guide. She was awarded a "Lifetime Achievement Award" in 2021 by Corporate Counsel – Women, Influence & Power in Law, and "A Dealmaker of the Year" in 2022 by The American Lawyer. She was shortlisted as "Equity Capital Markets Lawyer of the Year" by Euromoney's Americas Women in Business Law Awards, 2022. She also is a member of The Committee of 200 (C200), an invitation-only membership organization of the world's most successful women business leaders. Before joining Freshfields, Valerie was the Chairperson at Fried, Frank, Harris, Shriver & Jacobson.

JACOBS, Edward J

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: With over 20 years of experience litigating high-profile, complex civil litigations, Ted Jacobs focuses on executing long-term discovery negotiation and planning strategies. As the leader of BakerHostetler's E-Discovery Advocacy and Management (EDAM) team, Ted leads a full-service group of attorneys and professionals and manages all aspects of the Electronic Discovery Reference Model (EDRM) framework, including preservation, collection, review and presentation of electronic evidence in a manner that is defensible, efficient and designed to maximize the chances of successful resolution of disputes. Ted argues complex discovery and substantive legal issues in court or in arbitrations on a regular basis. He is able to discern how critical discovery-related strategy can affect the long term in litigation, trial or settlement discussions, bringing a practical focus that recognizes the need for advocacy when addressing the burdens, costs and opportunities of discovery while maintaining credibility and defensibility with the Court. Ted oversees EDAM's national role, providing in-depth e-discovery experience to BakerHostetler's Chambers-ranked Privacy and Data Protection team.

JACOBS, Howard L

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Howard Jacobs has represented more athletes and coaches in disciplinary cases than any lawyer, consistently achieving excellent results for his clients over the last 20 years. He is available to anyone whose career depends on the best representation.

JACOBS, Ronald

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Featured in Political Law (USA - Nationwide)

Practice Areas: Ron Jacobs focuses his practice on political law, nonprofit organizations, and crisis management, including congressional investigations, class actions, and regulatory investigations. Ron founded and co-chairs the firm's nationally recognized Political Law practice. He advises clients on all aspects of state and federal political law, including campaign finance, lobbying disclosure, gift and ethics rules, pay-to-play laws, and tax implications of political activities.

JAFFE, Kenneth G

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Regulatory matters affecting participants in restructured competitive energy markets, with extensive experience in utility mergers and asset transactions, the development and operations of regional transmission system operators, compliance and enforcement, and regulatory litigation. **Career:** Former leader, firm's Energy Group.

Professional Memberships: District of Columbia Bar; U.S. Supreme Court; Energy Bar Association.

JAFFE, Marc D

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Marc Jaffe, Managing Partner of Latham & Watkins' New York office, represents leading companies, investment banking firms, and investors in both public and private equity and debt offerings and corporate matters. Mr. Jaffe regularly handles high-profile and precedent-setting corporate matters on behalf of prominent US and foreign companies, investment banks, private equity and venture capital funds, and other investors. His broad industry experience includes the technology, entertainment, retail and consumer, financial services, gaming, hospitality, manufacturing, energy, and media and telecommunications sectors. Mr. Jaffe guides clients on diverse types of capital markets and financing transactions, including: •Initial public offerings •Secondary and follow-on offerings •Private placements •Debt offerings •Restructurings Leadership Mr. Jaffe currently serves as Managing Partner of the firm's New York office. He previously served as Global Chair of Latham's Corporate Department and Global Co-Chair of the Capital Markets Practice. Mr. Jaffe is a member of the New York State Bar Association and the American Bar Association. He is a frequent speaker on securities law-related topics.

JAMIESON, Patrick

Hunton Andrews Kurth LLP, New York
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Patrick advises issuers and underwriters across a range of public and private capital markets transactions, primarily in the power and utilities sector. His experience includes common stock, convertible debt and other equity-linked offerings, preferred and hybrid securities offerings, unsecured and secured debt offerings, including first mortgage bonds, tax-exempt offerings, private placements, liability management transactions and dedicated utility rate securitization transactions. He also has experience advising clients on ESG (Environmental, Social and Governance) offerings and establishment of ESG frameworks and regularly advises clients on general corporate, securities law and corporate governance matters.

JANSON, Brian M.

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/brian-m-janson>

JAQUILLARD, Lindsey

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Lindsey's practice focuses on mergers, acquisitions, divestitures and joint venture formation involving energy assets and companies across the energy value chain, with an emphasis on domestic energy transactions in the upstream and mid-stream sectors. Lindsey's transactional experience includes advising clients in connection with the purchase and sale of a broad range of energy assets and businesses, complex joint development projects, farmout and participation agreements, oil and gas financing transactions, transportation and gathering agreements, natural gas processing agreements and other commercial transactions.

Career: Admitted to Texas Bar.

Personal: Louisiana State University, B.A., 2010; Tulane University Law School, J.D., 2015

JARVIS, Thomas L

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Featured in International Trade (USA - Nationwide)

Practice Areas: Tom Jarvis chairs Winston's ITC practice and has the highest-level rankings in all the major ranking directories. Clients say he is "a terrific lawyer and a highly valued partner," Chambers USA highlights his "depth of knowledge second to none," and he was named to the inaugural

Legal 500 Hall of Fame for ITC patent litigation. Tom is a former Senior Investigative Attorney at the ITC. Over the past 34 years, Tom has totaled more than 150 trial days as lead trial counsel across more than 60 ITC Section 337 cases. Tom has a top-tier rating for his ITC representation of an "array of technology sector clients" (Chambers USA), including leading designers and manufacturers of telecommunications equipment, smartphones, microprocessors, digital signal processors, memory device, networking equipment, semiconductor fabrication processes and packaging, and various operating systems and application software. His ITC cases also extend to diverse technologies such as medical devices, industrial equipment, design automation tools, alkaline batteries, and a wide variety of consumer products. Chambers USA praises Tom's "excellent track record at the ITC" and describes him as "an expert at the unique procedures of the ITC and very in tune with the mindset within the ITC." He is warmly lauded by commentators, who say that "the ITC is a high-stakes, high-pressure environment and Tom is a master of that environment. He makes everything run smoothly, from pre-litigation work to post-trial procedures" (Chambers USA). At Winston, Tom has led a successful Comcast ITC defense against Rovi/Tivo through trial, two Ericsson ITC cases against Apple that included a trial resulting in a settlement, and two Taiwanese semiconductor company cases against Spansion that settled favorably after trial in the ITC; defended Ericsson in the ITC against Adapix/Acacia; and supervised a variety of smaller cases. Previously, Tom led the defense of Research In Motion (BlackBerry) that invalidated the Kodak patent that had earlier extracted about \$1 billion in royalties from Korean cell phone manufacturers in a prior ITC case. He also led multiple HTC, S3 Graphics, and VIA Technologies cases through trial against Apple. Tom has also represented Action Semiconductor, Atheros, BIAx, Broadcom, Everex, Gold Peak, Hitachi, LG, Nikon, Nippon Steel, Seoul Semiconductor, Sony, Tate & Lyle, and Tyco in patent litigations at the ITC. Tom's working knowledge of litigating the most advanced technologies includes the following: Telecommunications industry: smartphones: 2G, 3G, and 4G wireless networks and devices, eNodeB switches and radios, pico cells, LTE (including OFDMA), GSM (including TDMA and FDMA), UMTS (including CDMA), MIMO, HARQ, uplink scrambling, convolutional coding, Bluetooth, VoIP, Wi-Fi calling, cellular/Wi-Fi channel selection, security key cryptography, speech coding (codec), smart batteries, still and video image processing, and the Internet of Things (IoT) Computer industry: microprocessors, graphics processors, bridges, memory, data compression, Wi-Fi, CD-ROMs, controllers, touch screens, image processing, hardware logic emulation, password encryption hardware, repeaters, switches, packet

switched networks, GPS, cable set-top boxes, program guides, x86 and ARM instruction sets, and power amplifiers Semiconductor industry: photolithography, plasma etching, chemical/mechanical polishing, transistor structures (MOS, CMOS, NMOS), diodes, capacitors, interface structures, stacked layouts, die bonding, packaging (plastic encapsulation, DIP, PGA, surface mount, BGA), charge pumps, stepped voltage generators, solid state lighting (LED, laser diodes), CMOS sensors, FPGAs, electrical test equipment, and wafer testing Memory industry: DRAM, SRAM, ERPOM, ROM, flash memory, and non-volatile memory Chemical and consumer products industry: alkaline batteries, Splenda (sucralose), refrigerators, and baby diapers Previously, Tom was a Senior Investigative Attorney at the ITC where he litigated patent cases for 10 years in the ITC's Office of Unfair Import Investigations. While there, Tom designed the Commission's first-generation Electronic Document Information System (EDIS) that tracks all documents filed with and issued in all investigations and designed and coded the Commission's first-generation Unfair Import Investigations Information System (337Info), both of which are the foundations of the ITC's current online services.

JASSY, Jean-Paul

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Featured in First Amendment Litigation (USA - Nationwide), Media & Entertainment: First Amendment Litigation (California)

See under California for profile.

JAY, William M

Goodwin, Washington, DC
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Featured in Appellate Law (USA - Nationwide), Intellectual Property (USA - Nationwide)

Practice Areas: Willy Jay is a partner in Goodwin's Appellate and Supreme Court Litigation practice. After ten years leading that practice, he recently became co-chair of Goodwin's broader Complex Litigation and Dispute Resolution practice. Willy uses his deep experience litigating before the U.S. Supreme Court and U.S. Courts of Appeals, including more than 75 oral arguments, to help clients formulate winning appellate strategy. His appellate skill led Benchmark Litigation to name him the nationwide Appellate Lawyer of the Year for 2020. A former Assistant to the Solicitor General and Supreme Court clerk, he has argued 17 cases before the Supreme Court, briefed more than 50 Supreme Court cases on the merits, and briefed more than 150 cases at the certiorari stage. In recent years he argued five of the most significant intellectual-property cases at the Court, involving patent, copyright, and trademark law. Willy has handled cases in every federal court of appeals as well. He has filed more than 250 briefs in federal and state appeals courts and

argued in 11 federal circuits. He has notable expertise in the Federal Circuit, where he has argued 26 times, filed more than 100 briefs in patent appeals, and been recognized as "Appellate Litigator of the Year" by Managing IP. Willy also regularly counsels clients on appellate strategy at the trial level, preparing and arguing key motions and post-trial briefing before district courts and federal and state administrative agencies.

Personal: JD, Harvard Law School 2001 (magna cum laude); AB, Harvard College 1998 (magna cum laude).

JEAN, Jason

Bracewell LLP, Houston
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Featured in Energy & Natural Resources (USA – Nationwide)

Career: Jason Jean is experienced in advising public and private businesses, including private equity investors, in the upstream and midstream energy sector, the financial services sector and other sectors with respect to mergers and other business combinations, asset and stock purchases and sales, restructurings and joint ventures. Jason also advises businesses in private capital markets transactions, including Rule 144A private placements and PIPEs, and public capital market transactions listed on national securities exchanges. His capital markets experience extends to representation of issuers, underwriters and placement agents on a variety of debt and equity offerings, including initial public offerings. Jason's practice also includes advising businesses on corporate governance and compliance issues.

Professional Memberships: State Bar of Texas; Houston Bar Association; Texas Young Lawyers Association

Personal: University of Houston Law Center, J.D., 2004, cum laude; The University of Texas at Austin, B.S., 2000

JEFCOAT, Kyle

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Featured in Government (USA – Nationwide)

Practice Areas: Kyle Jefcoat is a litigator who advises clients on all facets of government contracts and grants, particularly relating to bid protests, False Claims Act litigation, mergers and acquisitions, and national security clearances. Mr. Jefcoat combines his business-focused approach and extensive experience to guide clients, including global private equity firms and their portfolio companies, on complex compliance issues relating to: •Mergers and acquisitions, including novations •Domestic preference requirements, including the Buy American Act; Build America, Buy America; and Trade Agreements Act •Foreign Ownership Control and Influence (FOCI) disclosure and mitigation •Small business size-status and affiliation •Mandatory disclosure and code of busi-

ness ethics •Organizational conflicts of interest (OCI) •Freedom of Information Act (FOIA) responses and requests •Requirements to provide cost or pricing data •The suspension and debarment process •False Claims Act liability •The intersection of intellectual property and government contracts •Subcontracts, subrecipient agreements, teaming agreements, and licensing agreements, with particular attention to contract and grant flow-down requirements In bid protest litigation, Mr. Jefcoat has handled a wide range of protests, from those with a few million dollars at stake to ones with billions of dollars at issue. Mr. Jefcoat has assisted multiple clients with internal investigations into potential issues that raise both False Claims Act and mandatory disclosure concerns, including reviewing sales practices under clients' GSA Schedule contracts and Price Reduction Clause compliance, as well as compliance with certifications and representations made in the process of contract award. Before joining Latham, Mr. Jefcoat was a Captain in the US Air Force Judge-Advocate General (JAG) Corps from 2000 through 2004. He is also a member, and past global leader, of the firm's US Military & Veterans Network. Mr. Jefcoat maintains an active pro bono practice, including veteran benefits appeals cases and advising nonprofit organizations on compliance with government grant obligations.

JEFFRESS JR, William H

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Featured in Litigation (USA – Nationwide), Litigation (District of Columbia)

See under District of Columbia for profile.

JEHL, Laura E

Willkie Farr & Gallagher LLP, Washington, DC

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Advises clients on a broad range of privacy, cybersecurity, internet, social media and emerging technology matters. Extensive experience identifying and mitigating privacy, data protection, and liability issues arising out of the collection, use and storage of data, use of third-party data and content, and implementation and the design of new business models, products and technologies. Represents clients in investigations arising out of their privacy, cybersecurity or data use practices. Also advises clients across a broad range of industries on the opportunities and risks related to deployment of new technologies, including AI-and blockchain-enabled solutions. Counsels internet and social media companies on the development and deployment of new features and functionality and on hosting and moderating of third-party content, including issues related to ISP immunity under Section 230 of the Communications Decency Act, and re-

sponding to law enforcement requests to access personal information. Handles complex data security incidents, including several of the largest reported significant data breaches in the health-care, fintech, internet, social media and hospitality sectors, and leads sensitive interactions with law enforcement and national security agencies related to cyber incidents.

Personal: J.D. (cum laude), Harvard Law School, 1991; B.A. (with highest honors), University of California, Berkeley, 1986.

JENSON, Paul

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Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: Gaming Public Offerings Securities – Corporate

JETTER, David

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Featured in Projects (USA – Nationwide)

Practice Areas: David represents clients on energy project development and transactions, including LNG, gas-to-power, small-scale LNG, gas pipelines, gas sales, petrochemicals, hydrogen and carbon capture and sequestration. Clients rely on David to provide them with practical solutions to structure and negotiate their complex projects and transactions. Clients regularly seek David's advice on energy projects in the United States and internationally, including Latin America.

Publications: "The FSRU Time Charter Party – Time for a Rethink?", LNG Industry, August 2020; "Challenges and Opportunities", LNG Industry, July 2018; "Power play", Petroleum Economist, July/August 2017. David speaks on topics including structuring and developing LNG projects.

Personal: BS in Mechanical Engineering, Grove City College (2000); Fulbright Scholar to Mexico (2000-2001); JD, Duke University School of Law (2006); speaks Spanish.

JOBLOVE, Michael D

Venable LLP, Miami

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Featured in Franchising (USA – Nationwide)

Practice Areas: Michael Joblove is an experienced litigator who focuses his practice on franchise, real estate, and general commercial litigation. Michael provides national franchise counsel to Restaurant Brands International, handling franchise litigation for its Burger King Corp., Popeye's Louisiana Kitchen, Inc., and Tim Hortons brands throughout the United States, and in international arbitrations. He has also represented numerous other franchisors and brands, both domestically and internationally, including Benihana National Corp., Subway, Planet Fitness, Churromania, Church's Chicken, T.G.I. Friday's, Smoothie King, Pearle Vision, Inc., and Gap, Inc., among others.

JOCHUM, Elizabeth

Blank Rome LLP, Washington, DC

Featured in Government (USA – Nationwide)

Practice Areas: Elizabeth Jochum is an experienced litigator and counselor who represents government contractors in bid protests before the U.S. Government Accountability Office as well as the U.S. Court of Federal Claims; appeals before the Armed Services and Civilian Boards of Contract Appeals and the U.S. Court of Appeals for the Federal Circuit; and size protests, determinations, and appeals before the Small Business Administration. Elizabeth helps clients navigate the complex world of government contracts regulatory compliance to achieve their business goals. She counsels prime contractors and subcontractors on internal controls and ethics policies, changes and claim preparation, due diligence for mergers and acquisitions, and enforcement defense. She frequently assists small and large contractors in their strategic teaming efforts, including drafting and negotiating teaming agreements and subcontracts and forming mentor-protégé arrangements and related joint ventures. She represents corporations and individuals in regulatory, investigative, and trial matters involving potential civil or criminal fraud liability, including U.S. Department of Justice and Inspector General investigations, False Claims Act and procurement fraud investigations, compliance counseling, mandatory and voluntary disclosure matters, and internal investigations. While attending law school, she worked as an intern for Court of Federal Claims Judge Susan Braden and for the Office of General Counsel in the U.S. General Services Administration. Prior to law school, Elizabeth covered government contracts as a reporter for Government Executive magazine. In addition to her regular blog series analyzing bid protest decisions, "60-Second Sustains," Elizabeth is a frequent writer, speaker, and presenter for leading industry publications and events. For Elizabeth's full biography, please visit: <https://www.blankrome.com/people/elizabeth-n-jochum>

JOCKEL, Samuel

Alston & Bird LLP, Atlanta

Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Sam focuses his practice on regulatory, policy, and litigation matters involving the FDA, USDA, FTC, and state regulatory agencies related to food, beverages, cosmetics, dietary supplements, animal products, and drugs. From ingredient suppliers to manufacturers to distributors to retailers, Sam's approach to counseling clients leverages his prior service as a trial attorney in the USDA's Office of the General Counsel and an Oak Ridge Institute for Science and Education Fellow at the FDA. Sam advises clients on a range of matters, including product and ingredient commercialization, reg-

ulatory compliance, import and export, supply chain management, and labeling and advertising. Sam counsels clients across multiple product categories through enforcement actions and potential crises, including in response to import detentions, inspection findings, recalls, warning letters, and civil and criminal investigations and actions. Sam also has substantial experience on USDA regulatory issues, including on biotechnology; the Perishable Agricultural Commodities Act; organic labeling; meat, poultry, and egg products regulatory matters; the import of animal and plant products; animal welfare; and SNAP compliance.

JOHNSON, Bradley
Alston & Bird LLP, Atlanta
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Brad focuses his practice on representing financial institutions that provide corporate trust, agency, and administrative services in capital markets transactions. In particular, he has extensive experience representing trustees and agents in collateralized loan obligation (CLO) transactions, collateralized fund obligation (CFO) and rated note feeder transactions, project finance (domestic and Latin American) transactions, lending transactions, and other debt financing transactions. Additionally, over his career, Brad has represented virtually all types of participants in structured finance transactions, including issuers, underwriters, trustees, servicers, and commercial paper conduits. Brad's experience and expertise extends to representing corporate trust service providers not only in initial closings of transactions but also in deal administration, regulatory, default, and litigation issues that may arise during the life of transaction. He works closely with members of the litigation, bankruptcy, and other practice teams of his firm to provide a full array of legal services to his corporate trust clients. Following the financial crisis, Brad has been at the forefront of collateralized debt obligation (CDO) and other structured finance defaults, including liquidation of collateral, litigation, investor disputes, and other related default matters.

Career: Chair, Corporate Trust, Agency & Asset Servicing Team.

JOHNSON, Dixie L
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Featured in Securities (USA – Nationwide)

Practice Areas: Dixie Johnson represents businesses and individuals in securities enforcement investigations and conducts internal investigations for corporate board committees and companies. As a partner in the Special Matters and Investigations group, Dixie co-leads the Securities Enforcement and Regulation practice. She appears regularly before the SEC, DOJ, FINRA, PCAOB and other federal and state authorities. Dixie brings solid judgment

and strategic insight from over 30 years of experience and is widely recognized as a legal industry leader in securities enforcement, regulatory compliance, corporate governance and crisis management. Ms. Johnson is a Fellow of the American College of Governance Counsel and, for five years, was a member of the Lead Director Network.

JOHNSON, Merritt
Weil, Gotshal & Manges LLP, New York
Featured in Capital Markets (USA – Nationwide)

Practice Areas: Merritt Johnson is a partner in Weil's Capital Markets practice, where he focuses on high-yield and investment grade debt offerings, initial public offerings, secondary equity offerings, leveraged buy-outs, and liability management transactions. He has worked on transactions in a wide range of industries, including healthcare, mining and metals, oil and gas, media and telecommunications, consumer retail products, technology, and general industries. Clients include Credit Suisse, Morgan Stanley, Jefferies, Goldman Sachs, and corporate issuers.

Personal: Duke University (B.A., 2002); Fordham University School of Law (J.D., 2006).

JOHNSON, Susan M
Stoel Rives LLP, Seattle
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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Susan Johnson has more than two decades experience as an alcohol beverage regulatory attorney. She assists beer, wine and spirits producers; grocers; specialty retailers; restaurant and hotel chain owners and operators; sports and entertainment facility concessionaires; common carriers; contract food service management companies; and other beverage and hospitality industry companies by: – Providing guidance through complex federal state and local alcohol licensing requirements. – Developing three-tier compliant sales, distribution, and advertising strategies. – Coordinating administrative violation defense. – Advising on regulatory reporting requirements related to changes in corporate ownership and governance. – Evaluating innovative alcohol products and distribution models. – Drafting proposed legislation and rule amendments to accommodate emergent alcohol industry business models. – Collaborating with state and federal alcohol regulators to overcome regulatory challenges for breweries, wineries and distilleries.

Professional Memberships: – Former Director, Washington Wine Industry Foundation – National Association of Licensing and Compliance Professionals – Alliance of Alcohol Industry Attorneys & Consultants – National Conference of State Liquor Administrators – National Alcoholic Beverage Control Association – Brewers Association – Washington State Bar Association

JOHNSON III, C Spencer
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Featured in REITs (USA – Nationwide)

Practice Areas: Spencer Johnson focuses on capital raising transactions and the related deployment of that capital in acquisitions, co-investments and joint ventures. As a partner in our Capital Markets and M&A practice, Spencer counsels private equity funds and their sponsors, asset managers, real estate investment trusts, and corporate clients in these transactions. With deep experience in complex capital formation, Mr. Johnson works with clients to implement transaction structures that meet strategic business objectives. These objectives often mandate implementing capital structures that are tailored to client-specific needs while also providing flexibility for the widest array of potential investors globally. Spencer routinely works with clients on fund formation, sponsor formation, and strategic alliances/joint ventures. He also counsels clients in public capital markets transactions, including initial public offerings, "at-the-market" offerings and follow-on offerings.

JOHNSTON, Randall
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Featured in International Trade (USA – Nationwide)

Practice Areas: Randall Johnston is a partner in Vinson & Elkins' National Security Reviews (CFIUS) and Export Controls & Economic Sanctions practice group, with years of experience guiding clients through national security and investment law processes prior to closing international transactions. Randall has advised on thousands of transactions, including in national security reviews before the Committee on Foreign Investment in the United States (CFIUS), as well as on matters relating to sanctions, export controls, customs, the Bureau of Economic Analysis, and the Freedom of Information Act. Her recent CFIUS experience includes negotiating complex National Security Agreements with CFIUS involving Chinese-owned acquirers. Randall has become a leading practitioner on global laws relating to national security review and foreign investment (or FDI) filings triggered by cross-border transactions, and is noted for efficiently quarterbacking FDI filings across multiple jurisdictions, including for dozens of multi-million and multi-billion dollar transactions. She also provides practical structural advice in relation to CFIUS and FDI matters. In particular, Randall is known for providing "a very high level of strategic support" (Legal 500 2022).

Personal: New York University School of Law, J.D., 2013 Swarthmore College, B.A., 2009

JOLLY, Ieuan
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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Ieuan has extensive experience with global privacy and cybersecurity frameworks, including GDPR, CCPA, HIPAA and data governance across all sectors. He works with clients on the development and implementation of enterprise-wide compliance programs and risk mitigation strategies in relation to their collection and use of data or deployment of privacy impacting technology. He provides privacy regulatory counseling to clients deploying pioneering data uses, from using data in connected cars, engaging in social data targeting or addressable advertising, to cross-device tracking, and deploying geolocation capabilities, biometric and facial recognition technologies. Ieuan has engineered and negotiated some of the most pioneering data transactions globally, worth over a combined value of US\$10bn, utilizing data in a range of innovative ways and injecting new revenue streams into companies looking to leverage their data assets. Ieuan has advised on some of the most high-profile global security breaches including phishing, ransomware, spoofing, malware, spyware, DOS and negligence, involving collectively more than 100 million affected individuals across 45 countries. He collaborates with his clients to proactively plan for a crisis and develop strategies to improve resiliency, respond efficiently and effectively, and protect their business and brand. Ieuan combines international privacy expertise with extensive experience in the complementary areas of technology and communications law, outsourcing and interactive media. He counsels clients on a wide range of complex technology transactions and sourcing arrangements, systems integration, telecommunications procurement, and the global distribution, licensing and exploitation of content across interactive media platforms.

Personal: <https://www.linklaters.com/en/find-a-lawyer/ieuan-jolly>

JONES, Christopher R
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Featured in Energy & Natural Resources (USA – Nationwide)

Career: Chris Jones represents clients in the energy industry before the Federal Energy Regulatory Commission and federal courts and leads Troutman Pepper's award-winning FERC practice. Chris works on high-stakes energy law disputes, cutting-edge issues in evolving energy markets, and a host of legal and regulatory matters involving transmission expansion, energy transformation, and cost allocation. He has particular experience in complex electric transmission matters, transactional support and competition-related issues related to mergers and acquisitions and FERC's market-based rate program.

In addition, Chris has considerable expertise in energy ratemaking matters as well as FERC compliance and audit defense matters. Chris has briefed and argued several high-profile FERC cases in the United States Courts of Appeals.

JONES, David T.

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Featured in Investment Funds (USA – Nationwide)

Practice Areas: David T. Jones is a partner in Proskauer's Private Funds Group. He focuses on representing private equity funds and institutional investors in fund formations, fund investments and secondary transactions. David is actively involved in all stages of fund formation and fund sponsor representation, counseling on terms and marketing strategy, negotiating with placement agents, drafting partnership and general partner documents, negotiating with investors and providing advice on internal general partner and management company issues. In addition, he routinely represents institutional and fund-of-fund investors when investing in venture capital, buyout, mezzanine and distressed debt funds. Prior to joining Proskauer, David spent seven years practicing at Testa, Hurwitz & Thibault where he focused on venture capital related-clients including venture funds, private and public technology-related companies and underwriters. Representation included advice on fund formations, equity and debt financings, as well as equity compensation, mergers and acquisitions, licensing and SEC compliance. David previously worked for General Electric in a variety of quality control and shop floor supervisory positions. He is a graduate of their Manufacturing Management Program.

JONES, Erika Z

Mayer Brown LLP, Washington, DC
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Featured in Transportation (USA – Nationwide)

Practice Areas: Erika Jones is a respected advisor and litigator whose practice is particularly focused on regulatory matters involving motor vehicle safety and consumer product safety, and related litigation. She has been characterized by Chambers USA 2018 as "tough and incredibly effective in getting great results, and able to give her perspective because she knows the industry so well." Chambers USA has previously described Erika as "outstanding, extremely bright,"... an 'excellent manager of resources.'"

JONES, Ivy

Sidley Austin LLP, Los Angeles
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Featured in REITs (USA – Nationwide), Tax (California: Southern)

See under California for profile.

JONES, Jaime

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Featured in False Claims Act (USA – Nationwide), Healthcare (Illinois)
See under Illinois for profile.

JONES, Laura Ellen

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Featured in Projects (USA – Nationwide)

Practice Areas: Practice focuses almost exclusively on energy tax credit matters, including tax credit transactions involving the development, purchase and sale and tax equity financing of solar, wind, fuel cell, landfill gas, energy storage technologies, qualified biogas property, carbon capture and sequestration, open-loop biomass, and geothermal facilities. Assists clients in connection with the purchase or sale of energy tax credits in Section 6418 tax credit transfer transactions. Counsels clients with respect to the negotiation and binding of tax indemnity insurance policies for coverage related to tax credit qualification matters. Advises on obtaining private letter rulings and public guidance from the IRS on energy tax credit transactions and issues, and in connection with IRS audits, federal legislative matters and Congressional investigations relating to energy tax credits. Member of the Solar Energy Industries Association, Member of SEIA's Board of Directors and Vice Chair of SEIA's Solar Services & Consumers Division.

Professional Memberships: Board of Directors, Solar Energy Industries Association; Vice-Chair, SEIA's Solar Services and Consumers Division; Board of Managers, Solar Energy Trade Shows, LLC; American Bar Association; Virginia Bar Association.

JONES, Maria

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Featured in Tax (USA – Nationwide)

Practice Areas: Federal income taxation with a focus on tax controversy matters, including Internal Revenue Service (IRS) audits, IRS Appeals and tax litigation in the U.S. Tax Court, the Court of Federal Claims and Federal district courts. She has significant experience in matters involving the taxation of insurance companies.

Professional Memberships: Fellow, American College of Tax Counsel
Personal: LLM (Taxation), Georgetown University Law Center, with distinction, 1999; JD, The George Washington University Law School with honors, Order of the Coif, 1993; BS University of Delaware, cum laude, 1988.

JONES, Marie J

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Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: Selected to the Chambers Global and Chambers USA lists of ranked attorneys for Gaming

Law, Marie represents and counsels clients in all aspects of gaming law and regulation, licensing and compliance. She serves as Co-Chair of the firm's Gaming Department. Her clients represent all facets of the gaming industry: –Casino licensees –Private equity firms –Gaming equipment manufacturers and suppliers –Online gaming companies –Sports betting enterprises –Investment banks –Restaurants –Gaming and non-gaming related vendors that do business with casinos Marie helps gaming industry clients and vendors work with domestic and foreign regulatory agencies –including the New Jersey Casino Control Commission, the New Jersey Division of Gaming Enforcement and the Pennsylvania Gaming Control Board –to obtain and maintain licenses and earn regulatory approval to own, develop and operate bricks-and-mortar casinos and internet gaming operations. She has extensive experience handling all aspects of licensing and regulatory approval, including: –Regulatory submissions –Matters before regulatory agencies –License applications –Preparation of compliance policies –Compliance investigations –Regulatory investigations –Licensure hearings Marie also has extensive experience in general corporate and transactional matters.

Career: Marie was an attorney in the Atlantic City office of a Trenton-based law firm, focusing her practice in gaming regulatory matters. Before and during law school, she was a paralegal at Harrah's Atlantic City.

Professional Memberships: International Masters of Gaming Law, First Vice President and Former Treasurer | New Jersey State Bar Association | Atlantic County Bar Association | Pennsylvania Bar Association | International Association of Gaming Lawyers.

JONES, Phyllis A

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Phyllis Jones is a partner in Covington's Litigation Practice. Ms. Jones has a wide-ranging litigation practice with a particular emphasis on the representation of pharmaceutical clients in mass tort proceedings, including at trial. She has represented clients in state and federal courts and before arbitral panels and regulatory bodies.

Personal: Yale Law School, J.D., 2005

JONES, Rose

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: Rose Jones leads the firm's e-discovery practice. Rose is dedicated to understanding and managing the intersection of legal and technical issues that now largely dominate American and global litigation, data breach response, and government investiga-

tions. She devotes her entire practice to crisis management, eData, and technology. As a crisis manager with 20 years' experience, Rose works closely with clients legal, information technology, compliance, and records management departments to strategize, manage and defend corporations when facing the most complex and high-value matters. She advises clients on federal, state and international legal requirements including pre-and post-litigation compliance strategies. Rose has expertise in emerging global data privacy issues that are key to major industries in every country in the world, including building an international practice placing key personnel in various countries. Rose guides her clients through the process to comply with data privacy regulations across multi-functional groups within a corporation, including global corporations in the UK, Japan, Mexico, and Germany, and developing and executing defensible strategies for cross-border discovery and transfers of data. Ms. Jones consistently gives back to the community through her participation in the Atlanta Women's Foundation (AWF) Inspire Atlanta leadership program and sits on the 2022 Atlanta Volunteer Lawyers Foundation (AVLF) Annual Campaign committee.

JORDAN, Nora

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Featured in Investment Funds (USA – Nationwide)

Practice Areas: Nora is senior counsel after 25 years as a partner in Davis Polk's Investment Management practice.

JORISSEN, Paul A

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Paul Jorissen is based in New York and is a practice leader of Mayer Brown's Banking & Finance practice. Paul's commercial and creative approach to transactional work draws on over 25 years of experience representing clients in a broad range of financing and securities transactions. The range of his work includes public and private securities offerings, structured finance transactions, analysis and strategic planning for litigation and negotiation of settlements, asset and portfolio sales and mergers and acquisitions. Paul's experience with asset types includes commercial and residential mortgages, single family rental properties, equipment and other ABS, esoteric and fintech, risk transfer, and M&A transactions.

JOSEFIK, Tom

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Featured in Political Law (USA – Nationwide)

Practice Areas: Tom Josefiak, a partner with Holtzman Vogel, is one of the founding fathers of American political regulation and jurisprudence. No other single person has held the top election law roles in the legislative, regulatory, political and private practice contexts during their careers. He created the very constructs which continue to govern the body of law still being implemented today—dating back to the 1979 amendments to the Federal Election Campaign Act and has created new and innovative solutions throughout his 50-year career including the “hybrid advertisement.” Tom has served as Chairman of the Federal Election Commission, the Chief Counsel of the National Republican Congressional Committee, the Chief Counsel of the Republican National Committee, General Counsel to Presidential Campaigns including Bush/Cheney 2004, Presidential Inaugural Committees, and National Political Conventions. By the time of his appointment by President Reagan to the Federal Election Commission in 1985, Tom had already served on the Commission for four years as special deputy to the Secretary of the United States Senate, representing the Secretary as a full-time, ex officio commissioner at the FEC. His seminal role in the election law world actually began 10 years earlier as special counsel to the minority of the United States House Committee on House Administration from 1977 to 1979, where he assisted Republican members in proposing and amending election law legislation, resulting in the passage of the 1979 amendments to the Federal Election Campaign Act. Clerkship/Government Experience: Chief Counsel of the Republican National Committee General Counsel for Bush-Cheney '04 General Counsel to the 55th Presidential Inaugural Committee Commissioner, Federal Election Commission Chairman during the 1988 presidential election Vice Chairman of the FEC and Chairman of the Finance Committee in 1987 Special Deputy to the Secretary of the Senate from 1981 to 1985 Special Counsel to the Minority of the Committee on House Administration from 1977 to 1979 Counsel to the National Republican Congressional Committee from 1977 to 1980 Legislative Assistant to U.S. Rep. Silvio Conte (R-Mass) Of Counsel at the Republican National Committee Of Counsel to the 2008 Republican National Convention

KABA, Moez

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*Featured in Litigation (USA - Nationwide),
Litigation (California)*

See under California for profile.

KADEL, Eric

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Featured in International Trade (USA - Nationwide)

Practice Areas: General Practice Bank Regulatory Broker-Dealer Capital Markets Commodities, Futures & Derivatives Corporate Governance Cybersecurity Economic Sanctions and Financial Crime Financial Services Foreign Investments and Trade Regulations Investment Management National Security Payments Private Equity
Career: Partner since 2007. Eric Kadel, a recognized leader advising clients on U.S. economic sanctions and foreign investment issues involved in multi-billion dollar cross-border mergers, is a co-head of the Firm's Foreign Investment and Trade Regulation and Economic Sanctions and Financial Crime Groups. He also advises on economic sanctions, CFIUS national security reviews, Bank Secrecy Act/AML, FCPA, anti-boycott and other regulation of international trade and investment. Mr. Kadel is also engaged in a wide variety of corporate, transactional and regulatory matters. With regard to financings, Mr. Kadel regularly represents participants in capital markets transactions, and dealers and end users in connection with structuring and documenting a wide variety of swaps and other derivatives, including equity, credit default and commodity swaps, options and forwards. Mr. Kadel's work in the investment management area includes advising public and private investment companies and investment advisers on a wide variety of transactional, regulatory, compliance and other matters, including registration and regulation. Mr. Kadel also advises clients of the Firm regarding developments in the laws regulating the financial services industry and on cybersecurity issues.
Professional Memberships: ABA; American Society of International Law; Federalist Society (Vice Chairman, International & National Security Law Section) (Vice Chairman, Securities Regulation Subcommittee, Corporations, Securities & Antitrust Law Section); Fellows of the American Bar Foundation
Personal: University of Virginia School of Law (J.D., 1997); College of William and Mary (B.A., 1992).

KAGAN, Odia

Fox Rothschild, Philadelphia

Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Odia combines an in-depth knowledge of privacy and data security regulations and best practices with a keen understanding of emerging and information technologies. She provide clients with practical advice on how to design and implement their products and services, consummate their M&A transactions and engage third-party vendors in the United States and abroad. Over the past few years, Odia has assisted more than 80 companies, from U.S.-based multinationals to startups, on their path to compliance with the EU General Data Protection Regulation (GDPR). Skilled with at leading M&A and tech transactions and able to break down complex concepts

into easy-to-understand action items, Odia provides effective, ongoing counsel to clients regarding their day-to-day operations. Odia is certified as a Privacy Law Specialist (PLS) and Fellow of Information Privacy (FIP) by the International Association of Privacy Professionals (IAPP), designations that demonstrate significant achievements in and comprehensive knowledge of privacy and data protection law. She has also been certified by IAPP as a Certified Information Privacy Manager (CIPM) and a Certified Information Privacy Professional in the laws of the United States—private sector (CIPP/US), the laws of the European Union (CIPP/E) and by the PECB as a Certified Data Protection Officer (CDPO). A former partner in a Tel Aviv law firm, Odia is Co-Chair of the firm's Israel Practice Group. She has substantial experience working with Israeli startups and assisting multinational companies with cross border transactions.

Professional Memberships: International Association of Privacy Professionals | Philadelphia Bar Association | OneTrust PrivacyConnect | International Network of Privacy Law Professionals

KAHN, Daniel

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*Featured in FCPA (USA - Nationwide),
Litigation (District of Columbia)*

Practice Areas: Dan is a member of Davis Polk's White Collar Defense & Investigations practice. He represents companies and individuals in government enforcement matters, conducting internal investigations and in compliance matters. Dan served for 11 years in senior roles at the Department of Justice. At DOJ, Dan was acting Deputy Assistant Attorney General of the Criminal Division and Chief of the Fraud Section, and Chief of the FCPA Unit. He supervised matters involving the FCPA, money laundering, and digital currency, commodities, securities, healthcare and procurement fraud. At DOJ, Dan played a central role in developing enforcement policies on the FCPA, corporate enforcement, compliance and monitors. He worked with authorities around the world, and tried a number of cases to verdict. Dan co-authored a treatise on corporate criminal investigations, and teaches Corporate Criminal Investigations at Harvard Law School and Global Anti-Corruption at Georgetown Law Center.

KAHN, Greg

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Greg is a derivatives and structured finance counsel at Freshfields in New York. Greg's practice focuses on complex derivative transactions, including regulatory issues, as well as structuring, issuing, financing and restructuring complex financial

instruments. His experience includes work on total return swaps and repurchase agreements; ISDA agreements; repackagings; credit default swaps and credit risk transactions; derivatives and securities regulatory advice; contingent FX and other hedging transactions; and trade receivables securitizations.

Career: University of California, Berkeley—Boalt Hall School of Law (J.D., 2003); The Ohio State University (B.A., cum laude, 2000).

KAHN, Matthew

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Featured in Law Firm Defense (USA - Nationwide)

Practice Areas: Matt Kahn, co-chair of the Law Firm Defense Group, focuses on law firm defense, securities and derivative litigation, real estate litigation, and class action defense. He has experience at all phases of trial court litigation and arbitration, including multiple victories at trial. Matt has successfully represented law firms, companies, boards of directors, and individuals throughout the country in high-stakes matters in federal and state courts and arbitrations, involving claims, among others, for legal malpractice, breach of fiduciary duty, and aiding and abetting tortious conduct; violation of the Securities Act of 1933 and Securities Exchange Act of 1934; and California's Unfair Competition Law and Consumers Legal Remedies Act. Matt also has significant experience in the prosecution and defense of commercial and real estate contracts and business tort actions and regularly advises clients regarding complex information law matters. Matt frequently handles bet-the-company litigation and precedent-setting matters. He recently won a unanimous 9-0 ruling from the U.S. Supreme Court that plaintiffs suing under Section 11 of the Securities Act of 1933 must plead and prove that they bought shares registered under the allegedly misleading registration statement. Slack Technologies, LLC v. Pirani, 143 S.Ct. 1433 (2023). He regularly defends law firms against 9-and-10-figure exposure claims. His depositions of former Secretary of State, Labor and Treasury George Shultz and whistleblower Tyler Shultz in litigation against Theranos Inc. and its founder Elizabeth Holmes are featured in the HBO documentary The Inventor: Out for Blood in Silicon Valley and ABC News's The Dropout, an investigative podcast following the story of Elizabeth Holmes and Theranos.

Personal: JD, Stanford Law School, 2003; BA, Swarthmore College, 1999.

KAISER, Matt

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Featured in Sports Law (USA - Nationwide)

Practice Areas: An international sports lawyer at Global Sports Advocates, Matt works with both athletes

and sports organizations from around the world on all types of matters such as allegations of doping and misconduct, disputes over eligibility and team selection, and governance issues. Matt enjoys solving his clients' problems regardless of the situation and prides himself on always being available for his clients worldwide whenever they need him to provide candid advice they can trust.

Career: Matt started as an intern with Global Sports Advocates in 2016 and joined the firm as an associate in 2017. He is solely devoted to the practice of sports law.

Professional Memberships: Matt is a member of the Sport Resolutions pro bono panel, Sports Lawyers Association, and the New York Bar Association.

Publications: Matt regularly writes articles for various global sports publications including Football Legal, Sports Law and Taxation Journal, and LawInSport. He also contributes chapters to various books specializing in sports law and international arbitration.

Personal: Matt loves traveling and has visited more than 25 countries as part of school, vacation, and work. He enjoys eating authentic food wherever he goes and immersing himself in the country's culture. Although he still plays a variety of sports recreationally, Matt's current hobby of choice is "swimrunning".

KALLOS, Chris P
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Featured in Private Equity (USA - Nationwide)

Practice Areas: As a leader of Kirkland's Investment Funds Group, Chris has been instrumental in developing Kirkland's industry-leading global practice over the last 25+ years. He manages fund matters for large and middle-market buyout, growth equity, debt, secondary, venture, technology, real estate, special situations and other fund sponsors, including advising on fund raising, liquidity solutions, succession planning, key person events, spin-outs, minority investments in fund sponsors, secondary transactions, SPACs and sponsor operations. In addition, Chris oversees M&A, securities, litigation, financing, restructuring and other matters for a wide-range of private and public company clients. He is a frequent speaker and panel moderator on private fund matters, and serves as an Associate Fellow at Oxford University's Said Business School, where he lectures, conducts annual private funds webinars, and works with the school's Private Equity Institute. Representative clients include leading national and international private equity sponsors, such as AEA Investors, Arsenal Capital, Comvest Partners, Hammond, Kennedy, Whitney & Co., HCI Equity Partners, Madison Dearborn Partners, Valor Equity Partners, Versa Capital Partners, and Vestar Capital Partners, in addition to select limited partners, family offices and public companies.

KALTSOUNIS, Andreas T
BakerHostetler LLP, Seattle
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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Andreas Kaltsounis focuses on helping clients anticipate, manage and respond to complex privacy and security issues in connected, data-driven organizations. Recognized as a BTI Client Service All-Star, clients appreciate his practical advice and ability to anticipate issues, thanks to his nearly 25 years of legal and technical experience as an attorney, an information security and privacy professional, a leader at an international information security consultancy and a federal agent investigating criminal, regulatory and national security cyber matters. As a strategic advisor, Andreas helps clients anticipate, understand and comply with the rapidly evolving patchwork of global privacy and data protection laws, including U.S. privacy laws, the European Union's General Data Protection Regulation and other international data protection laws. Focused on more than merely checking regulatory boxes, he works with clients to identify and operationalize practical solutions that address risk while supporting an organization's growth.

KAMINE, Jorge
Willkie Farr & Gallagher LLP, New York
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Featured in Projects (USA - Nationwide)

Practice Areas: Jorge focuses his practice on a wide range of transactions in the energy and infrastructure sector globally with a particular emphasis on the debt and equity financing of projects and the structuring, acquisition and divestment of investments in a broad array of energy and infrastructure projects and assets. He has broad experience across the energy industry, with particular experience with renewable and conventional power projects, LNG facilities, pipelines, and upstream oil and gas development, as well as experience with public-private partnerships and investments in transportation and other non-energy infrastructure. Jorge has extensive finance experience advising sponsors and lenders in the project financing of individual and portfolios of projects, including financings of commercial banks, institutional investors, and multilateral development banks and export credit agencies. He also has substantial experience advising sponsors and lenders in mezzanine, back-leverage financings, construction development financing, acquisition financing, and other types of debt and equity financing structures often involving first-of-its-kind and innovative structures. Jorge's sponsor clients have included international power producers, public utilities, corporate and other strategic investors, private equity funds, infrastructure funds and other investment funds, and his lender clients have included a wide range of international commercial banks, development

finance institutions and institutional investors.

Personal: Harvard Law School, J.D., 1998 Rice University, B.A. (cum laude), 1995 See: <https://www.willkie.com/professionals/k/kamine%20jorge>

KAMYANS, Sam
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Featured in Projects (USA - Nationwide)

Practice Areas: Sam Kamyans is a partner in the Tax Practice Group in the Washington, D.C., office of Kirkland & Ellis LLP. He is known as a "very talented" advisor focused on energy transition. Sam is well regarded for his ability to uniquely structure transactions to invest in, finance, or acquire carbon capture, hydrogen, clean fuels, solar, storage, offshore wind, and other energy transition projects. Sam and his team routinely develop "first-of-its-kind" structures to implement market leading transactions that enable flexible and creative capital deployment to monetize 45Q, 45Z, 45V, and 45/48 tax credits alongside project cash flows, voluntary attribute revenue, and compliance market revenues. He advises domestic and international private equity funds, portfolio companies, strategic energy investors, and major sponsors to tailor structures that optimize the clients' commercial and tax goals. In addition, Sam brings a solutions-oriented approach to structure, negotiate, and implement mergers and acquisitions, divestitures, equity extractions, distressed asset restructurings, and public and private offerings. As a thought leader, Sam frequently publishes articles that clients rely upon for their deal structures, including a carbon capture financing guide, a guide to evaluating how to optimize credits for multi-credit projects, and practical publications on implementing IRS guidance. In addition, Sam is a sought-after speaker for energy transition conferences and presentations.

KANIECKI, Chase
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Featured in International Trade (USA - Nationwide)

Practice Areas: Chase Kaniecki's practice focuses on advising and representing clients in connection with international trade, national security, and foreign direct investment (FDI) issues, including the Committee on Foreign Investment in the United States (CFIUS) and ex-U.S. FDI advice and filings, particularly in Europe. Chase has assisted clients in connection with making FDI filings in a significant number of countries. Chase also has extensive experience negotiating and implementing complex national security mitigation agreements. In addition, Chase represents and advises clients in connection with economic sanctions and export control matters, including relating to the laws administered by the

U.S. Department of the Treasury, Office of Foreign Assets Control (OFAC), as well as the International Traffic in Arms Regulations and the Export Administration Regulations. Chase's work in these areas includes working closely with U.S. government regulators, preparing and submitting specific license applications, and helping clients ensure ongoing compliance and address prior non-compliance, including preparing and submitting voluntary self-disclosures and responding to administrative subpoenas.

Career: Chase joined the firm as counsel in 2020 and became partner in 2022. J.D., University of Pittsburgh School of Law (2009); B.A., University of Pittsburgh (2006).

Professional Memberships: District of Columbia Bar; Pennsylvania Bar
Publications: "United States", Getting the Deal Through: Foreign Investment Review, Lexology (2020, 2021)

KAPLAN, Alexander
Oppenheim + Zebek, LLP, Washington, DC
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Featured in Advertising (USA - Nationwide)

Practice Areas: Copyright, Trademark, Advertising, and Trade Secrets
Career: Alexander (Alex) Kaplan is a partner at Oppenheim + Zebek, LLP and head of O+Z's New York office. Alex is deeply experienced in copyright, trademark, advertising, right of publicity, and trade secrets law. A seasoned courtroom lawyer, Alex has over two decades of experience litigating high-stakes cases in all of these disciplines, with particular focus in the music industry. Outside of the courtroom, Alex provides daily counsel to his clients on legal questions that affect key business decisions. Clients turn to Alex for his unique blend of litigation skills and comprehensive knowledge of IP law, which allows him to effectively and efficiently bring value to his clients as the first and only call they need to make on rights-related legal and business issues. In copyright and media-related matters, Alex has represented many music, sports, and entertainment clients in a wide variety of engagements touching on all forms of copyrightable subject matter. Alex frequently represents record labels and music publishers in mass infringement cases against internet service providers and social media platforms. Representing defendants, Alex has won multiple high-profile cases on summary judgment, often prevailing on the factually intensive issue of lack of substantial similarity. On behalf of Madonna and Warner Music Group, he convinced the Ninth Circuit Court of Appeals to reject the Sixth Circuit's controversial Bridgeport decision governing liability for music sampling. Alex has represented all of the major and many independent music publishers and record labels, recording artists including Madonna, Lady Gaga, and U2, and clients in academic publishing, including Elsevier, Lexis/Nexis, and STM. Alex speaks frequently on

noteworthy issues in copyright law and was featured in a Planet Money podcast discussing the knotty issue of fair use. In trademark and false advertising matters, Alex has represented clients in numerous industries, including consumer products, fashion, entertainment, food & beverage, and healthcare before the federal courts, the Trademark Trial and Appeal Board (TTAB), and the National Advertising Division (NAD) of the Council of the Better Business Bureau. He has represented both plaintiffs and defendants in Lanham Act cases in courts across the country, including in multiple preliminary injunction hearings and jury trials. Beyond litigation, Alex frequently counsels clients concerning advertising and marketing claim substantiation and review. Alex's trademark and advertising clients have included Colgate Palmolive, Church & Dwight, S.C. Johnson & Son, ZeroWater, OK GO, the NFL, Major League Baseball, and Diageo. Alex spent the first 20 years of his career at Proskauer Rose, where he was a partner in the firm's Litigation Department.

KAPLAN, Andrew
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Featured in Products Liability (USA – Nationwide)

Practice Areas: Andrew Kaplan is chair of Crowell & Moring's Mass Tort, Product, and Consumer Litigation Group. He defends medical device, pharmaceutical, and other U.S. Food and Drug Administration (FDA)-regulated companies in federal and state court litigation. Andrew has led multiple jury and bench trials both in private practice and while serving in the Civil Division, Torts Branch at the U.S. Department of Justice (DOJ). Andrew frequently represents clients as national, as well as international, coordinating counsel in mass tort litigation, including mass actions, class actions and multidistrict litigation (MDL). He currently represents clients in two of the largest pharmaceutical MDLs in the U.S. and is national counsel for two medical device manufacturers in their multi-state dockets of product liability litigation. In this centralized role, Andrew helps clients develop and implement their litigation strategy while minimizing risk and maximizing consistency and efficiency. This includes identifying specific areas of need such as regulatory compliance, government reporting, or public disclosures and building a team with tailored expertise. From a global perspective, this includes anticipating the impacts of litigation and regulatory actions in individual countries on a company's broader strategy. Informed by his litigation experience, Andrew also counsels clients on risk mitigation and compliance programs.

KAPLAN, Donald
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Don Kaplan concentrates his practice in litigation and representation before courts and administrative agencies, with particular emphasis on antitrust, economic regulation, energy, and competition and pricing issues in regulated industries. Before joining the firm in 1990, Don was special litigation counsel for the Antitrust Division of the United States Department of Justice for more than nine years. Before that, he was chief of the Energy Section of the Antitrust Division. He joined the Department of Justice in 1975. As special litigation counsel, Don conducted significant and complex litigation, regulatory interventions, and investigations for the Antitrust Division, and was the Department's principal counsel before the Federal Energy Regulatory Commission. He represented the Department in numerous major proceedings at the Commission involving the electric power, natural gas, and petroleum pipeline industries. He also conducted litigation and merger investigations in a variety of energy industries, as well as the oil field equipment and services, financial services, and postal services industries. Since joining the firm, Don has developed an extensive practice before the FERC. He has been active in a wide variety of issues, including electric utility restructuring and reorganization; mergers and asset acquisitions; Regional Transmission Organization structures and wholesale markets; transmission rates, cost allocation, and open access; market power and market-based rates; and federal wholesale and state retail competition. He has also testified as an expert witness before a state commissions on competition issues. In addition to his regulated energy practice, Don represents clients on mergers, antitrust investigations, and litigation in the publishing industry. He also was special trial counsel for the United States in its successful arbitration against the United Kingdom over Heathrow Airport user charges. Don is a 1970 cum laude graduate of the Harvard Law School. He clerked for the Hon. John F. Dooling, Jr. of the U.S. District Court for the Eastern District of New York. He is a member of the U.S. Supreme Court, New York, and Washington, DC bars, and is also a member of the American Bar Association, including its Antitrust Section, and has been the chair of the Energy Bar Association's Antitrust Committee. He has spoken at numerous seminars and bar association conferences.

Publications: "Key Provisions of FERC's 2021 Enforcement Report," Pratt's Energy Law Report, February 2022.

KAPLAN, Jeffrey
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Featured in Private Equity (USA – Nationwide)

Practice Areas: Jeffrey Kaplan is widely recognized as one of the world's leading private equity attorneys, advising private equity firms for more than 20 years in all aspects of their business and operations, with a particular emphasis on the formation and operation of investment funds, as well as the organization, structuring, and operation of their management companies. As one of the leaders of Kirkland's market leading global investment funds practice, Jeffrey has played a key role in the development of Kirkland's innovative platform serving the industry. Clients routinely turn to Jeffrey for his legal advice, commercial judgement and creative solutions in connection with their most important complex matters, including with respect to the formation of private equity funds and SPVs, product and strategy expansion, fund restructurings, continuation fund transactions, co-investment programs, investment warehousing, seed capital and anchor investor arrangements, cross-fund transactions, investor defaults, strategic GP-level transactions, succession planning and personnel management, investor relations and PR/crisis-management issues, mergers and acquisitions, debt financings, regulatory compliance, conflicts issues and general corporate counseling. Jeffrey is a frequent speaker, panel moderator and market commentator, and has been recognized year after year in numerous publications as a leading private equity attorney. He is described by clients in Chambers Global as "an impressive person; commercially savvy, strategic and he has high integrity. Those are just standout qualities of his." In addition to his practice representing some of the world's leading established private equity firms, Jeffrey runs Kirkland's market leading private equity emerging manager program, advising emerging managers in all aspects of their business, from the initial start-up phase through a successful fund launch and beyond.

KAPLAN, Michael
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Michael is a member of Davis Polk's three-person Management Committee and head of the firm's Corporate Department. Michael advises issuers and underwriters on a wide range of U.S. and international capital markets and leveraged finance transactions, including IPOs, other equity offerings, and convertible and high-yield debt issuance. He has worked on transactions in sectors ranging from technology and telecommunications to basic industry. He also advises corporate clients in areas including

corporate governance and SEC and Sarbanes-Oxley matters, and advises investment banks on securities-law-related matters.

KAPLAN, Roberta A
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Featured in Education (USA – Nationwide), Litigation (New York), Labor & Employment (New York)

See under New York for profile.

KAPLAN, Steven M
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Steve Kaplan is a partner in Mayer Brown's Washington DC office, a global co-leader of the Banking & Finance practice, and a co-leader of the Fintech group. He concentrates his practice on matters related to consumer financial products and services and represents clients in federal and state supervisory matters, investigations and enforcement proceedings. He also advises clients on compliance with federal and state laws governing licensing and practices of financial institutions, mortgage lenders, consumer finance companies, loan servicers, prepaid card issuers, payment system providers and secondary market participants. Steve acts as regulatory counsel in connection with investments or acquisitions related to consumer loans and other consumer financial products and performing regulatory compliance due diligence. Additionally, Steve assists with structuring operations and developing compliance management systems and due diligence programs and with litigation involving regulatory compliance matters.

KAREN, Jonathan
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Featured in Private Equity (USA – Nationwide)

Practice Areas: Corporate Partner that has led recent efforts in industry's most successful and market-defining private equity fund formations across multiple asset classes, including buyout, real estate and infrastructure. Notable formations include Blackstone's most recent flagship opportunistic global real estate, corporate private equity and core private equity funds, and Silver Lake, Stonepeak Infrastructure, Rockpoint Real Estate and Centerbridge Partners in each of their flagship and ancillary funds. Jonathan also counsels investment firms on a mix of matters involving private investment funds, including stake sales, liquidity solutions, internal economic arrangements for private fund sponsors, joint ventures and spin-outs, regulatory compliance, M&A transactions and strategic investments involving private fund sponsors.

Career: Joined Firm, 2001; Partner, 2011.

Personal: B.A., cum laude, Duke University (1998); J.D., New York University School of Law (2001).

KARLSGODT, Paul G

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Featured in Privacy & Data Security (USA – Nationwide)

Career: Paul Karlsgodt serves as the leader of BakerHostetler's Privacy and Digital Risk Class Action and Litigation team. He is an international thought leader in class action defense with more than 20 years of experience defending hundreds of consumer class actions. Paul has significant experience defending class actions in the complex and cutting-edge area of data privacy on behalf of companies and organizations in a variety of industries. He has served as lead counsel for defendants in class action litigation arising out of data breach incidents of all sizes, and affecting numerous industries and governmental entities. He also defends clients in other privacy class actions arising out of corporate digital advertising and customer data collection practices, as well as class actions seeking the recovery of statutory damages.

KARP, Brad S

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Featured in Financial Services Regulation (USA – Nationwide), Securities (USA – Nationwide), Litigation (New York)

See under New York for profile.

KARPF, Jeffrey D

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Jeffrey D. Karpf's practice focuses on corporate and financial transactions; corporate governance and board advice; securities regulatory matters. He represents issuers, sponsors, and investment banks in IPOs, public and private equity, debt, convertibles, and liability management transactions. Jeff also advises on securities regulatory and corporate governance matters, including board structure and practices. He also has extensive experience in the development of new financial instruments and structured equity derivatives products.

Career: Joined firm, 1994. J.D., Order of the Coif, Stanford University Law School (1994); B.A., magna cum laude, Yale University (1989).

Professional Memberships: Member, New York Bar.

KASS, Geoffrey R

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Featured in Transportation (USA – Nationwide)

Practice Areas: He counsels and represents clients in corporate and securities matters with particular em-

phasis on structured financings. He has represented manufacturers, borrowers, lessees, lessors, equity participants, credit enhancers and lenders in various financing structures, including portfolio and company acquisitions and divestitures, secured loans, U.S. and cross-border leveraged leases, operating leases, municipal and cross-border structured financings, public and private securities offerings and debt restructurings. He has extensive experience in the financing of commercial and private aircraft, railcar, bus, telecommunications, miscellaneous equipment and various facility (including manufacturing, electricity and gas distribution, and water treatment) financings. In 2010, Mr. Kass advised Macquarie Group Ltd. in a \$2 billion aircraft acquisition from American International Group. In 2015, he advised Macquarie in the acquisition of a \$4 billion aircraft portfolio from AWAS and Terra Firma, which, with the associated \$3 billion of loan financing, was named 2015 "Overall Deal of the Year" by Airfinance Journal. He also acted as lead counsel for Castlelake LP in the private securitization of a portfolio of 79 aircraft leased to 26 different lessees located in 17 countries, recognized as the 2014 "Aviation Overall Deal of the Year" by Airline Economics. In 2015, 2017 and 2018, Vedder Price was named Airline Economics Aviation 100 Law Firm of the Year.

Professional Memberships: Member, International Society of Transport Aircraft Trading (ISTAT)

KATSANTONIS, Joanne

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Featured in Corporate/M&A (Virginia: Southern), Energy & Natural Resources (USA – Nationwide)

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KATTAN, Lisa

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Featured in International Trade (USA – Nationwide)

Practice Areas: Ms. Kattan has over two decades of patent litigation experience. She has litigated dozens of Section 337 investigations before the U.S. International Trade Commission, related Customs and Border Protection proceedings and district court patent lawsuits throughout the country.

Career: U.S. International Trade Commission, Office of Unfair Import Investigations 2011-2016. Baker Botts partner 2016-present. Chair of Baker Botts's ITC litigation practice and the firm's Washington DC IP Group.

Professional Memberships: USPTO Registered Patent attorney. Member of DC bar, ITCTLA and ChIPs member.

Personal: J.D. Northwestern University School of Law (1999).

KATZ, Eli M

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Featured in Projects (USA – Nationwide)

Practice Areas: Eli Katz is a partner in the New York office of Latham & Watkins. He serves as Global Vice Chair of the firm's Energy & Infrastructure Industry Group and is a member of the firm's Tax Department and Project Development & Finance Practice. Over the past two decades, Mr. Katz has advised clients on some of the most notable transactions closed in the power and renewable energy sector. His clients include leading independent power producers, large financial institutions, and private equity, infrastructure, pension, and sovereign wealth funds. He primarily handles energy tax incentives, project development and financing, joint venture arrangements, capital raising and deployment structures, mergers and acquisitions, and leasing transactions both internationally and in the United States. Mr. Katz is ranked by Chambers Global for Projects in Renewables & Alternative Energy – USA and Chambers USA for Nationwide Projects in Renewables & Alternative Energy. He has also repeatedly been recognized by The Legal 500 US for his work in Project Finance and Tax. Prior to joining Latham, Mr. Katz was vice president and tax counsel at GE Energy Financial Services.

KATZ, Wayne D

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Wayne D. Katz is a partner in Proskauer's Corporate Department, specializing in the sports industry. Wayne's experience includes the representation of the National Basketball Association and National Hockey League in their various corporate matters, including team ownership transfers and team financings. Major transactions he has worked on for the leagues include the NBA's purchase and sale of the New Orleans Hornets; the NBA's grant of expansion franchises to Toronto, Vancouver and Charlotte; the NHL's grant of expansion franchises to Nashville, Atlanta, Columbus and Minnesota; the NBA's \$3.6 billion League-wide credit facility; and the formation of the Women's National Basketball Association and the National Basketball Development League. He also has worked on several proposed and completed acquisitions and sales of National Football League and Major League Baseball teams, including the sale of the Miami Marlins, Jimmy Haslam's purchase of the Cleveland Browns, Jeffrey Lurie's purchase of the Philadelphia Eagles, Robert Wood Johnson IV's purchase of the New York Jets, Jeffrey Loria's purchase of a controlling interest in the Montreal Expos, and Ted Lerner's purchase of the Washington Nationals. In 2002, Wayne handled the seminal transaction in which the owners of the Expos sold the Expos to Major League Baseball and simultaneously purchased the Florida Marlins from John Henry. He also represented Red Bull GmbH in its purchase of the MLS MetroStars

(now known as the New York Red Bulls), Cliff Viner in his sale of the NHL Florida Panthers and The Ralph Wilson Trust in its sale of the Buffalo Bills. Wayne has extensive experience with stadium and arena development, financing and lease transactions, including representing the Marlins in its development of Marlins Park in downtown Miami; the NBA in its temporary relocation of the New Orleans Hornets to Oklahoma City; Red Bull in its joint development and lease of a new stadium in Harrison, New Jersey; the Eagles in its financing of Lincoln Financial Field; the Jets in its financing of MetLife Stadium; the Minnesota Vikings in its lease and financing of a new stadium in Minneapolis; and the Cleveland Browns in its stadium renovation financing. Wayne also handles various financing and commercial agreements on behalf of his sports clients, such as bank credit agreements, naming rights agreements, concessions agreements and employment agreements. Outside of sports, Wayne has handled mergers, acquisitions, financings and investments, and has prepared partnership agreements, limited liability company agreements and various other corporate documents, for clients in a wide range of other industries.

KAUFMAN, Daniel

BakerHostetler LLP, Washington, DC
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Featured in Advertising (USA – Nationwide)

Practice Areas: Daniel Kaufman joined BakerHostetler's Advertising, Marketing and Digital Media team in 2021 after a long career at the Federal Trade Commission (FTC) Bureau of Consumer Protection. He has advised clients on a wide range of FTC concerns, including advertising and green claims, data practices, online billing practices, the use of endorsements and testimonials and country of origin claims. He has represented numerous companies that are subject to FTC consumer protection and privacy investigations on topics ranging from billing practices to online disclosures and the use of data for advertising purposes. A preeminent thought leader and subject matter authority in advertising and data privacy issues, he is a frequent speaker on consumer protection matters and can provide context for the challenges our clients face in the areas of privacy and consumer advertising. He has unique insights into what is in store for the industry as the FTC changes direction with new leadership, new priorities, the use of different legal authorities and collaborations with state and federal partners.

KAUFMAN, David

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Derivatives + Commodities; Corporate Finance | Capital Markets; Energy Regulatory; Structured Products; Lending + Financial Transactions; Financial Services

Career: David Kaufman concentrates on structured transactions involving commodities and derivatives. He also has extensive experience with mergers, acquisitions, and corporate reorganizations. David works closely with the firm's financial institution and end-user clients in the commodity, equity, fixed income, and credit derivative markets, often assisting clients in developing and structuring products and transactions and evaluating such products and transactions under applicable securities and commodities law. In his regulatory work, David focuses on the Commodity Exchange Act and the CFTC's regulations, including the statutory and regulatory regime resulting from Title VII of the Dodd-Frank Act. David represents major commodities dealers, trading firms, and investments funds, as well as commercial end-users, in commodity-based transactions involving energy, precious and base metals, currencies, and agricultural products. This work has involved structuring and documenting trading, hedging, financing, supply and offtake, storage, processing, and tolling transactions, together with associated margin and other collateral arrangements. He also represents funds and individuals in negotiating and documenting equity derivative transactions designed to hedge and/or monetize large or illiquid share positions.

Personal: J.D., Harvard Law School; B.A., University of Rochester

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Corporate Partner advising clients on public and private offerings of debt and equity securities, corporate governance, business combinations and general corporate and securities law matters. Represented each of Academy Sports, Aramark, Avantor, Dollar General, First Data, HCA, KKR, Masonite, National Vision and Nielsen in connection with their respective U.S. IPO's and numerous debt financings.

Career: Joined the Firm in 1994; became Partner in 2002.

Personal: The University of Chicago Law School (J.D., with honors, 1994); University of Canterbury (B.A., with honors in Economics, 1990); Harvard University (A.B., magna cum laude, 1989).

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Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: Complex land-based casino law iGaming and sports wagering law Mergers and acquisitions in the gaming industry

Career: A partner with Cooper Levenson and Co-Chair of the Gaming Law Practice Group, Lynne Levin Kaufman concentrates on complex

land-based casino law, iGaming and sports wagering law, and mergers and acquisitions in the gaming industry. Atlantic City's newest casinos across the nation select Lynne as counsel to guide them in all gaming matters, from the pre-development and pre-construction stages until opening day. Large casino companies, iGaming companies, and sports wagering companies entering new jurisdictions turn to Lynne to draft proposed statutory language and regulations. Lynne Levin Kaufman has been practicing gaming law full-time for decades, first as in-house counsel to a publicly-owned New Jersey casino company, then joining Cooper Levenson. Lynne's clients include land-based casinos, interactive gaming operators, sports wagering operators, lottery courier services, gaming manufacturers, technology and content providers, financial institutions, private equity firms, nightclubs and payment processors. Lynne's practice encompasses all aspects of gaming law, including licensure, regulatory compliance, appearances before regulatory bodies, drafting financing documentation and obtaining required approvals, contract drafting, policy/plan drafting and transactional work. Lynne has significant experience regarding gaming mergers and acquisitions and complex financing transactions, and her clients rely on her for strategic advice. In addition to representation of public companies, she also represents privately owned casinos and their owners. Lynne's interactive gaming and sports wagering clients depend on her to guide them through the multijurisdictional licensing and go-live requirements of new jurisdictions, and to provide legislative and regulatory input to help shape the law, regulation and policy. She also advises clients regarding pari-mutuel betting, skilled gaming and promotional sweepstakes and contests. She guides her land-based, iGaming and sports wagering clients through the gaming laboratory approval process.

Professional Memberships:

Member, Gaming Law Committee of the Pennsylvania Bar Association Past Chair and current member of Casino Law Section of the New Jersey State Bar Association Former General Counsel Board of Director Member-International Assn of Gaming Advisors

Publications: Fundraising Fundamentals Casino Law Bulletin Racinos – If it Looks Like A Slot Machine, Is It A Slot Machine? Casino Law In Print Private Purchase Power-Casino Journal Magazine The Role of Private Equity – Casino Journal Magazine Great Women of Gaming – Casino Enterprise Management

Personal: An involved Atlantic City community member, Lynne serves with numerous civic and charitable organizations and advocates for women's rights, gender equality, and women's empowerment. Lynne is also a member of the firm's Executive Management Committee.

KAUFMANN BELKHAYAT, Laura
Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, New York
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Laura Kaufmann Belkhatay represents corporate clients, private equity sponsors, investment banks and REITs in a broad range of private equity and capital markets transactions, including public and private offerings of equity and debt securities, initial public offerings, acquisition finance, minority investments and spin-off and restructuring transactions.

Personal: J.D., Harvard Law School, 2002 B.S., Duke University, 1999

KEAN, Jesse
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Featured in Registered Funds (USA – Nationwide)

Practice Areas: JESSE KEAN has extensive experience leading a variety of transactions for open-end and closed-end investment companies, including complex fund mergers and the registration of currently active funds under the Investment Company Act and the Securities Act. His experience includes the launch and ongoing representation of global, emerging market, and U.S.-focused funds with a variety of market capitalizations, as well as ESG funds, liquid alternative funds, multi-asset funds, index funds, target date funds, money market funds, ETFs, sector-specific funds, smart beta funds, and credit funds, certain of which use unique strategies, derivatives, and offshore subsidiaries. Jesse also has experience counseling the independent trustees of such funds.

KEELER, Timothy
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Featured in International Trade (USA – Nationwide)

Practice Areas: Tim is a partner and Co-Lead of Mayer Brown's International Trade Product Team, as well as heading the firm's Committee on Foreign Investment in the US (CFIUS) practice. He is also a member of the firm's Public Policy, Regulatory & Government Affairs group. Tim joined Mayer Brown in 2009 after a varied career in the US Government, serving at the Office of the US Trade Representative (USTR), the US Treasury Department (which chairs CFIUS), and the US Senate Finance Committee. Following eight years of service in the US executive branch on CFIUS member agencies, Tim handles all aspects of CFIUS work, including assessing whether prospective transactions raise national security issues, advising whether a transaction is subject to mandatory filing pursuant to CFIUS regulations, and advising on how to structure transactions to mitigate national security concerns while achieving business objectives.

KEELING, Robert
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Featured in eDiscovery (USA – Nationwide)

Practice Areas: ROBERT KEELING, founder and head of Sidley's eDiscovery and Data Analytics group, is one of the country's preeminent authorities on eDiscovery. Keeling serves as global outside discovery counsel for some of the nation's best known and most technology-focused corporations. An experienced litigator and white-collar lawyer, Keeling's practice has long included a special focus on eDiscovery. He represents companies across a range of industries in civil litigation and government investigations, with a focus on managing discovery for HSR "Second Requests" issued by the DOJ or FTC. Robert has been responsible for achieving substantial compliance with Second Requests in connection with transactions with a combined value of more than \$225 billion. Robert is a published author and frequent speaker on topics relating to eDiscovery, information governance, AI/machine learning, and the attorney-client privilege.

KEHOE, Edward
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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Edward Kehoe specializes in business arbitration and litigation. He is co-head of our International Arbitration practice and a member of the firm's ten-person management committee. With more than 25 years of experience in business arbitration and litigation, Edward represents clients in the energy, mining, construction, professional services, finance and banking, pharmaceutical, and insurance sectors. He has been lead counsel in many international arbitration and trials (both jury and bench), with successful outcomes for his clients. Mr. Kehoe is a Senior Fellow of the Litigation Counsel of America, Trial Lawyer Honorary Society. Edward is a member of the Trial Law Institute and Diversity Law Institute. In addition to serving as counsel, he regularly serves as an arbitrator and is listed as an arbitrator on the Panel of Neutrals for the International Centre for Dispute Resolution.

KELLER, Jennifer L.
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Featured in Litigation (USA – Nationwide), Litigation (California)

See under California for profile.

KELLEY, Nathan
Perkins Coie LLP, Seattle
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Featured in Intellectual Property (USA – Nationwide)

Practice Areas: Intellectual Property Law Patent Litigation Appeals, Issues & Strategy Patent Appeals

Career: Nathan Kelley is one of the country's leading intellectual property

lawyers, having served for more than a decade at the top levels of the U.S. Patent and Trademark Office, most recently as Solicitor and Deputy General Counsel for Intellectual Property Law. In that capacity, Nate managed all IP litigation for the USPTO and participated in many of the most significant patent and trademark cases in recent years, including *Oil States Energy Services, LLC v. Greene's Energy Group, LLC*; *Matal v. Tam*; *Aqua Products, Inc. v. Matal*; *In re Cuozzo Speed Technologies, LLC*; *Samsung Electronics Co. v. Apple, Inc.*; *Life Techs. Corp. v. Prometheus Corp.*; *Alice Corp. v. CLS Bank Int'l*; *Nautilus, Inc. v. Biosig Instruments, Inc.*; *Teva Pharm. USA, Inc. v. Sandoz, Inc.*; and *B&B Hardware v. Hargis Indus., Inc.* At the USPTO, Nate also acted as the USPTO's Chief Administrative Patent Judge, leading the Patent Trial and Appeal Board (PTAB) during a critical period as it was coming up to speed with its jurisdiction over inter partes reviews under the America Invents Act (AIA). Before his time in the Solicitor's Office and PTAB, Nate worked for six years at the U.S. Court of Appeals for the Federal Circuit, first as a member of its permanent legal staff and then as a law clerk for Circuit Judge Randall Rader. His career in intellectual property law began over 25 years ago as a patent examiner in the semiconductor field.

KELLY, Brian
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Featured in Corporate/M&A (Maryland), Energy & Natural Resources (USA – Nationwide)

Practice Areas: Brian, chair of McGuireWoods' energy industry team, advises independent power producers, wholesale and retail participants, as well as utility, private equity and financial clients on a wide range of transactions, including mergers and acquisitions, energy project and infrastructure development, project finance, and structured commodity and hedging transactions. Brian has worked on solar, wind, biomass, natural gas, LNG, geothermal and battery projects, as well as non-energy infrastructure and commodity financings in the United States and internationally. He has significant experience structuring and negotiating project development and offtake agreements and advises U.S. and foreign clients on international trade, business and related export control issues.

KELLY, JB
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Featured in State Attorneys General (USA – Nationwide)

Practice Areas: JB Kelly is of counsel in the Litigation Department at Wachtell, Lipton, Rosen & Katz. Mr. Kelly's practice leverages his more than 30-year career in the public sector working with state attorneys general (AG) as he handles a variety of complex, often mul-

tistate matters, involving critical public policy and strategic issues.

Career: Mr. Kelly served as general counsel to North Carolina Attorney General Roy Cooper from 2001 to 2012, overseeing major litigation involving the State of North Carolina. He was a member of the negotiation teams in high-profile, multistate settlements involving mortgage foreclosure, Amerique and tobacco, among others. Mr. Kelly is admitted to practice in the State of North Carolina and the District of Columbia. His court admissions include the United States District Courts for the Eastern, Middle and Western Districts of North Carolina and the District of Columbia, the United States Courts of Appeals for the Fourth Circuit, and the United States Supreme Court.

Publications: Mr. Kelly graduated with a B.A. from University of North Carolina – Chapel Hill in 1980. He received a J.D. from the University of North Carolina School of Law in 1984, where he served as research editor of the North Carolina Law Review.

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Featured in Insurance (USA – Nationwide), Insurance (New York)
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Featured in Political Law (USA – Nationwide), Government (USA – Nationwide)
Practice Areas: Robert Kelner chairs Covington's Election and Political Law practice group and provides political law compliance advice to a wide range of the country's largest corporations. He also leads the firm's nationally recognized congressional investigations practice. His political law practice focuses on campaign finance law, lobbying disclosure law, pay-to-play rules, government ethics laws, and the Foreign Agents Registration Act. Mr. Kelner regularly advises corporations on instituting political law compliance programs. He has extensive experience conducting internal investigations and, as a partner in Covington's White Collar Defense and Investigations practice group, he regularly defends clients in investigations by the Federal Election Commission and the Department of Justice, as well as in Congressional investigations.

Personal: University of Virginia School of Law, J.D. 1997; Princeton University, AB, 1989.

KENNEDY, John C
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/>

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KENNEDY, Nicholas O.
Baker McKenzie, Dallas
Featured in International Arbitration (USA – Nationwide)

Practice Areas: At the trial level, Nick has recovered nearly a billion dollars for his clients. His clients have avoided claims for many hundred million more through successful defense verdicts or arbitration awards. Nick also argued and won at the United States Supreme Court in *Yegiazaryan v. Smagin*, a case about an international RICO conspiracy to prevent enforcement of a \$150 million arbitration award. Nick's success has been widely recognized. He was named as a 2023 40 Under 40 honoree by Bloomberg News. He was also one of just a dozen finalists for the National Law Journal's Winning Litigator award, which honors the most significant nationwide victories in 2022 and 2023. Unlike many others at large law firms, Nick regularly tries high-stakes cases – at least one per year, and often more.

These cases have regularly had tens of millions, hundreds of millions, and in one case more than a billion dollars in dispute. Nick has first chaired multiple arbitrations with more than \$100 million in controversy. While Nick thrives at trial, he also has a successful pre-and post-trial practice with scores of successful dispositive and expert motions, along with appeals all the way up to the U.S. Supreme Court. Nick is a dedicated mentor to others, helping to guide several younger attorneys through their first trials, depositions, and hearings. He is also a member of Baker McKenzie's Diversity, Equity, and Inclusion Committee through which he most recently led the Dallas office's partnership with the Street Law program where more than a dozen Baker McKenzie professionals taught legal concepts and provided career counseling to more than fifty local high school students. Nick's practice crosses industry and borders. He focuses heavily on the software, technology franchise, and consumer goods industries. Nick uses his ability to make complex technologies simple for jurors and arbitrators to represent technology owners in disputes about trade secrets, software performance, and contractual issues. He adeptly handles complicated financial concepts to represent business owners and partners in complex valuation, investment fraud, and fiduciary duty disputes. Nick regularly handles the damages portion of all types of complex cases, working closely with experts to do so. Nick also has a strong background with trade secrets and non-competes across industries, allowing him to help his clients protect their own IP and employees and defend against claims of misuse by others. Nick routinely represents foreign clients in US disputes, or US clients in foreign disputes. He has arbitrated cases with all major arbitral institutions, including the ICC, ICDR, ICSID, UNCITRAL, JAMS, SCC, AAA, and LCIA. He has acted on

behalf of investors against states in investor-state disputes under ICSID, UNCITRAL, LCIA, and SCC Arbitration Rules and in related enforcement proceedings. He has handled disputes in or related to several dozen countries. This diverse experience helps Nick to advise clients on how to craft appropriate dispute resolution clauses when drafting contracts, and how to maximize their benefits when a dispute arises. Finally, Nick's international experience includes a strong track record of enforcing foreign judgments or arbitration awards in the US and abroad, including identifying and collecting upon assets of uncooperative debtors.

Professional Memberships: • American Bar Association – Member • Institute for Transnational Arbitration-Young Arbitrator's Forum • Dallas Bar Association – Member, International Law Section • Dallas Association of Young Lawyers – Member
Publications: • Author, "United States: Texas governor lifts COVID-19 mask requirements and business occupancy limits," Global Compliance News, 2021 • Author, "Should I Stay or Should I Close? COVID-19 Issues Across US Jurisdictions," Global Compliance News, April 2020 • Author, "Contagious: Class Actions and Anticipated Trends Based on the COVID-19 Pandemic," Baker McKenzie Client Alert, March 2020 • Author, "COVID-19: Impacts on Pending Litigation and Mitigating Litigation Risk in the US," Baker McKenzie Client Alert, March 2020 • Author, "Texas' Response to COVID-19 and the Impact on Businesses and Critical Infrastructure," Baker McKenzie Client Alert, March 2020 • Author, "Agreements to Arbitrate (Chapter)," Arbitration of M&A Transactions, Globe Law and Business, 2nd Edition, 2020

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)
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Featured in eDiscovery (USA – Nationwide)
Practice Areas: COLLEEN KENNEY, founder and head of Sidley's eDiscovery and Data Analytics group, is a trial lawyer and one of the country's preeminent authorities on eDiscovery. Colleen frequently publishes on complex eDiscovery issues and is highly sought after for speaking engagements on these issues. She also teaches an eDiscovery class at DePaul University College of Law. Colleen is the current co-chair of the Annual Judicial Training Symposium for Federal Judges on behalf of the Electronic Discovery Institute board of directors and the Federal Judicial Center. Colleen has more than 30 years of experience representing clients as first chair in complex mass tort, products liability, financial, securities,

and antitrust class action litigation. As an experienced litigator who has litigated cases across many disparate industries, Colleen combines her extensive experience and knowledge to craft efficient and creative solutions for her clients. Colleen has successfully argued a significant number of motions at all stages of litigation, including complex Daubert motions, class certification, and discovery motion practice. Her trial experience includes fact and expert witnesses. She excels at having a practical and inclusive approach at all stages of a case, ensuring that strategic decisions regarding discovery are considered and resolved in light of the substantive issues in the litigation from the very start of the case. Colleen is able to use her learnings from her wide breadth of subject matter in class actions to innovate, bringing successful ideas from one area to another. Currently, Colleen, among other cases, is running a large antitrust and breach of contract case. And was recently the first chair for various explosion and fire cases, leading a team of lawyers and expert witnesses that resulted in a successful resolution of all matters. She, along with the Sidley team, settled the class of about 28,000 residents of the town for far less than Plaintiffs originally sought. Immediately before that, she ran a multi-year employment class action case where she was able to reduce the client's costs significantly by proposing to the Court a case management methodology most often seen in products cases. That matter settled for a small fraction of the original demand, in large part due to successfully defeating class certification.

KENT, Benjamin

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Featured in Mining & Metals (USA – Nationwide)

Practice Areas: General Practice Credit & Leveraged Finance Energy Transition Infrastructure Project Development & Finance

Career: Benjamin Kent is a partner in Sullivan & Cromwell's General Practice Group, advising on a wide range of matters for both U.S. and non-U.S. clients across numerous industries. Ben's practice is focused on debt and equity financing transactions, including project, leveraged and acquisition financings, and includes M&A and joint venture work, particularly in the context of natural resources and infrastructure transactions. Ben has been based in New York since 2014, having previously worked in the Firm's Frankfurt and London offices, and his experience includes numerous cross-border and multi-jurisdictional financing, capital markets and M&A transactions in which he has represented a variety of borrowers, lenders, sponsors, underwriters, buyers and sellers.

Personal: Harvard Law School, LL.M., 2009 The Faculty of Law, University of Oxford, B.A., 2008

KENWORTHY, Kevin

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Featured in Tax (District of Columbia), Tax (USA – Nationwide)

Practice Areas: Federal income tax controversy emphasizing tax litigation, IRS appeals, and other administrative procedures. He represents large and mid-sized multinational clients in a variety of federal tax disputes before the courts and the IRS on a range of international and domestic tax issues.

Career: Practice Lead, Tax Controversy & Litigation; Former Chair, Tax Department

Professional Memberships: Fellow, American College of Tax Counsel; Co-author, Tax Management Portfolio 6925-1st, Transfer Pricing: Document Requests and Summons Enforcement (BNA 2019); Contributor, Transfer Pricing Answer Book (PLI 2012); Former Chair, Court Procedure and Practice Committee, American Bar Association.

Personal: JD, Southern Methodist University School of Law, Order of the Coif, 1985; BBA in Accounting, University of Oklahoma, with distinction, 1982.

KERSH, Candice

Frankfurt Kurnit Klein & Selz, New York
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Featured in Advertising (USA – Nationwide)

Practice Areas: Advertising, Marketing & Public Relations Artificial Intelligence Branded Entertainment Celebrity Branding Executive Compensation & Employment Intellectual Property Cross-Border Transactions & Global Media Clearance Social Media

Career: A recognized industry thought leader in advertising and media, Candice Kersh has been a member of Frankfurt Kurnit's Advertising, Marketing & Public Relations practice group for over two decades. Ms. Kersh receives consistent recognition by the most respected legal ranking organizations including being named a best lawyer in Advertising Law by Best Lawyers in America since 2010. Chambers USA America's Leading Lawyers for Business quotes her client's praise, saying "Candice is a true expert, a gifted lawyer and a great partner. Her industry knowledge and counsel is unrivaled and her advice inspires confidence." "She is a very good advertising lawyer." "She has an excellent reputation. She is very practical with her advice." The Legal 500 continues to recognize her as one of the nation's leading lawyers in advertising, and she is repeatedly named a New York-area "Super Lawyer" by Super Lawyers magazine for Intellectual Property (2006), First Amendment & Media (2007-2013), and Media & Advertising, Intellectual Property, Entertainment & Sports (2014-2023). In 2016, she was recognized by Folio magazine's Top Women in Media – the only lawyer to receive this honor, and was the 2014 New York "Advertising Lawyer of the Year" by Best Lawyers

in America (the first woman ever to receive this recognition). Ms. Kersh's experience and creativity combine to make her one of the nation's go-to attorneys for all issues of advertising and marketing law, including structuring branded entertainment deals, advising on emerging technology transactions and platforms, union issues, and helping major brands overcome legal hurdles to advance some of the world's most celebrated and innovative advertising campaigns. She has a unique "appetite for the untried and undiscovered," and "a passion for helping sort through the issues and translating the solutions to other key stakeholders" according to Jeff Hicks, former President and CEO of Crispin Porter + Bogusky. In the past, Ms. Kersh has acted as production counsel on independent feature films, and negotiated agreements for writers, directors, and performers. Her experience with both Hollywood and Madison Avenue makes her an invaluable advisor to advertisers and agencies in their negotiations with entertainment firms and individual talent. In addition to her transactional and regulatory practice, Ms. Kersh also counsels advertising and entertainment executives and corporations on compensation packages and other employment matters. A frequent speaker at industry seminars and conferences, she also conducts internal seminars for her clients' advertising, marketing, and public relations personnel. Ms. Kersh is a member of The Fellows of the American Bar Foundation and the Steering Committee for the International Marketing & Advertising Law Forum. Ms. Kersh is admitted to practice law in both New York and Florida.

KESHVARGAR, Yasin

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Yasin is a member of Davis Polk's Capital Markets practice. U.S. and non-U.S. issuers and underwriters seek Yasin's advice on a broad range of capital markets transactions, including initial public offerings and other equity offerings, public and private high-yield, investment-grade and convertible debt financings, restructurings and cross-border transactions. Yasin also advises clients ranging from early-stage privately held companies to well-known seasoned issuers on governance, SEC reporting, strategic transactions and other corporate law matters. His practice spans a variety of industries, including biotech, consumer products and retail, fintech, technology, and healthcare and life sciences. In 2020, Yasin served as co-leader of Davis Polk's cross-practice, cross-border coronavirus task force.

KESSLER, Jeffrey L

Winston & Strawn LLP, New York
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Featured in Antitrust (USA – Nationwide), Sports Law (USA – Nationwide), Antitrust (New York)

Practice Areas: Co-Executive Chairman of Winston & Strawn, Jeffrey Kessler is one of the world's leading antitrust, sports law, and trial lawyers. He has served as lead counsel in some of the most complex antitrust, sports, and intellectual property litigations in the country, including major jury trials, and has represented a number of U.S. and international companies in criminal and civil investigations in the antitrust, sports law, trade, and Foreign Corrupt Practices Act (FCPA) areas. Jeffrey co-chairs Winston's global Antitrust/Competition Practice and is the former co-chair of the firm's Sports Law Practice. Law360 recently named both practices as a "Practice Group of the Year" for their respective categories. He focuses his practice on all aspects of antitrust/competition, sports law, complex commercial litigation, intellectual property (IP), and government criminal and civil investigations. He has served as lead counsel in some of the most complex antitrust, sports law, and IP law cases in the country, including major jury trials, and has represented many U.S. and international companies in criminal and civil investigations in the antitrust, trade, and Foreign Corrupt Practices Act (FCPA) areas. He successfully defended Matsushita and JVC against claims of a worldwide conspiracy in the landmark U.S. Supreme Court case Zenith v. Matsushita and is regarded universally as a leading commentator on international antitrust law. He has also been the lead counsel for important cases involving frontier issues of IP law and lead counsel in numerous government criminal and civil investigations. He is a member of the firm's Videogame, Gaming, and Esports Group, which provides comprehensive legal solutions to companies in the sector. Jeffrey is also one of the United States' most prominent lawyers regularly engaged in high-profile sports litigation. He has litigated some of the most famous sports-antitrust cases in history, including the landmark college players-brought Alston v. NCAA case, in which, following Jeffrey's oral argument, the U.S. Supreme Court unanimously affirmed his and co-counsel's earlier "groundbreaking and disruptive" trial victory against the NCAA in this antitrust challenge to its non-compensation rules; McNeil v. The NFL, the watershed antitrust jury trial that led to the establishment of free agency in the National Football League (NFL); and Brady v. NFL, which led to the end of the 2011 NFL lockout. Jeffrey's sports sector clients have included the NFL Players Association (NFLPA), the National Basketball Players Association (NBPA), the Arena Football League Players Association, the National Hockey League Players Association,

the Major League Baseball Players Association, the National Invitation Tournament (NIT), Wasserman Media Group, SCP Worldwide, MVP Sports, the U.S. Women's National [Soccer] Team (USWNT), the NFL Coaches Association, the Women's Tennis League Association, Endeavor, Super Slam Ltd., Activision Blizzard, Adidas, Klutch Sports, and Players, Inc. Jeffrey has represented various classes of Division 1 college basketball and football players; other college athletes; elite swimmers; NBA, NFL, AFL, and MLS players; the North American Soccer League (NASL); the U.S. Football League; the Overwatch and Call of Duty Esports leagues; the Professional Bull Riders; Relevant Sports Agency, and the Cities of San Diego and Oakland, as well as Alameda County, in various sports law disputes. He negotiated the current free agency/salary cap systems in the NFL and NBA, and successfully represented Latrell Sprewell in his controversial suspension arbitration. In the area of NFL discipline, he represented the NFLPA on behalf of Ray Rice, Tom Brady (in "Deflategate"), Ezekiel Elliott, Adrian Peterson, and the "Bountygate" players. He represented pro bono Oscar Pistorius, the double-amputee athlete, in his successful arbitration to obtain the right to compete against non-disabled athletes around the world. Recently, he achieved a landmark equal pay class action settlement for the members of the USWNT. This impressive experience led Law360 to name Jeffrey as an MVP for Sports and Betting for four consecutive years (2018–2021). In March 2022 at the Benchmark Litigation East Coast Awards, Jeffrey was honored as the Antitrust Litigator of the Year, and the firm was recognized for its work on *NCAA v. Alston*, one of the National Impact Cases of the Year. And Jeffrey is part of the group recognized with GCR's 2022 "Litigation of the Year: Cartel Prosecution" award.

KESSLER, Michael
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Featured in REITs (USA – Nationwide)

Practice Areas: An experienced and versatile securities lawyer, Michael regularly advises companies, underwriters, private equity sponsors, and fund managers on a range of capital-raising initiatives and mergers and acquisitions transactions. He focuses his practice on the real estate, specialty finance, REIT, banking, private equity, insurance, and technology sectors, particularly novel financing structures. He is recognized for his innovative expansion of the REIT sector into new asset classes. He helps develop new fund structures, including migrating fund vehicles into public company and permanent capital formats. Michael routinely advises special committees dealing with conflicting interest strategic transactions. He acts for clients on public and private M&A transactions and on a range of equity and debt capital markets projects,

including IPOs, SEC-registered and cross-border Rule 144A/Regulation S offerings, convertible, high-yield, and investment-grade bonds, and liability management. Michael has a deep understanding of finance, restructuring, and private credit matters. His thorough knowledge of regulatory compliance and reporting requirements helps clients navigate complex legal and tax issues. He also serves as outside counsel on corporate governance matters, including executive compensation, shareholder activism, board fiduciary duties, risk management, and corporate social responsibility.

Professional Memberships:

Oliver Scholars, which prepares high-achieving African American and Latino students from underserved NYC communities for success at top independent high schools and prestigious colleges, board of directors, Nominating and Governance Committee, chairman; Children's Arts Guild, which offers arts education to underserved children, board of directors.

KETELTAS, Gilbert S
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Featured in eDiscovery (USA – Nationwide)

Practice Areas: Gil Keteltas is a trial lawyer with more than 25 years of experience litigating complex commercial, tort and government enforcement disputes on behalf of national and international corporations. Recognized by the National Law Journal as a 2016 Litigation Trailblazer for innovative trial advocacy, Gil's experience spans practice areas and industries. He has advocated in courtrooms across the country on behalf of manufacturers, engineers, hospitality companies, agricultural cooperatives and farmers, and has served as trial counsel in jury and bench trials. Gil is the former leader of BakerHostetler's Commercial Litigation and Electronic Discovery Advocacy and Management practice teams. Gil also is experienced in coordinating and leading the defense of multijurisdictional and multiparty disputes—including disputes involving a mix of government and private plaintiffs—and in developing and implementing litigation risk-reduction strategies before litigation is filed.

KEYVAN, Sean M
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Featured in Insurance (USA – Nationwide), Insurance (Illinois)

See under Illinois for profile.

KICHAVER, Jeff
Jeff Kichaven, Los Angeles
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Featured in Mediators (USA – Nationwide)

Practice Areas: Mediation of B2B disputes. I am often the second, third, or even fourth mediator on a case --and the one who get it settled. Much of my work is in the following areas: Insurance Coverage, Allocation and Bad Faith Intellectual Property (Patents,

Trademarks, Copyrights, Trade Secrets) Professional Liability (Legal and Accounting Malpractice)

Professional Memberships: Elected Member, American Law Institute Distinguished Fellow, International Academy of Mediators

KIEFER PERETTI, Kimberly
Alston & Bird LLP, Washington, DC
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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Manages cyber investigations and advises boards and senior executives in matters of cybersecurity and cyber risk.

Career: Co-chair of Alston & Bird's Privacy, Cyber & Data Strategy Team; Co-chair of Alston & Bird's National Security & Digital Crimes Team; former PwC's cyber forensics director; former senior litigator for the Department of Justice's Computer Crime and Intellectual Property Section; named to Cybersecurity Docket's "Incident Response 30" 2016–2024; CNN Declassified; recognized by BTI Consulting Group as a "Client Service All-Star."

Professional Memberships:

Certified Information Systems Security Professional (CISSP); Cyber Investigations Advisory Board of the U.S. Secret Service; Practising Law Institute, Cybersecurity and Privacy co-chair; Advisory Board of the Georgetown University Law Center Cybersecurity Law Institute. **Publications:** Winner of 2015 Burton Award for Legal Achievement for coauthoring "Cybersecurity: What Directors Need to Know in an Era of Increased Scrutiny."

KIELY, Lena
A&O Shearman, Washington, DC

Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Lena focuses on advising U.S. and non-U.S. banks and other financial institutions on a broad range of U.S. bank regulatory, transactional and compliance matters arising under U.S. banking laws and regulations, including permissible activities and investments, control issues, affiliate and insider transactions, internal corporate reorganizations, new charter and other regulatory applications, corporate governance and supervisory matters. She also advises on financial regulatory matters related to cryptocurrency and other digital asset activities. Prior to joining the firm, Lena served as Managing Director and Chief Bank Regulatory Counsel at BNY Mellon, where she provided strategic and regulatory advice to senior management, all lines of business and risk, compliance and other corporate functions and participated in several firm governance committees. Prior to joining BNY Mellon, Lena was Counsel at Davis Polk & Wardwell, where her practice included advising on U.S. bank regulatory matters in connection with M&A and capital markets transactions, Dodd-Frank Act implementation, living wills, and bank and bank holding company regulatory

issues. From 2002 to 2004 Lena was a law clerk for the Hon. John E. Sprizzo of the U.S. District Court for the Southern District of New York. Lena is a member of the Banking Law Committee of the American Bar Association and of the New York City Bar Association.

KIM, Antony
Latham & Watkins LLP, Washington, DC

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Tony Kim represents clients across the full spectrum of advisory and enforcement matters implicating cybersecurity, data privacy, and consumer protection issues. Mr. Kim helps companies navigate crises to avoid legal, risk, and reputational landmines. He also defends clients in regulatory investigations and enforcement actions by the Federal Trade Commission (FTC), State Attorney General Offices (AGOs), the Securities & Exchange Commission (SEC), and various sector regulators, as well as in litigation matters, involving the following areas: cybersecurity resiliency and incident response, privacy implications of innovative data use-cases, and consumer protection issues, including in sales and marketing and advertising contexts with a particular focus on global e-commerce, fintech, and platform businesses. In each of these areas, Mr. Kim partners with stakeholders in legal, IT/infoSec, product, growth, engineering, marketing, investor relations, communications, the c-suite, and the board/audit committee across governance, compliance, and crisis management contexts.

KIM, James
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Featured in Financial Services Regulation (USA – Nationwide)

Career: James Kim leads the firm's Fintech Industry Group. He advises fintechs, banks, investors, and other clients regarding federal and state consumer financial laws and regulations, including Title X of the Dodd-Frank Act (UDAAP), TILA, RESPA, EFTA, and the FCRA. He helps clients navigate examinations and investigations with the Consumer Financial Protection Bureau (CFPB), Federal Deposit Insurance Corporation (FDIC), Federal Reserve Board, Federal Trade Commission (FTC), and various state agencies. James also assists clients with product development, regulatory due diligence, and matters involving innovative products and issues, such as banking as a service (BaaS), student loans, data aggregation, credit and prepaid cards, and online lending. James served as a senior enforcement attorney with the CFPB, where he coordinated with the FTC, Office of the Comptroller of the Currency, FDIC, Federal Communications Commission, and state attorneys general. He was lead counsel in the CFPB's first enforcement actions involving mobile payments, and a member of an inter-

departmental credit card/prepaid card/emerging payments issue team.

KIM, Richard K

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Specializes in representing financial institutions in a broad range of regulatory matters, including in connection with mergers and acquisitions, enforcement actions, compliance and related matters. Previously, he was an attorney with the Board of Governors of the Federal Reserve System where he worked on a wide range of bank supervisory matters. He was also Assistant General Counsel with NationsBank Corporation.

Career: Partner in the Corporate Department at Wachtell, Lipton, Rosen & Katz. Previously, he was an attorney with the Board of Governors of the Federal Reserve System where he worked on a wide range of bank supervisory matters. He was also Assistant General Counsel with NationsBank Corporation.

Professional Memberships: He is a member of the Association of the Bar of the City of New York and the American Bar Association where he previously served as Chair of the Mergers and Acquisitions Subcommittee of the Banking Law Committee.

Personal: He is a graduate of Stanford University (AB, 1983) and Columbia Law School (JD, 1986). He is also Co-President of the Asian American Legal Defense & Education Fund, a member of the the City Year New York Advisory Board, and a former trustee of the Rye Country Day School and The Stanwich School.

KIM, Thomas J

Gibson, Dunn & Crutcher LLP, Washington, DC
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Featured in Securities (USA - Nationwide)

Practice Areas: Tom focuses his practice on a broad range of SEC disclosure and regulatory matters, including capital raising and tender offer transactions and shareholder activist situations, as well as corporate governance, environmental social governance and compliance issues. He also advises clients on SEC enforcement investigations involving disclosure, registration and auditor independence issues. Tom has extensive experience handling regulatory matters for companies with the SEC, including obtaining no-action and exemptive relief, interpretive guidance and waivers, and responding to disclosures and financial statement reviews by the Division of Corporation Finance.

Career: Prior to joining Gibson Dunn, Tom served for six years as the Chief Counsel and Associate Director of the Division of Corporation Finance at the SEC. As Chief Counsel, Tom was responsible for the Division's no-action, interpretive and exemptive positions,

including with respect to whether an instrument is a security, and under his leadership, the Chief Counsel's Office revised and updated all of the Division's telephone interpretations as Compliance and Disclosure Interpretations and issued several significant Staff Legal Bulletins. Tom also led a number of notable SEC rulemakings and policy initiatives. In addition, Tom oversaw the Division's Office of Enforcement Liaison.

KIMBERLY, Michael B

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Michael B. Kimberly is co-chair of the Firm's Supreme Court and Appellate Practice and Government and Regulatory Litigation Group. He has given more than thirty appellate arguments, including eight before the US Supreme Court. In addition to his appellate work, Michael frequently litigates challenges to federal administrative actions under the Administrative Procedure Act and to state laws and regulations under various provisions of the US Constitution. He has briefed and argued hundreds of cases covering a wide range of subject matters, with particular experience in the areas of taxation, the Commerce Clause, preemption, the Medicare Act, ERISA, the First Amendment, copyright, the Bankruptcy Code and the antitrust laws. In addition to handling appeals and administrative and constitutional challenges, Michael works frequently with his colleagues in trial courts to shape litigation strategy and present the most compelling dispositive motions. Michael is a visiting lecturer in law at Yale Law School, where he co-directs the Yale Law School Supreme Court clinic. Michael is widely recognized as an accomplished Supreme Court and appellate litigator. Rating Michael in 2021, Chambers USA described him as "a brilliant writer" and an "incredibly strategic thinker." The Legal 500 has rated him every year since 2017, noting that he is "highly recommended by peers and clients alike." Michael has been described in the National Law Journal as a "veteran US Supreme Court and appellate lawyer" and in the Washington Post as a "seasoned Supreme Court practitioner." According to Reuters, he is among "the top handful of lawyers in America" who "dominate" the docket of the US Supreme Court. While in law school, Michael served as editor of The Yale Law Journal and executive editor of the Yale Law and Policy Review. Following law school, Michael clerked for Judge Michael Hawkins on the US Court of Appeals for the Ninth Circuit. View more at: <https://www.mwe.com/people/kimberly-michael-b/>

KING, Christopher

Redgrave LLP, Chicago
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Featured in eDiscovery (USA - Nationwide)

Practice Areas: E-Discovery & Information Governance

Career: CAREER Christopher Q. King, Partner at Redgrave LLP, is recognized as a leader in information law and has devoted his practice to discovery, eDiscovery, and information governance. He serves as the lead attorney for several of the Firm's key clients, advising on their eDiscovery and information governance needs. Chris oversees the development of discovery strategy in complex litigation and investigation matters and has briefed and argued eDiscovery motions in dozens of federal and state court cases. Chris deeply understands the connection between information governance and eDiscovery and works with clients to develop holistic solutions that consider both practices. By building a solid foundation of information governance policies and procedures, organizations improve efficiencies, reduce risk, and put themselves in a better position to strategically handle eDiscovery issues. Robust information governance practices can provide a roadmap to how and where data is stored, streamlining time and resources during early case assessment. Chris also shows clients how eDiscovery approaches and outcomes can influence and reinforce information governance, including standardizing legal hold policies, investing in approaches and tools for preservation and collection, and being diligent about data minimization and defensible disposition. In his information governance matters, Chris plays a pivotal role in counseling clients on a broad range of information governance issues, including leading large-scale assessments of existing information governance and eDiscovery processes and programs. He advises clients on defensible disposition projects, including system and hardware decommissioning and physical record remediation, and counsels on the defensibility of large-scale data migrations and conversions. Chris helps clients develop data retention, management, and disposition protocols, customized litigation hold processes, bring your own device (BYOD) policies, defensible employee and technology onboarding and offboarding processes, network use policies, and create and update record management policies and schedules. In his eDiscovery matters, Chris leverages his extensive background litigating class actions, multidistrict litigation, and other types of complex litigation to identify, develop, and execute practical eDiscovery approaches that support the merits of a case. He has managed all stages of the discovery process, from document production to briefing and arguing matters in court, and has represented clients in the insurance, banking, securities, manufacturing, retail, technology, pharmaceuticals, chemicals, energy, and healthcare sectors. Chris regularly develops preservation plans, negotiates electronically stored information ("ESI") protocols, and prepares and defends fact and corporate representative witnesses with

respect to discovery-related issues. He has also acted as a special master and discovery neutral in contentious litigation matters and assisted with expert witness testimony. Whether in court, writing briefs, or negotiating on behalf of a client, Chris prides himself on being a hands-on attorney, recognizing the strong link between eDiscovery and litigation strategy. Chambers USA and Chambers Global recognize Chris as a leading eDiscovery and information governance lawyer. He is also recognized by Who's Who Legal for Litigation: eDiscovery Lawyers. He is a sought-after speaker, panelist, and presenter, participating at The Sedona Conference®, EDI Leadership Summit, and the Georgetown Advanced E-Discovery Institute as an authority on eDiscovery and information governance. Before joining Redgrave LLP, Chris was a Partner at Dentons, where he founded and led the eDiscovery and Information Governance practice for the U.S. region. Chris was also clerk to Robert Murphy, Chief Judge, Court of Appeals of Maryland. Chris is admitted to practice in Illinois, before the U.S. Courts of Appeals for the Third and Seventh Circuits, and in the Northern and Central Districts of Illinois, and the Eastern District of Michigan.

Professional Memberships:

Featured Professional Memberships:
•Member, The Sedona Conference®, Working Group 1 on Electronic Document Retention and Production
•Member, The Sedona Conference®, Working Group 11 on Data Security and Privacy Liability
•Co-chair of Steering Committee, Seventh Circuit Council on eDiscovery and Digital Information (formerly Seventh Circuit Electronic Discovery Pilot Program)
•Member, International Association of Privacy Professionals ("IAPP")

Publications: Selected Publications

•"Microsoft And Snap Incorporate ChatGPT Into New Products" (Redgrave LLP, March 2023) (co-author: Kevin Reiss)
•"ChatGPT For Business Use" (Redgrave LLP, February 2023) (co-author: Amanda Moeller)
•"Restructuring Planning: Information Governance - Top Ten List" (Redgrave LLP, May 2020) (co-author: Charles Ragan)
•"INSIGHT: Special Masters Can Help Tame Court Backlogs After Covid-19" Bloomberg Law, April 2020 (co-authors: Hon. Nan R. Nolan (ret.) and Jonathan M. Redgrave)
•"Claims Arising From Market Volatility" (Practising Law Institute, Securities Arbitration, 1998)
•"Pleadings, Motions, and Class Certification" (Illinois State Bar Association Class Actions Coursebook) (1998)
•"Claims for Failure to Liquidate (Margin Violations) and Wrongful Liquidation" (Practising Law Institute, Securities Arbitration) (1998)
•"A Checklist for the Compliance Office of In-House Counsel Managing Customer-Broker Arbitration and Litigation" (Practising Law Institute, Securities Arbitration) (1997)
Recent Speaking Engagements
•Panelist, "Jeopardy," Annual National Institute on Class Actions 2023 (October 2023)
•Panelist,

"The What, Why, When, Who, Where and How of Defensible Disposition," ARMA 2023 Annual Spring Conference (April 2023) •Panelist, "Ethics of Virtual or Hybrid Practice," The Sedona Conference Institute: Pre-Trial Practice in a Post-Pandemic World (May 2022) •Panelist, "JEOPARDY," ABA 25th Annual National Institute on Class Actions 2022 (April 2022) •Panelist, "Collecting & Processing Ephemeral Data," Relativity Fest 2020 (Virtual, October 2020) •Panelist, "Defensible Disposition: You Can Do it ... And It's Worth It," Redgrave LLP Webinar (March 14, 2019) •Presenter, "Defensible Disposition Toolkit: Keys to Designing a Successful Plan," 27th Annual MER Conference (Chicago, Illinois, May 2019) •Panelist, "Collecting & Processing Ephemeral Data," 27th Annual MER Conference (Chicago, Illinois, May 2019) •Co-Moderator, "Update on Mandatory Initial Discovery Pilot Program ('MIDP'), Northern District of Illinois," Sandpiper Partners LLC Innovation in E-Discovery Conference (Chicago, Illinois, February 2019) •Panelist, "Data Protection, GDPR, and Privacy -What's Next," Sandpiper Partners LLC Innovation in E-Discovery Conference (Chicago, Illinois, February 2019) •Panelist, "Strategies to Control the Cost of Litigation and Investigations," Sandpiper Partners LLC Innovation in E-Discovery Conference (Chicago, Illinois, February 2019) •Presenter, "Defensible Disposition: The What, Why, When, and Who," ARMA International Triangle Spring 2018 Educational Seminar (Research Triangle Park, North Carolina, April 2018) •Panelist, "Update on Mandatory Initial Discovery Pilot Program ('MIDPP'), Northern District of Illinois and a Look at the Latest Seventh Circuit Pilot Program Projects," Sandpiper Partners LLC Fifth Annual Innovation in E-Discovery Conference 2018 (Chicago, Illinois, February 2018) •Co-Moderator, "The Rules Amendments: Emerging Hot Spots After Two Years of Practice Including Case Study on Sanctions," Sandpiper Partners LLC Fifth Annual Innovation in E-Discovery Conference 2018 (Chicago, Illinois, February 2018)

KING, Deanna E
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Represents energy industry clients in regulatory compliance, hearings, disputes and litigation, including matters related to competition, market behavior and market design, enforcement and compliance, open access, restructuring and transactional issues related to foreign participation in US energy markets. Counsels energy sector clients on regulatory and compliance matters and represents them in enforcement, administrative and litigation proceedings, with a focus on organized and bilateral energy markets in the West, contract negotiation and dispute resolution, and compliance

with market rules. Advises clients participating in agency rulemaking and policy proceedings involving competition, pricing and access to wholesale electricity and transmission markets. Plays lead role as counsel for clients in connection with government investigations, contested FERC proceedings and litigation involving federally-regulated electricity and transmission markets. Appears on behalf of energy-sector clients in proceedings before FERC and other federal and state agencies, in federal and state courts, and in mediation and arbitration proceedings.

Career: Co-Chair, Energy Litigation Practice Group
Professional Memberships: Travis County Bar Association; State Bar of Texas; American Bar Association
Personal: JD, The University of Texas School of Law, 1998; MEd, The University of Texas at Austin, 1988; BS, Baylor University, 1986

KING, Jeffrey C
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Featured in Litigation (USA - Nationwide)

Practice Areas: Jeffrey King is a partner in the firm's Fort Worth office where he is a member of the oil, gas, and resources practice group. He has tried many cases to jury verdicts as well as to the bench and before arbitration panels. Jeffrey has represented a variety of oil and gas producers in federal and state courts and before arbitration panels in Texas, California, Kansas, Colorado, Ohio, Oklahoma, West Virginia and Wyoming, as well as before the Supreme Courts of Texas, Oklahoma, and West Virginia. He also has extensive experience in multi-district and class action litigation.

Professional Memberships: Jeffrey is a frequent speaker and author on various oil and gas topics.

Publications: Co-Author, The Uniform Electronic Transaction Act: Risk of Binding Oil and Gas Industry Contracts, Journal of the Energy Law Practitioner, Vol 1, Issue 1, Texas Tech University School of Law, July 2022 Co-Author, Oil and Gas Litigation Update 2018, State Bar of Texas Advanced Civil Trial Course 2018 Houston Court of Appeals Binds Pre-PSA Emails Created Binding Contract (October 24, 2017) Co-Author, Up and Coming Trends in Oil and Gas, Annual Judicial Education Conference (2014) Co-Author, Trends in Oil and Gas Litigation, State Bar of Texas Advanced Civil Trial Course 2014 Co-Author, Factual Causation: The Missing Link in Hydraulic Fracture--Groundwater Contamination Litigation, 22 Duke University Environmental Law & Policy Forum 341, 2012 Selected Re-Emerging and Emerging Trends in Oil and Gas Law as a Result of Production from Shale Formations, 18 Texas Wesleyan Law Review, 2011 Co-Author, A Primer on Oil and Gas Law in the Marcellus Shale States, 4 Texas Journal of Oil, Gas and Energy Law 155 (2009) Co-Author, When Does An Oil & Gas Lease Contain

a Continuous Drilling Obligation, The Landman Magazine, 2008 The Compression of Natural Gas, Texas Journal of Oil, Gas, and Energy Law, 2006 Lower Natural Gas Prices Will Raise Difficult Questions, Fort Worth Business Press, 2005 Natural Gas Royalties, Texas Bar Journal, 2000 Natural Gas Royalties--Lessor vs. Lessee and the Implied Covenant to Market, Petroleum Accounting and Financial Management Journal, Vol. 19, No.3, 2000 Title Defect Doesn't Equal Lease Loss, authored with John B. Holden, Jr., North Texas Oil and Gas Newsletter, 1999

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michael.king@lw.com
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Mike King, a partner in the Houston office, represents oil and gas companies and private equity sponsors in upstream and midstream transactional matters. His upstream practice includes acquisitions and divestitures of oil and gas properties. He also handles farm-ins, drillcos, and other joint ventures and related arrangements. His midstream practice includes matters relating to midstream joint ventures, gathering and transportation agreements, processing agreements, as well as water sourcing and disposal agreements. Mr. King is a member of the following: •Association of International Petroleum Negotiators •The Houston Bar Association •The Houston Young Lawyers Association He is listed in Chambers USA as one of America's Leading Lawyers for Business in Energy: Oil & Gas (Transactional), 2011-2022, The Best Lawyers in America for Oil & Gas Law and Natural Resources Law, 2013-2024, as well as 2022 Lawyer of the Year in Houston for Natural Resources Law, and an International Who's Who lawyer for Energy in 2015 (Who's Who is by Law Business Research Limited). Mr. King was recognized in Law360 as a MVP in Mergers & Acquisitions Law in 2011, and was also named as a Texas Rising Star in Texas Monthly 2006-2012 (Texas Rising Stars is a Thomson Reuters service printed in Texas Monthly). In 2010 he was named in Euromoney's Guide to the World's Leading Energy and Natural Resources Lawyers (Guide to the World's Leading Energy Lawyers is by Legal Media Group).

KINGHAM, Richard F
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Featured in Life Sciences (USA - Nationwide)

Practice Areas: Richard Kingham is a senior counsel who concentrates on food and drug law. He has acted for most of the major pharmaceutical manufacturers and biotechnology companies in the United States and Europe, as well as trade associations such as the Pharmaceutical Research and Manufacturers of America (PhRMA),

the Consumer Healthcare Products Association (CHPA), and the National Pharmaceutical Council. He has represented pharmaceutical manufacturers in administrative proceedings, criminal prosecutions, and congressional hearings, served on committees of the World Health Organization, the Institute of Medicine of the National Academy of Sciences, and the National Institutes of Health and taught pharmaceutical law at universities in the U.S. and UK.

Career: With Covington & Burling since 1973 (formerly managing partner London office and member firm management committee; co-head Life Sciences Group 2001-present); Lecturer, University of Virginia School of Law (1977-1990); Adjunct Professor, Georgetown University Law Center (2003-present).

Professional Memberships: District of Columbia Bar, registered foreign lawyer in England and Wales.

Publications: General editor and co-author, Life Sciences Law Review.

Personal: B.A. 1968, GW University; J.D. 1973, University of VA.

KINSELLA, Paul M
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Featured in Capital Markets (Massachusetts), Life Sciences (USA - Nationwide)

See under Massachusetts for profile.

KIPNEES, Joshua
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Featured in Advertising (USA - Nationwide)

Practice Areas: Joshua Kipnees is a Partner in Patterson Belknap's Litigation department. His practice focuses on false advertising litigation and government and internal investigations. Mr. Kipnees has represented clients in the food and beverage, insurance, pharmaceutical, cosmetics, and financial industries in both state and federal courts. Mr. Kipnees has also led dozens of internal investigations for pharmaceutical and medical device companies involving regulatory and compliance reviews.

Career: From 2009 to 2010, Mr. Kipnees served as Law Clerk to Chief Justice Rabner, New Jersey Supreme Court, and from 2010 to 2011, he served as Law Clerk to the Hon. Leonard I. Garth, U.S. Court of Appeals for the Third Circuit.

Personal: J.D., 2009, Harvard Law School, Executive Editor of the Blackletter Law School; B.A., magna cum laude, 2006, Harvard University

KIRBY, Samantha
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Featured in Financial Services Regulation (USA - Nationwide), Banking & Finance (Massachusetts)
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Featured in Outsourcing (USA - Nationwide), Technology (Illinois)

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KIRKBRIDE, Rick SPaul Hastings LLP, Los Angeles
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Featured in Leisure & Hospitality (USA - Nationwide)

Practice Areas: Rick Kirkbride is a partner in the Real Estate practice of Paul Hastings and is based in the firm's Los Angeles office. Mr. Kirkbride is also Chair of the firm's Hospitality & Leisure practice group and brings 28 years of experience representing institutional real estate developers and capital providers in the acquisition, development, finance and operation of hotels, resorts, casinos and other hospitality properties and businesses throughout North America, Latin America, the Caribbean, Europe, Asia and the Middle East.

Professional Memberships: Member of AHLA and past Chair of Hotel Development Council

Personal: Loyola Law School, J.D., 1983; USC, B.A., 1979

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Deanna is a member of Davis Polk's four-person Senior Leadership Team and the firm's Finance Partner, responsible for overseeing the firm's finances. Deanna's practice includes IPOs and other equity, equity-linked debt and other securities offerings, spanning industries including healthcare, retail, financial institutions, utilities, oil and gas, and media. Besides advising issuers, she represents major investment banks as underwriters' counsel and advises clients on securities-law matters.

KIRSCH, Clifford E.

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: A seasoned securities lawyer with more than 25 years of regulatory, corporate counsel and private practice experience, Clifford Kirsch focuses his practice on investment management, where he regularly counsels clients on the comprehensive regulations governing advisers and broker-dealers, bank fiduciaries, pooled investment vehicles (including mutual funds, managed advisory accounts, bank collective investment funds, and retirement and insurance investment products), and the retirement marketplace. Cliff advises many of the most prominent US dual-registrants (entities that are registered as both advisers

and broker-dealers) with respect to the sale and distribution of investment products, compliance and supervisory procedures, and sales practice issues. A former chief legal officer for one of the country's largest dually registered broker-dealer/advisers, Cliff routinely guides clients through US Securities and Exchange Commission (SEC), Financial Industry Regulatory Authority (FINRA) and state securities departments in connection with regulatory and examination matters. Cliff also works regularly with the preeminent securities, retirement and insurance industry trade associations, and serves as policy counsel to the Financial Services Institute (FSI), which is the industry trade association for independent broker-dealers. Cliff began his career at the SEC, rising to the position of Assistant Director at the agency's Division of Investment Management.

KITTAY, MatthewFox Rothschild, New York
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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Matthew is an innovative lawyer who provides legal guidance to businesses, investors and entrepreneurs to help them achieve the corporate financing and structures that drive their success. National Co-Chair of Fox Rothschild's Mergers & Acquisitions Practice Group, Matthew has deep experience as outside general counsel, structuring mergers and acquisitions and securing private equity and venture capital for a wide range of companies, particularly in the technology, software, cannabis, manufacturing and health care sectors. He is selected to the Band 1 list in the Chambers USA Guide as a leading corporate attorney for his transactional work with clients in the cannabis sector.* In 2019, he was selected to The National Law Journal "Cannabis Law Trailblazers" list in recognition of a string of major deals he closed in this nascent industry.

Professional Memberships:

American Bar Association, Business Law Section: Co-Chair, Angel Venture Capital Subcommittee and Liaison, M&A Technology Subcommittee | Digital Brown, Co-Founder | Empire Angels, Limited Partner | New York Society of Security Analysts

KITTLE, Brian W.Mayer Brown LLP, New York
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Featured in Tax (USA - Nationwide)

Practice Areas: Brian Kittle, co-head of the firm's Tax practice, is a nationally recognized tax controversy lawyer and litigator who has a deep track record of successfully resolving high-stakes and sophisticated tax disputes. Brian represents clients in all phases of tax controversies, from IRS examinations and administrative appeals through litigation. He also uses pre-dispute resolution tools to address areas of potential controversy before they arise.

What's more, having clerked at the US Tax Court, he brings an insider's perspective to trial preparation and presentation.

KITTLE-KAMP, Thomas LMayer Brown LLP, Los Angeles
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Featured in Tax (USA - Nationwide), Tax (Illinois)

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KLAUS, MichaelMilbank LLP, Los Angeles
mklaus@milbank.com*Featured in Projects (USA - Nationwide)*

Practice Areas: Michael D. Klaus is a partner in the Los Angeles office of Milbank and a member of the Global Project, Energy and Infrastructure Finance Group. Mr. Klaus' practice focuses on the financing and sale of renewable energy projects. Mr. Klaus has experience representing financial institutions and sponsors in all aspects of the acquisition, development and financing of energy and infrastructure projects. He has represented clients in the financing or sale of projects across a range of technologies, including solar, wind, battery storage, fuel cell, biomass, landfill gas, and advanced biofuels technologies. Mr. Klaus is recognized as a leading renewable energy attorney by Chambers and Legal 500.

KLEES, EdwardReed Smith LLP, Washington, DC
+1 202 414 9371*Featured in Investment Funds (USA - Nationwide)*

Practice Areas: Ed has more than 25 years of experience in investment management, regulatory oversight, risk management, operations, and compliance and ethics programs for both institutional investors and investment advisors. He represents universities, hospitals, foundations, pension plans, family offices and outsourced chief investment offices, among other institutional investors. Ed is considered a national thought leader on legal, compliance and policy issues relating to institutional investment. He was a member of the Institutional Limited Partners Association's steering committee on the adoption of model limited partnership forms and a model non-disclosure agreement. Ed is a former chair of the American Bar Association's Institutional Investors Committee and a frequent author and speaker on institutional investment issues. He is the author of the leading paper on bank custody law and has been recognized by the U.S. Securities and Exchange Commission in this area of law. He also is co-author, with Nobel Prize winner H. Robert Horvitz, Ph.D., of Connecting with Companies: A Guide to Biomedical Consulting Agreements. Ed is a former general counsel of the University of Virginia Investment Management Company, where he advised on a range of institutional investment topics, including securities and investment advisory laws, investment advisory contracts, bank custody and international issues.

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Featured in Sports Law (USA - Nationwide)

Practice Areas: Adam chairs Katten's sports law practice, counseling a wide array of participants in the sports industry regarding matters related to the business of sports, including sale and acquisition of sports franchises, compliance with league rules, broadcast agreements, arena/stadium matters, financing, intellectual property issues, ticketing agreements, concession deals, and sponsorship and naming rights agreements. Clients include the White Sox, Bulls, Athletics, Warriors, Kings, Pistons, Phillies, Blues, Celtics, Heat, Hawks, Bucks, Spurs, Thunder, Union, Earthquakes, JP Morgan, BMO Harris and Time Warner Cable.

Personal: Adam holds a BS degree from Cornell University and a JD from Harvard Law School.

KLEIN, Nicholas

DLA Piper LLP, New York

Featured in International Trade (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/k/klein-nicholas>

KLEINDORFER, Julian T HLatham & Watkins LLP, Los Angeles
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Featured in REITs (USA - Nationwide)

Practice Areas: Julian Kleindorfer is Global Co-Chair of Latham & Watkins' REIT Industry Group. He primarily advises on corporate finance transactions, mergers and acquisitions, and general company representation. He has been recognized repeatedly by Chambers USA as a Star Individual and in The Legal 500 US Hall of Fame for his expertise in REITs, including corporate finance and mergers and acquisitions. Julian clerked for Judge Anthony Scirica on the US 3rd Circuit Court of Appeals. Mr. Kleindorfer brings significant experience to transactions in the real estate, hospitality, and gaming industries, including: •Registered equity and debt offerings and private placements •Public and private acquisition transactions •Board counseling and representation of special committees •REIT roll-up and IPO transactions

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Featured in Cannabis Law (USA - Nationwide), Psychedelics Law (USA - Nationwide)

Practice Areas: Cannabis Law Business Litigation Litigation White Collar & Investigations Trial Practice Consumer Products & Services Litigation Retail & Consumer Products Interactive Entertainment Immersive Technology Music, Film & Television Gaming Sports Digital Media & Entertainment, Gaming & Sports

Career: Andrew Kline leverages more than thirty years of law and policy experience in his diverse practice. He

counsels clients in established and emerging industries on regulatory compliance, due diligence, internal investigations, privacy, public policy, and litigation strategy. Andrew is the firmwide co-chair of the firm's national Cannabis Law industry group. Admitted to the Colorado, California, and Washington, D.C., bars, Andrew brings a rare combination of legal, public policy, regulatory enforcement, rulemaking, and prosecutorial experience to the firm, following decades of service in the highest levels of government and the private and nonprofit sectors. Drawing on his experience as a federal prosecutor, policy advisor to then-Vice President Biden, counsel to then-Senator Biden, and service in the Federal Communications Commission's (FCC) Enforcement Bureau, Andrew represents clients in some of the most sensitive and challenging areas of law and policy.

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*Featured in Capital Markets (California),
Capital Markets (USA - Nationwide)*

See under California for profile.

KLINGER, Gary

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Information Technology Litigation; Data Breach; Biometrics; Cybersecurity & Privacy; Antitrust & Competition Law; Class Action Lawsuits; Defective Products; Consumer Fraud; Dangerous Drugs & Devices

Career: Gary Klinger is one of the most well-known and respected data privacy attorneys in the United States, settling more than thirty class actions involving privacy violations as lead or co-lead counsel. In addition, Mr. Klinger is well-versed in both sides of class action litigation. Working with several big firms, serving as defense for Fortune 100 clients, he eventually discovered his desire to join the plaintiff's side of the practice. As Milberg Senior Partner, Mr. Klinger's privacy practice includes: data breaches, ransomware attacks, unlawful collection and/or disclosure of personal information, and violations of privacy statutes and/or laws, such as the Illinois Biometric Information Privacy Act, Illinois Genetic Information Privacy Act, California Consumer Privacy Act, California Medical Information Act, Telephone Consumer Protection Act, and General Data Protection Regulation. Mr. Klinger also represents consumers in class actions and mass arbitration for claims involving false advertising, defective products, consumer fraud, violations of antitrust laws, and other torts. Recently recognized as one of the 2024 Lawdragon 500 Leading Litigators in America, Mr. Klinger has won hundreds of millions of dollars for his clients. Currently, he is pursuing his Masters of Laws (LLM) in Data Privacy

and Cybersecurity from the University of Southern California Gould School of Law.

Professional Memberships: Certified Information Privacy Professional; International Association of Privacy Professionals

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Matt Kluchenek is a partner in Mayer Brown's Litigation & Dispute Resolution practice, Co-Head of the firm's Financial Markets Regulatory & Enforcement practice, and a member of the Derivatives and Fintech practices. He has a broad-based financial services practice in which he counsels financial institutions, asset managers, trading advisors, trading firms, fintech companies, multinational corporations, brokers, exchanges and financial service technology providers with respect to regulatory, transactional and enforcement matters involving derivatives, securities and cryptocurrencies.

KNAUSS, Chuck

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Featured in Climate Change (USA - Nationwide), Environment (District of Columbia)

See under District of Columbia for profile.

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*Featured in Capital Markets (California),
Capital Markets (USA - Nationwide), REITs (USA - Nationwide)*

Practice Areas: Lewis Kneib, Co-Chair of the firm's Los Angeles and Century City Corporate Department, focuses on corporate finance and company representation. Mr. Kneib is particularly skilled with transactions in the real estate, hospitality, gaming, and alternative asset management industries. Mr. Kneib's practice includes: IPO and first-time issuer transactions •Registered equity and debt offerings •Private placements •Debt tender and exchange offers and consent solicitations •SEC reporting and corporate governance

KNIGHT, Christopher E

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Featured in Transportation (USA - Nationwide), Litigation (Florida: South)

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KNIGHT, Jay

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Featured in Securities (USA - Nationwide)

Practice Areas: As partner-in-charge of the firm's Nashville office and co-chair of the firmwide Securities and Capital Markets Practice Group, Jay has extensive experience advising public companies and their boards of directors on a variety of SEC disclosure, corpo-

rate and securities matters, including advising boards of directors and audit committees on stock exchange listing requirements, the Sarbanes-Oxley Act, stockholder activism, internal investigations, governance, as well as strategic M&A and going private transactions. He also has extensive experience advising companies and underwriters in complex debt and equity transactions.

Career: Mr. Knight began his career in private practice before joining the SEC's Division of Corporation Finance, where he served in various roles for approximately five years. Mr. Knight returned to private practice in 2012. Mr. Knight currently serves as chair of the American Bar Association's Federal Regulation of Securities Committee, the nation's largest and most prominent organization representing securities attorneys.

Personal: Northern Kentucky University Chase College of Law, J.D., 2005; Eastern Kentucky University, B.B.A., 2002

KNOOP, Michelle

Goodwin, Redwood City

Featured in Startups & Emerging Companies (USA - Nationwide)

Practice Areas: Michelle Knoop, a partner in Goodwin's Technology and Life Sciences groups, specializes in all areas of corporate and securities laws, with a primary focus on advising emerging-growth technology companies. Ms. Knoop joined Goodwin in 2014. She serves as a member of the hiring committee for Goodwin's Silicon Valley office and as the co-chair of the women's initiative of Goodwin's Silicon Valley office. Prior to joining Goodwin, Ms. Knoop served as a law clerk for the Honorable Carlos Bea of the U.S. Court of Appeals for the Ninth Circuit.

Personal: JD, University of Missouri School of Law (summa cum laude, Order of the Coif) 2013; BS in Business Admin, University of Missouri (summa cum laude) 2013

KNUTSON, Sherry

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Featured in Products Liability (USA - Nationwide)

Practice Areas: •Life Sciences Litigation •Mass Tort & Product Liability
Career: Appreciated by clients as "a fantastic trial partner," Sherry Knutson has tried cases to verdict in Illinois, Wisconsin, Ohio, New Jersey, Georgia, and West Virginia. Sherry has over 25 years of experience in product liability and toxic tort cases, with an emphasis on defending pharmaceutical and medical device companies. Her practice ranges from multi-plaintiff, multi-jurisdiction litigations to single plaintiff cases. She has served as national coordinating counsel in multiple pharmaceutical mass torts, and as lead counsel in several coordinated proceedings in Chicago. Sherry co-chairs the Tucker Ellis Health & Life Sciences Group—a multidisciplinary team with a distinctive combination of medical, scientific, and

technical knowledge and decades of industry experience—that represents clients in a broad range of health and life sciences matters across the country.

Professional Memberships: •International Society of Barristers •IADC

KOBOS, Adam C.

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Featured in Projects (USA - Nationwide)

Career: Adam Kobos is a nationally recognized attorney whose practice encompasses a wide array of tax matters for energy industry clients, including utilities, tax equity investors, and project developers and sponsors. Adam regularly represents clients who develop, acquire, or invest in renewable energy projects (including wind, solar, geothermal, waste-to-energy, biomass, hydroelectric, and other renewable energy generation facilities), energy storage facilities, and electric vehicle charging and other alternative fuel refueling facilities. He helps clients qualify for federal, state, and local tax incentives and implement transaction structures that maximize the value of those incentives, including tax credit transfers, partnership flips, sale-leasebacks, and inverted leases. Adam also represents clients in mergers and acquisitions, debt and equity offerings, transactions involving partnerships, LLCs, and other pass-through entities, and tax controversy matters.

KOBUS III, Theodore J

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Ted has been a leader, mentor and counsellor in the digital risk space for over 15 years. He has earned authority in the areas of privacy, data security and cybersecurity, leading clients to entrust him and his attorneys with more than 10,000 data breach responses. Businesses, government and other organizations turn to Ted for sound advice on compliance, developing response strategies, breaches implicating domestic and international laws, and defense of both class action litigation and regulatory actions. Ted leads the fastest growing practice group at the firm, the Digital Assets and Data Management Practice Group, which was formed in January 2020 and focuses on the data lifecycle. Notably, he has developed key relationships with the U.S. Department of Justice (DOJ), where he and his team have helped to establish protocols to protect corporate victims following a data breach. He knows the most proactive regulators involved in this space and interacts with them regularly. Ted has led the defense to hundreds of regulatory investigations, including those brought by the Attorney General Multi-State, Department of Health and Human Services Office for Civil Rights, Departments of Insurance, SEC and FTC. In the healthcare space, Ted has defended more than 300 OCR investigations and has negotiated

more privacy/security-related resolution agreements than any other lawyer. Under his leadership, the DADM group has garnered ongoing recognition from industry heavyweights such as BTI, Law360, ALM, Vault and others. Ted also provides pertinent quotes and contributions when contacted by major media outlets who are looking for the latest news and trends in privacy and data security. Ted has spoken at the National Association of Attorneys General on data security issues in a closed session, as well as the National Security Cyber Specialist's Training Conference organized by the DOJ. Ted is the firmwide chair of BakerHostetler's Digital Assets and Data Management Group and as of January 2023 is serving his third three-year term on the firm's Policy Committee.

KOCH, M. Alexander (Alec)

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Featured in Securities (USA – Nationwide)

Practice Areas: Alec Koch is a co-leader of the Securities Enforcement and Regulation practice and a former Assistant Director with the Securities and Exchange Commission's Division of Enforcement. He represents public companies, financial institutions, boards of directors, and individuals in securities enforcement and anti-corruption investigations before the SEC, DOJ, PCAOB, and other regulatory authorities. Alec also regularly conducts internal investigations on behalf of companies board committees, often involving multiple jurisdictions, and advises clients on regulatory compliance and corporate governance issues. At the SEC, Alec supervised investigations of all types, including matters involving public company accounting and disclosure; The Foreign Corrupt Practices Act; insider trading; regulated entities such as broker-dealers, investment advisers, and credit rating agencies; market manipulation; and securities offerings. He served as a member of the Division of Enforcement's Broker-Dealer Task Force, as the co-chair of the Division's Priorities and Resources Subcommittee, and as a liaison between the Division and the SEC's Office of Credit Ratings. Since 2017, Mr. Koch has served on the board of directors of the Ethics Research Center, a non-profit organization that works to assist public companies and other institutions with building strong ethics and compliance cultures and programs. He also currently serves on the board of Legal Aid D.C.

KOCIS, Jamie

Kramer Levin Naftalis & Frankel LLP, New York

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Jamie Kocis is deputy chair of Kramer Levin's Corporate department. Jamie advises securitization participants in both warehouse securitization facilities and term securitizations across all esoteric asset classes. She serves as deal counsel in market-lea-

ding transactions involving new and emerging asset classes, including in the solar asset and commercial PACE (property assessed clean energy) space. Jamie represents issuers, underwriters, borrowers, lenders and service providers in structured finance transactions involving a variety of asset classes, including timeshare loans, solar assets, commercial PACE assets, structured settlements, lottery receivables, equipment leases, auto loans, consumer loans, small business loans, collateralized debt obligations, commercial mortgage loans, marketplace lending, distressed assets, government contract receivables, student loans, and trademark and licensing rights. She also counsels investment funds in their participation in tender option bond programs.

KODAMAN, Meltem

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Meltem Kodaman practices in the areas of general corporate and securities law, concentrating on derivatives contracts, including interest rate, foreign exchange, equity and commodity products. A member of Eversheds Sutherland (US)'s Corporate Practice Group, Meltem's derivatives practice represents a broad range of counterparties, including multinational corporations, mutual funds, business development companies, insurance companies, pension plans, government-sponsored agencies, universities, nonprofit corporations and energy companies. Meltem works closely with her clients to develop and structure derivatives transactions and has extensive experience in the negotiation and documentation of derivative transactions across all asset classes. Meltem advises commercial firms on the regulatory requirements imposed on the derivatives markets by the Dodd-Frank Act as well as European derivatives reform developments, such as European Market Infrastructure Regulation (EMIR) and Markets in Financial Instruments Directive (MiFID). Meltem is also active in the firm's Transactional practice and advises clients engaged in public and private securities offerings. Meltem participates in, and is a member of, several industry groups, including the International Swaps and Derivatives Association, the Futures Industry Association, and the American Bar Association's (ABA) Derivatives and Futures Law Committee. In 2019, Meltem was recognized in DCA Live's Emerging Women Leaders in Private Practice.

KODES, Shawn

Paul Hastings LLP, New York
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Shawn Kodes is a partner and Co-Chair of the Asset-Backed Finance practice at Paul

Hastings and is based in the New York office. Mr. Kodes advises issuers, sponsors, banks, underwriters, investors, asset managers, purchasers, insurers and rating agencies in all aspects of asset backed finance transactions, both in the United States and abroad. He has experience in the acquisition, sale and securitization of a broad range of asset types, including auto loans and leases, equipment loans and leases, rental car fleets, credit card receivables, U.S. and foreign trade receivables, student loans, unsecured consumer loans, music royalties, pharmaceutical royalties, manufactured homes, agricultural loans, commercial loans, high yield bonds, healthcare receivables, insurance broker commissions, corporate loans, and residual interests in securitizations. He has participated in structuring commercial paper conduits, master trusts, grantor trusts and owner trusts, as well as other forms of domestic and offshore special purpose vehicles. He regularly advises on the most complex and sophisticated asset-backed transactions, often lending his experience and acumen to clients undertaking their first-ever securitization transactions. His clients have included AIG, Apollo, Atlas SP, Blackstone, Brigade, Carlyle, Credit Suisse, CFG Partners and Group 1001. He has become a go-to counsel for large asset manager clients looking to establish asset-backed financing and credit opportunities for their investors, including for the likes of Blackstone and Carlyle. Mr. Kodes also has experience with derivatives, including credit derivatives, FX and interest rate swaps and total return swaps, both in commercial and structured finance contexts.

Personal: Syracuse University (B.A., cum laude, 2004); New York Law School (J.D., cum laude, 2007).

KOEHLER, Kristin Graham

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Featured in FCPA (USA – Nationwide), Litigation (District of Columbia), False Claims Act (USA – Nationwide)

Practice Areas: KRISTIN GRAHAM KOEHLER is a member of the firm's Management Committee and Executive Committee. She also serves as the managing partner of the Washington, D.C. office and head of the D.C. Litigation group. Kristin previously served as a global co-leader of the firm's White Collar Defense and Investigations practice. She is consistently recognized as a leading white collar lawyer. Kristin has handled numerous United States Department of Justice (DOJ) criminal investigations involving healthcare fraud, procurement fraud, public corruption, antitrust, securities fraud and violations of the Foreign Corrupt Practices Act (FCPA). She also has significant experience representing clients in DOJ civil qui tam investigations, state attorney general investigations and congressional investigations, and she has negotiated numerous Corporate Integrity Agreements with the HHS

Office of Inspector General (OIG). Kristin routinely conducts sensitive internal investigations on behalf of corporations and individuals. She also regularly counsels clients on the creation, enhancement, implementation and assessment of compliance programs. Kristin has participated in jury trials in a number of federal district courts and appeals in a number of appellate courts, including the U.S. Supreme Court.

KOENIG, James

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Featured in Privacy & Data Security (USA – Nationwide)

Career: With a background combining business experience, legal expertise, and technology, Jim Koenig takes a unique, integrated approach to meet his clients' needs relating to global privacy compliance, innovative data uses, artificial intelligence, cybersecurity, breach response, litigation, and regulatory enforcements. Jim co-chairs Troutman Pepper's global Privacy + Cyber Practice and serves on its AI Leadership Taskforce. He represents clients in the technology, telecommunications, gaming, AdTech, data broker, pharmaceutical/healthcare, financial services, energy, autonomous vehicle, and manufacturing industries, including 35% of Fortune 100 companies. Jim has represented global clients on privacy, AI and cyber projects involving more than 125 countries and co-founded the International Association of Privacy Professionals (IAPP). Jim also is a named inventor in six patent applications. Drawing on his experience and reputation with regulators (including as an expert to the Federal Trade Commission (FTC), Consumer Financial Protection Bureau (CFPB) and U.S. Department of Health and Human Services' Office of Civil Rights (OCR)), Jim regularly advises companies on compliance practices and through regulatory investigations. His work includes serving as an FTC and OCR Independent Assessor or as the lead subject matter expert designing privacy, security and AI programs in numerous high-profile enforcements involving social media, mobile, AdTech, gaming and healthcare companies.

KOESTLER, Mark D

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Featured in Immigration (USA – Nationwide), Immigration (New York)

See under New York for profile.

KOH, Steve

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Featured in Transportation (USA – Nationwide)

Practice Areas: Consumer Protection Government Contracts Aviation & Transportation Arbitration Class Action Defense Litigation White Collar & Investigations False Claims Act

Career: Steve Koh leads the firm's relationship with Boeing. He graduated from Yale Law School, clerked on the D.C. Circuit and worked at the Justice Department before joining Perkins Coie. Steve has handled dozens of aviation disputes. Examples of successes include: award for Boeing, including fees, in ICC arbitration of Thuraya satellite loss; arbitration award, including fees, dismissing claims brought by joint venture partner seeking to alter fee and work sharing rules on multi-billion dollar program; AAA arbitration award of damages and declaratory relief on warranty claims against supplier that may exceed \$75M, dismissal and award of fees in 787 securities litigation; \$57M AAA arbitration award for Boeing against supplier; summary judgment on claims of deep vein thrombosis allegedly caused by air travel; and summary judgment in suit alleging fraud in production of government aircraft. He has defended many aviation product liability suits.

KOHNE, Natasha
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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Natasha is a recognized leader in complex, U.S. and cross-border investigations and litigation involving financial institutions, sovereign entities, investment funds and technology companies. With over two decades of experience, Natasha has become a trusted advisor to boards of directors and sovereign entities. She navigates complex dynamics involving foreign investment, national security, crisis management and corporate governance. Natasha advises global entities at the intersection of national security and foreign investment, particularly in areas that intersect with technological advancements such as AI, cybersecurity and data protection. Natasha is the global co-leader of Akin's cross-disciplinary technology and artificial intelligence & machine learning groups, as well as the firm's cybersecurity, privacy & data protection practice, which was ranked in Band 1 by Chambers Global 2023. Natasha's practice is at the forefront of emerging technologies, advising global companies on complex issues involving artificial intelligence, biometrics, autonomous vehicles, the metaverse, digital assets and cryptocurrency, among others.

Personal: J.D., Harvard Law School, cum laude, 2000 B.A., Columbia University, summa cum laude, 1996

KOLB, Daniel C.
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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Daniel C. Kolb is a partner in Ropes & Gray's New York office. His practice focuses on transactional tax matters, including matters relating to private equity, real estate,

and hedge funds; joint ventures; REITs; inbound and outbound investments; and REMICs, collateralized bond obligations, and other structured finance transactions. Dan also regularly represents a number of large investors with respect to their private equity, hedge, timber and real estate fund investments and in connection with secondary and co-investment transactions.

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Featured in FCPA (USA - Nationwide), Litigation (New York)
See under New York for profile.

KOLYER, Steven
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: STEVEN KOLYER is a partner in the Global Finance group in the firm's New York office. He has broad experience in securitizations, structured credit products, investment fund formations and conventional securities offerings, focusing on CLOs/ CDOs and related financings in the corporate and real estate sectors. Steven is experienced in conventional capital markets and commercial lending and credit transactions and in credit-linked and other derivative products. Steven's experience over the years has been highlighted by transactions involving innovation and structured solutions in the capital markets. He played a lead role in the development of a number of securitization products dating back to the origins of the market, both in the U.S. and off-shore, including first-time structures with commercial real estate (CRE) and residential mortgages, commercial and consumer receivables and other types of financial assets, and in various types of CRE and non-real estate CLOs/CDOs and other actively-managed fund and specialty finance products. In recent years, Steven has concentrated on CRE CLOs 2.0, corporate CLOs 2.0/3.0 backed by broadly-syndicated, middle-market and other debt, and private debt funds and related financings. Steven's clients have included issuers, bank and non-bank debt originators, funds, fund sponsors and investment managers, placement agents and underwriters and derivative providers and program sponsors.

KONTAKIS, George
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Featured in Transportation (USA - Nationwide)

Practice Areas: George K. Kontakis is a litigation attorney in the firm's New York office and member of the K&L Gates maritime practice group. His practice encompasses a broad range of domestic and international maritime related matters, both civil and criminal. His civil practice includes environmen-

tal compliance, civil DOJ investigations, USCG Voluntary Disclosure applications, charter party disputes, maritime arbitration, P&I and FD&D matters, maritime collisions, spills and casualties, OFAC enforcement and compliance, vessel sales and purchases, insurance coverage disputes, and attachment and arrest proceedings. His criminal practice includes USCG investigations, and DOJ prosecutions, of MARPOL/APPS related crimes, including so called "magic pipe" allegations, and CWA and Ports & Waterways Safety Act violations. He is very experienced with environmental compliance, court ordered third-party auditing and probationary concerns. George has successfully handled numerous maritime arbitration matters and complex civil litigations. He regularly works with global clients providing advice and strategy in all aspects of these matters. He has significant experience in conducting onboard vessel investigations, have concluded nearly 100 such investigations over the last decade. He frequently interacts with the U.S. Coast Guard and Department of Justice, protecting the rights of vessel owners, operators, and crewmembers. George has concluded numerous plea agreements with the Department of Justice regarding MARPOL/APPS prosecutions, and has been a member of the trial team in several high-profile matters challenging the government's case. George has also recently closed nearly \$500M in vessel and yacht transactions. Prior to law school, George earned his bachelor of science degree in marine transportation (cum laude) at the U.S. Merchant Marine Academy at Kings Point (USMMA), as well as an unlimited U.S. Coast Guard Third Officer merchant mariner's license and commission in the U.S. States Navy Reserve. Following graduation, George spent several years working as a dry cargo shipbroker with a highly regarded New York based global shipbrokerage firm and as acting Chartering Manager of a New Jersey based vessel Operator. George is also an avid off-shore sailboat competitor, having been awarded The Eugene F. Moran Award upon graduation from USMMA.

Professional Memberships: Maritime Law Association Connecticut Maritime Association American Bar Association New York Bar Association

KOOISTRA, Russell
Troutman Pepper, Washington, DC
Featured in Energy & Natural Resources (USA - Nationwide)

Career: Russell Kooistra focuses on federal regulation of electricity and gas markets, including the representation of electric utilities, independent power producers, electric transmission companies, and gas pipelines and local distribution companies in proceedings before the Federal Energy Regulatory Commission (FERC). Russell uses his in-depth knowledge of FERC policy and regulations to advise clients on complex regulatory matters, as well as matters related to electric market-based rates

and 203 applications, administrative complaints and litigation, rate and certificate proceedings, and compliance with FERC's Anti-Manipulation Rule. Russell also has experience drafting key documents in energy-related transactions, including energy M&A transactions, power purchase agreements, gas pipeline precedent agreements, and asset management agreements.

KOONTZ, Eric A
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Featured in Energy & Natural Resources (Georgia), Energy & Natural Resources (USA - Nationwide)
See under Georgia for profile.

KORFF, Joshua N
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Josh Korff represents private equity sponsors and public companies in connection with all forms of capital markets transactions. With a focus primarily on initial public offerings, high-yield and acquisition finance and complex restructuring matters, Josh shepherds multi-million-dollar deals for Kirkland clients in a broad spectrum of industries. Lauded by The Legal 500 U.S. as "a leader in his field," he is often ranked first in the United States for IPO Issuer's Lawyers by IPO Vital Signs. Clients turn to Josh for his ability to manage challenging transactions that contain a high degree of complexity and uncertainty. They say they appreciate his efficiency and ability to take a complicated situation, translate it into understandable terms and business principles, and advise them on proceeding wisely to achieve their goals. A sharp intellect, strong work ethic, practicality, market knowledge, and top-notch communication skills combined with a unique access to valuable resources make Josh an integral part of an exceptionally capable and results-oriented finance arena legal team. Josh brings these skills to bear for public companies while simultaneously guiding them through the tricky and ever-evolving compliance landscape that must be negotiated because of the heavier regulations governing their conduct, such as Securities Exchange Commission and Stock Exchange rules and liability laws. Josh's experience negotiating very favorable terms in financing documents helps assuage private equity clients' concerns about achieving optimal returns on their investments as they execute complicated transactions. For restructuring clients, Josh contributes a deep understanding of the various players, deal structures and commercial drivers that could help craft a creative and cost-effective strategy for their companies, whether it's an overhaul of the balance sheet or a liquidation or bankruptcy filing.

Personal: Dartmouth College (A.B., 1990); New York University School of Law (J.D., 1993).

KORFF, Phyllis G

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Phyllis Korff is a partner in Mayer Brown's New York office and a member of the Capital Markets practice. She has extensive experience in representing US and international issuers and investment banks in a wide variety of financing matters. Her industry experience is broad-based. It includes: asset management and other financial services, insurance, biotech, health care, technology and manufacturing. She has worked with companies and underwriters based not only in the United States but also in Asia, Europe, Canada and Israel that want to access United States public and private markets. Phyllis has worked on all types of securities from common equity to convertible and high yield debt. She has worked on scores of initial public offerings, as well as follow-on offerings, exchange offerings and other transactions registered with the Securities and Exchange Commission (SEC), as well as offerings exempt from SEC registration pursuant to Rule 144A and Regulation S. Phyllis works with private companies in pre-IPO financings and private tender offers as well as in IPO readiness and corporate governance matters.

KOUKIOS, James

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Featured in FCPA (USA – Nationwide), Litigation (District of Columbia)

Practice Areas: FCPA

Career: James Koukios is co-chair of Morrison & Foerster's Securities Litigation, Enforcement, and White Collar Defense Group and serves as co-head of the FCPA + Global Anti-Corruption Practice. James represents companies and individuals in high-stakes government enforcement actions and complex internal investigations. James draws on his experience as a federal prosecutor, when he tried over 20 federal jury cases and supervised hundreds of white collar investigations, to obtain the best results for his clients. James is a recognized thought leader on the latest legal trends and industry developments. He is the lead editor of MoFo's award-winning monthly newsletter, Top 10 International Anti-Corruption Developments, which succinctly summarizes important case and policy developments for busy in-house counsel, compliance professionals, and anti-corruption lawyers. James is also an adjunct professor of trial advocacy at the Georgetown University Law Center and regularly guest lectures at leading law and business schools on investigations, white collar enforcement, and anti-corruption issues.

Personal: J.D., Harvard Law School; B.A. University of Michigan

KOURY, Joseph S

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Oil Pipelines Natural Gas Pipelines Energy Project Development & Transactions

Career: Recognized as one of the leading oil and gas attorneys in the nation by Chambers USA and other rating agencies, Joe has over thirty years of experience representing energy clients before the Federal Energy Regulatory Commission (FERC), other federal and state agencies, and the courts. With a practice focused on regulation of the natural gas and oil pipeline industries, Joe represents clients in a wide variety of matters including rates, certificates, abandonments, tariff filings, contract negotiations, import/export authorizations, compliance counseling, jurisdictional determinations, enforcement proceedings, rulemakings, and other regulatory matters. He also has extensive experience and training in settlement and alternative dispute resolution. Before joining the firm in 1988, Joe held various positions in FERC's Office of General Counsel, serving as trial attorney in the natural gas and electric divisions, and as advisor to FERC on legal and policy issues. Joe brings unique insight to his client's energy matters through his industry/government FERC perspective, often making the difference in a successful outcome.

Professional Memberships: Energy Bar Association Alternative Dispute Resolution Professionals

Publications: Chapter 145: Settlements, Energy Law and Transactions, Matthew Bender, 2018 Chapter 50: Natural Gas, Energy Law and Transactions, Matthew Bender, 2016

KOVACEV, Robert

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Featured in Tax (USA – Nationwide)

Practice Areas: Federal tax controversy and tax litigation. He combines extensive first-chair litigation skills with substantive tax knowledge to represent taxpayers in high-profile, high-stakes tax disputes against the Internal Revenue Service (IRS), both at the administrative level and in litigation. These disputes include international tax and transfer pricing issues, the research tax credit, the Section 199 domestic production activities deduction, alternative energy tax credits, excise taxes and the economic substance doctrine. He is a leader in the emerging field of taxation of robotics and artificial intelligence, and he frequently writes and speaks on the topic.

Career: Former senior litigation counsel in the Tax Division of the U.S. Department of Justice (DOJ), where he was lead trial counsel for the IRS in some of the largest and most complex civil tax cases in the nation.

Professional Memberships: Chair, Tax Policy & Simplification Committee, Section of Taxation, American Bar Association; Fellow, American College of Tax Counsel

Personal: JD Columbia Law School, Kent Scholar, 1997; BA Harvard University, magna cum laude, 1994.

KOVAROVICS, Susan M C

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Featured in International Trade (USA – Nationwide)

Practice Areas: Susan Kovarovics focuses her practice on matters involving the International Traffic in Arms Regulations (ITAR), the Export Administration Regulations (EAR), sanctions administered by the Office of Foreign Assets Control (OFAC), U.S. antiboycott laws and the Foreign Corrupt Practices Act (FCPA). She leverages this specialized experience to play a vital role in merger and acquisition (M&A) transactions, helping her clients conduct due diligence and evaluate risk related to export and sanctions compliance, antiboycott and anticorruption matters. By working with her clients to minimize hurdles, Susan is able to structure compliance programs that integrate into the business. This approach makes compliance with the policies routine and not a hindrance. She counsels her clients on day-to-day compliance, collaborates with them to implement best practices through internal audits and investigations and, when needed, strongly advocates on their behalf before government enforcement officials.

Personal: B.A., Drew University (1993); J.D., Georgetown University Law Center (1996)

KRAKUS, Beata

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Featured in Franchising (USA – Nationwide)

Practice Areas: Franchising & Distribution Business Services Privacy & Data Security

Career: Beata works with clients across the U.S. and around the globe. Beata has prepared franchise programs for concepts including real estate brokerages, hotels, restaurants, and fitness and personal health systems, to name a few. She focuses on guiding clients through franchise compliance issues and facilitating mergers, acquisitions, and other transactions. Additionally, Beata helps clients avoid litigation through proactive counsel. Beata assists clients with U.S.-wide registrations of franchise programs; exemption-based franchising, avoiding certain franchise, and business opportunity regulations; implementing marketing funds and national advertising programs; pre-litigation disputes with franchisees and master franchisees; negotiating area development agreements with large franchisees and area developers; mergers and acquisitions special counsel on franchise law

matters; and international deals. She also assists clients with implementing and managing other distribution models, such as distributors/dealers (including international distribution arrangements), sales representatives, or a combination of the two. She works with clients to ensure form contracts are up to par, navigate equipment dealer laws, and assist with terminations and renewals. Beata's relationships with foreign companies and attorneys have helped her build a referral network of trusted counsel. The myriad aspects of international deals can make them difficult to navigate, but Beata's experience as an attorney in three countries – the U.S., Sweden, and Poland – gives her a deeper understanding of differences in law and culture.

Professional Memberships: American Bar Association Forum on Franchising (Former Governing Committee Member) The Franchise Lawyer (Former Associate Editor) IBA International Franchising Committee (Officer) North American Securities Administrators Association Franchise and Business Opportunities Project Group (Advisory Committee Member) International Franchise Association Swedish-American Chambers of Commerce, National Organization (Board of Directors, 2006-present); Chicago Chapter (Board of Directors, 2006-present) International Distribution Institute

KRANZ, Yoel

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Featured in REITs (USA – Nationwide)

Practice Areas: Yoel Kranz is co-chair of the firm's nationally recognized REITs and Real Estate M&A practice. He has 25 years of experience in advising public and private companies in corporate mergers and acquisitions, and serves as ongoing corporate and securities counsel for a diverse group of public companies, including numerous REITs. Yoel represents or has recently represented a variety of NYSE-listed and other public companies, such as Medical Properties Trust, Gaming & Leisure Properties, AvalonBay Communities, Mid-America Apartment Communities, Paramount Group Realty and Phillips Edison & Company.

Personal: JD, University of Virginia School of Law 1998 (member, editorial board of the Virginia Law Review); MA, Emerson College 1995; RO, Rabbinical College of America 1992

KRASKE, Paul S

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Featured in Projects (USA – Nationwide)

Practice Areas: Represents clients in connection with the development, financing, acquisition and disposition of energy and infrastructure projects in the US and abroad. Has extensive experience preparing and negotiating all forms of relevant documentation, including joint development and

ownership agreements, construction contracts, power purchase agreements, build-transfer agreements, credit and investment documentation, and sale and purchase agreements. Has particular experience with electric transmission – and has worked on the development, construction and financing of numerous independent transmission projects in North America.

Career: Worked in Mumbai, India as the general counsel of the Dabhol Power Project. JD, Harvard Law School, 1996; MSc, London School of Economics and Political Science, 1993; BA, Yale University, 1992.

KRASNOW, Melissa

VLP Law Group LLP, Palo Alto
312 350 1082

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Practice Areas: Melissa Krasnow is recognized in Chambers Global Privacy & Data Security and USA – Nationwide Privacy & Data Security: Cybersecurity, USA – Nationwide Privacy & Data Security: Privacy, and USA – Nationwide Technology in 2024 and in Chambers USA – Nationwide Privacy & Data Security and USA – Nationwide Technology in 2022 and 2023. Advises on the Health Insurance Portability and Accountability Act (HIPAA), Family Educational Rights and Privacy Act (FERPA), financial services regulatory laws (including Gramm-Leach-Bliley Act), and Children's Online Privacy Protection Act (COPPA), and state laws (including the California Consumer Privacy Act (CCPA)/California Privacy Rights Act (CPRA)), and the European Union (EU) General Data Protection Regulation (GDPR). Counsels on data breaches/incidents/other events (ransomware, account takeover, business email compromise, phishing, and vulnerabilities), cyber governance, and crisis management. Prepares written information security programs (WISPs) and incident response plans. Facilitates and participates in tabletop exercises. Reviews cyber liability insurance policies. Advises boards of directors and officers on privacy, data security, and technology risk oversight and developments. Counsels on regulatory inquiries and compliance with state, federal, and international privacy and data security, advertising and marketing, governance, and regulated industry laws. Prepares website and mobile application privacy policies and terms and technology policies. Negotiates (and renegotiates in the wake of data breaches/incidents/other events) technology and commercial transactions, including master services agreements (MSAs), non-disclosure agreements (NDAs), data security addenda (DSAs), business associate agreements (BAAs), data processing agreements (DPAs), and CCPA/CPRA and other state privacy law agreements. Handles privacy and data security diligence and negotiates deal terms in mergers and acquisitions and other transactions. Advises on artificial intelligence and big data.

Professional Memberships: IAPP Certified Information Privacy Professional/US and Appeals Board Member. National Association of Corporate Directors Board Leadership Fellow.

Publications: See <https://www.vlpawgroup.com/attorneys/melissa-krasnow/> and <https://www.irmi.com/biographies/melissa-krasnow>

Personal: J.D., Northwestern University School of Law, 1992. A.B., Wellesley College, 1989, magna cum laude, Phi Beta Kappa, and Durant Scholar. University of British Columbia, visiting student, 1987-1988, Class 1 Standing.

KREITMAN, Robert M

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Featured in Capital Markets (USA – Nationwide), Tax (New York)

Practice Areas: ROBERT KREITMAN, co-leader of the firm's global Tax group, focuses on the structured finance, securitization and financial products areas. He also represents a wide range of registered and non-registered investment funds in the acquisition, disposition, and financing of financial, real estate and infrastructure assets. Robert's principal areas of experience include residential and commercial mortgage-backed securitization, asset-backed securitization, structured finance and capital markets, including CLO and CRE CLO transactions, the structuring of funds for corporate and real estate loan origination, the structuring of REO-to-rental financings, servicer advance financings, debt repackagings, securitization of non-performing and re-performing loans, catastrophe bonds, insurance-linked securities, distressed asset funds, structured notes, credit-default swaps and synthetic securitizations. Strong leadership on behalf of his clients has earned Robert acknowledgement in numerous industry publications. He has been consistently recognized by Chambers USA for his work in Tax (2010–2023) and was ranked by Chambers Global as a Band 1 lawyer in Capital Markets: Securitization: Tax (2021–2024), where he was lauded as “an asset to clients seeking advice on securitizations.” Clients describe him as someone who “knows the market, knows the tax issues, and has a pragmatic but informed view of what's needed.”

KREVITT, Josh

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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (New York)

See under New York for profile.

KRIMMINGER, Michael

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Michael H. Krimminger's practice focuses on U.S. and international banking and financial institutions. In particular, he advises on the challenges and opportunities stemming from statutory and regulatory reforms in the United States and internationally. He has experience in domestic and international financial regulatory matters, including virtual currency, blockchain, and other FinTech developments. After playing a leading role in international efforts to enhance global resiliency, he advises on capital, derivatives, corporate governance, and resolution and recovery requirements as well.

Career: Joined firm as partner, 2012. More than 20 years with FDIC in senior leadership positions, including as Deputy to Chairman and General Counsel. J.D., Duke University School of Law (1982); B.A., University of North Carolina (1979).

Professional Memberships:

Member of DC, California, Virginia Bars. Served on FSB Resolution Steering Group, and co-chaired Basel Committee's Cross Border Resolutions Group.

KROCHAK, Jason

Proskauer Rose LLP, New York
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Featured in Sports Law (USA – Nationwide)

Practice Areas: Jason Krochak is a partner in Proskauer's Corporate Department and a member of the Sports Law Group. He has a broad-based corporate practice with a particular focus on clients in the sports industry. Jason represents sports leagues and teams, private equity firms, financial institutions, gaming companies and corporate sponsors in a variety of corporate and commercial matters, including acquisitions, joint ventures, league expansions, financings, governance, naming rights agreements, licensing agreements and other commercial transactions. Jason's experience includes representing the National Basketball Association, Major League Soccer, Soccer United Marketing, the Atlantic Coast Conference, the Big East Conference, the ATP Tour and the WTA Tour, as well as a number of professional sports teams and their owners, in their significant transactional and governance matters. Jason also has advised on numerous market-shaping sports betting deals, including FanDuel's first-of-its-kind media and sports wagering partnership in Canada with Bell Media and the Washington Nationals' exclusive partnership with BetMGM. Jason maintains an active pro bono practice and serves on the Advisory Board of Legal Outreach, an organization that prepares urban youth from underserved communities in New York City to compete at high academic levels. In partnership with Legal Outreach, he created the “Sports, Business and Law” clinic, an annual program where eighth-grade students participate in a mock NBA Expansion Workshop at Proskauer's New York office.

KROGER, William

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Featured in Litigation (USA – Nationwide)

Practice Areas: Bill represents clients on disputes in all energy sectors, including oil and gas, wind, solar, infrastructure and trading. Bill also handles other types of commercial litigation.

Career: Bill has chaired or co-chaired the Baker Botts Energy Litigation Practice Group for over 15 years. He also co-leads the firm's Energy Sector. He has represented clients on many significant energy matters over the past 30 years, including force majeure claims, the deregulation of electrical utilities, the siting of the first coastal windfarms, litigation relating to frac bans and other drilling and production disputes, and lawsuits over the routing of pipelines and other infrastructure. Bill has handled many of the most complex disputes involving hydraulic fracturing in the shale plays and the siting and construction of renewable energy facilities. The National Law Journal has recognized Bill as an “Energy Trailblazer.”

Professional Memberships: Bill served as President of the Houston Bar Association for the 2020-21 bar year, during which Bill led the HBA during the worst phases of the Covid-19 crisis. He has completed his second three-year term as a Director of the State Bar of Texas, where he served on its Executive Committee. He was also elected to the American Law Institute in 2015. He serves as a Vice-Chair of the Board of Directors of Communities in Schools Houston and as a Director of the Houston Grand Opera. Bill is also the General Counsel of the Cullen Trust for the Performing Arts. He also was elected, and currently serves as, Chancellor of the Texas Conference of the United Methodist Church.

Publications: Bill has written and spoken on numerous energy law topics. He has also written and spoken on Texas legal history topics, and serves as Firm Historian.

Personal: Bill received the 2021 James B. Sales Pro Bono Award, the highest award given by the Houston Bar Foundation. He also was the 2020 Recipient of the Karen Susman Jurisprudence Award, presented by ADL to one lawyer annually “who exhibits an exceptional commitment to equality, justice, fairness, and community service.” He previously received the Leon Jaworski Award from the Houston Bar Auxiliary for a lifetime of public service. He is married to Elizabeth Mata Kroger, and they have three children.

KRUS, Cynthia M

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Cynthia Krus counsels companies and alternative

investment funds in their quest to grow their businesses, especially in the crucial area of raising capital. She also works with management teams and boards of directors to develop strategic plans and timing for critical decisions in all aspects of their businesses, including mergers and acquisitions; proxy contests; going-private transactions; reorganizations; debt, equity and rights offerings; and other securities and capital markets transactions. She is recognized as a leading adviser to business development companies (BDCs) and small business investment companies. Cynthia currently serves as the Executive Partner of Eversheds Sutherland (US), and is on the Global Executive Management Team and the Global Board for Eversheds Sutherland Ltd. In addition to being responsible for the day-to-day management of Eversheds Sutherland (US), Cynthia focuses on the integration efforts of the firm's practice groups with the global legal practice and the firms' operational integration. With more than 20 years working in this specialized area, Cynthia brings deep, hands-on experience to the complex issues — both legal and strategic — faced by companies. She counsels public companies in a broad range of corporate and securities matters, such as corporate governance, crisis management, whistleblower response, disclosure, executive compensation and shareholder matters. Cynthia is the author of the Corporate Secretary's Answer Book, which is updated annually, and frequently speaks at industry conferences on regulatory, corporate governance, and capital raising issues. She is also prominent in the community. She recently joined the Board of Directors for the National Symphony Orchestra, The Kennedy Center. In addition, Cynthia is a patron of the National Building Museum, the DC Police Foundation (Cynthia was awarded a "Citizen of the Year" for 2013 by the Metropolitan Police Department) and Bread for the City, where she was a long time board member.

KRYDER, George
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Featured in Law Firm Defense (USA – Nationwide)

Practice Areas: George has represented both plaintiffs and defendants in civil trials, litigation, and related appeals and is listed in The Best Lawyers in America® in Bet-the-Company Litigation, Legal Malpractice Law, Commercial Litigation, Intellectual Property, and Securities Litigation. His practice involves a broad range of matters with particular emphasis on complex civil litigation, including lender liability, securities litigation, technology matters, and the defense of professional liability claims involving attorneys, accountants, and officers and directors. Legal Malpractice Defense: George devotes a substantial part of his practice to defending attorneys in professional

liability matters and in loss prevention counseling and was named The Best Lawyers in America®'s "Lawyer of the Year" in Legal Malpractice law. In a Texas Lawyer survey, Texas attorneys named George as one of a handful "go to" lawyers in professional liability cases. For more than 25 years, George has been engaged by local, regional, and national firms and their attorneys to defend them in professional liability matters, disqualification proceedings, disciplinary actions, and fee disputes. Such matters include claims alleging malpractice, conflicts of interest, conspiracy, deceptive practices, fraud, RICO, and breach of fiduciary duties in substantive areas including appellate practice, bankruptcy, copyrights, corporate transactions, criminal law, employment law, environmental law, estate planning, financial services, franchising, intellectual property, patents and trademarks, personal injury, real estate, securities, tax, trial, and wills and trusts. George previously chaired the ABA Standing Committee on Lawyers' Professional Liability and ABA Section of Litigation Professional Liability Litigation Committee which present national programs and produce various printed and electronic publications. George currently serves as Co-Head of V&E's Professional Liability practice.

Personal: Vanderbilt University Law School, J.D., 1977 (Patrick Wilson Scholar; Managing Editor, Vanderbilt Law Review) Princeton University, Princeton School of Public and International Affairs, A.B., 1974

KULKARNI, Deepti
Covington & Burling LLP, Washington, DC

Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Drawing from over a decade of experience working in both FDA's Office of Chief Counsel and private practice, Deepti Kulkarni provides strategic advice to clients on a wide range of complex matters involving FDA and USDA regulatory oversight. She has played a key role in the development and implementation of the regulatory frameworks for alternative proteins as well as bioengineered food and agriculture products. Deepti advises companies developing and marketing animal products, foods, dietary supplements, and cosmetics at nearly every step of the product lifecycle. She also counsels clients on potential crises, such as product recalls, import refusals, and other regulatory actions.

KULKIN, Matthew B.
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Featured in Derivatives (USA – Nationwide)

Practice Areas: With nearly two decades of experience in government and private practice, Matthew Kulkin is well positioned to help financial market clients navigate complex legislative, regulatory, compliance and enforcement issues. Mr. Kulkin joined the firm in 2022 from another interna-

tional law firm where he co-chaired its financial services practice group. Before that, he served as the Director of the US Commodity Futures Trading Commission's Division of Swap Dealer and Intermediary Oversight. Mr. Kulkin chairs the firm's Futures and Derivatives Practice. He often advises clients on newly adopted rules and areas of increased regulatory focus in the commodity futures and derivatives market. Throughout his years in private practice, Mr. Kulkin's clients have included asset managers, banks, broker-dealers, energy companies, exchanges, financial market utilities, insurance companies, non-bank financial institutions and trading venues. As Director of the CFTC's Division of Swap Dealer and Intermediary Oversight, Mr. Kulkin led a broad range of CFTC activities, including rulemakings and enforcement matters regarding swap dealers, intermediaries, trading venues, investment funds and matters involving the National Futures Association. During his time at the commission, Kulkin was also deeply involved in cases of first impression regarding cryptocurrencies and digital assets. Mr. Kulkin regularly counsels clients on compliance issues with other federal regulatory and enforcement authorities, including the Securities and Exchange Commission, the Federal Reserve, the Office of the Comptroller of the Currency, the Consumer Financial Protection Bureau, the US Treasury Department and the Federal Deposit Insurance Corporation. Mr. Kulkin also has experience analyzing and providing strategic advice on financial services legislative proposals, particularly issues before the Senate Banking Committee, House Financial Services Committee, and the Senate and House Agriculture Committees.

KUMAR, Neal
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Featured in Derivatives (USA – Nationwide)

Practice Areas: Partner in the Corporate & Financial Services Department. Represents financial institutions, trading companies, end-users, trade associations, exchanges, clearing organizations, and hedge and private equity funds, in a variety of regulatory, enforcement, and transactional matters involving commodities, digital assets, and derivatives. Advises clients on the application of regulations promulgated by the Commodity Futures Trading Commission (CFTC) and the National Futures Association (NFA), including the intersection of commodity and derivatives regulation of digital assets. Also focuses on representing clients in government investigations by the CFTC, NFA, and the exchanges.

Personal: LL.M., King's College London, 2008; J.D., Pace University School of Law, 2007; B.S., Fordham University, 2003. See: <https://www.willkie.com/professionals/k/kumar-neal>.

KURZWEIL, David
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: David Kurzweil, former Local Co-Chair of Latham & Watkins' Corporate Department, advises leading US and international private equity funds and companies on a range of complex M&A and joint venture transactions. Mr. Kurzweil's multifaceted practice includes public and private company deals on behalf of a variety of principals, special committees, private equity and leveraged buyout funds, and financial advisors. He draws on his prior experience working in the London office of a global law firm to regularly advise both domestic and international entities in multijurisdictional transactions. His deal work covers diverse industries, with a particular focus on the energy, infrastructure, and financial services sectors. Mr. Kurzweil also provides general corporate advice to both public and private companies. A nationally recognized M&A practitioner, Mr. Kurzweil has been regularly featured in Chambers USA and The Legal 500 US for his prominent transactional work. Mr. Kurzweil serves on the Board of Directors of StreetWise Partners, a nonprofit organization that works with low-income individuals to overcome employment barriers, obtain better jobs, and achieve economic self-sufficiency by creating deep mentoring relationships with volunteer business professionals. He is also on the Board of Visitors of Columbia Law School, a group of distinguished alumni who represent the diversity of experiences, interests, and places embraced by Columbia Law School. Mr. Kurzweil previously served as Co-Chair of the firm's New York Corporate Department.

KUSHAN, Jeffrey
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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (District of Columbia)

See under District of Columbia for profile.

KUSTIN, Ira
Akin, New York

Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Ira focuses his practice on representing sponsors and investors in complex hedge, credit and private equity funds. He provides counsel to private fund advisers on international investment platforms, including in Europe, Asia and Latin America. Ira's clients include market-leading global asset managers, start-ups, and mid-sized and larger managers. Ira has extensive experience counseling established, global investment advisers, as well as start-up managers on most aspects of their operations and regulatory compliance matters. He advises investment fund managers faced with

complex restructurings, succession planning, crisis/conflict resolution and consent solicitations. Ira's practice includes advising clients on the structuring of arrangements between investment managers' principals, seeding transactions, co-investment and secondary transactions, and LP-side investments in private funds.

Personal: New York University School of Law, J.D., 1999 University of Cincinnati, B.A. (magna cum laude), 1996

KYRWOOD, Jason

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Featured in Banking & Finance (New York), Private Credit (USA - Nationwide)

Practice Areas: Jason is co-head of Davis Polk's Finance practice. With over \$1.3 trillion in financing representations, Jason has advised on many of the largest and most complex leveraged, investment-grade, bridge, LBO, cross-border, private debt, restructuring and recapitalization transactions in the market. He represents major financial institutions and alternative credit providers alike on a full range of financial products, from large-cap syndicated loans to smaller direct lending transactions. He is a member of the Practical Law Company's Finance Advisory Board and a member of the board of Rising Ground, a nonprofit human services organization in New York.

LAMB, William S

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Advises utilities, power companies, energy companies and others on mergers, acquisitions and other structural and corporate matters. He has represented clients in a broad range of transactions, including bidders and targets in both negotiated and unsolicited mergers and acquisitions and underwriters and issuers in financing and corporate governance matters.

Career: Joined the firm as a Partner in 2012.

Personal: New York University (BS, accounting, Magna Cum Laude) 1978; New York University (JD) 1983, (Law Review, Executive Editor).

LABSON, Michael S

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Featured in Life Sciences (USA - Nationwide), Healthcare (District of Columbia)

See under District of Columbia for profile.

LALLY, Amy

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: AMY LALLY is a trial lawyer who practices in all areas of litigation, including class actions, false advertising claims, contract disputes, and real estate litigation. She serves as a global co-leader of Sidley's Consumer Class Actions practice. She has broadly represented the consumer products and services industries in litigation arising under state and federal laws including California's Proposition 65, Consumer Legal Remedies Act (CLRA), and the California Invasion of Privacy Act (CIPA); false advertising and unfair competition laws in California, New York, Illinois, and other states; and the Federal Wiretap Act, TCPA, Lanham Act, and other federal laws, regulations and guidance documents, including the FTC's Green Guides. Amy is a leading member of Sidley's California Consumer Privacy Litigation Task Force, a dedicated group of lawyers focused on the California Consumer Privacy Act (CCPA) and California Privacy Rights Act (CPRA), counseling clients on

how to assess and mitigate litigation risks by putting in place the policies, procedures, and protocols that comply with the new laws. Her clients include numerous consumer goods manufacturers and retailers, including vitamin and dietary supplement companies, cosmetic companies, conventional food and beverage companies, pharmaceutical companies, apparel and fashion companies, furniture and home goods companies, and e-commerce companies. Amy has represented a wide variety of other businesses such as financial institutions, hedge funds, accounting firms, and oil and gas companies. Amy has tried cases to verdict in both state and federal courts across the country. She litigates cases in multiple courts throughout California, including in the counties of Alameda, Los Angeles, Orange, Riverside, Sacramento, San Diego, San Francisco, and San Mateo.

LAMB, William S

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Advises utilities, power companies, energy companies and others on mergers, acquisitions and other structural and corporate matters. He has represented clients in a broad range of transactions, including bidders and targets in both negotiated and unsolicited mergers and acquisitions and underwriters and issuers in financing and corporate governance matters.

Career: Joined the firm as a Partner in 2012.

Personal: New York University (BS, accounting, Magna Cum Laude) 1978; New York University (JD) 1983, (Law Review, Executive Editor).

LAMBERG, Gretchen E.

Sidley Austin LLP, Washington, DC

Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: GRETCHEN E. LAMBERG represents a wide range of entities involved in financial and payment systems, including insured depository institutions, technology providers, payment processors and systems and retailers and other merchants. Her practice has a particular emphasis on assisting clients with drafting and negotiating a variety of agreements for both back-end services and programs for consumer financial products and services. She also assists clients with respect to regulatory matters, such as responding to regulatory reforms, preparing regulatory filings, interfacing with regulators and complying with various laws and regulations, including the laws applicable to money transmission and anti-money laundering.

LAMMERS, Corinne A.

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Featured in FCPA (USA - Nationwide)

Practice Areas: Corinne Lammers is a partner in the Litigation Department and the Investigations and White Collar

Practice Group of Paul Hastings, based in the firm's Washington, D.C. office. Her practice focuses primarily on international anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, and leverages her career-spanning anti-corruption experience on behalf of her clients. Ms. Lammers specializes in anti-corruption compliance strategy, including compliance program development and enhancement, risk assessments, and testing and monitoring. Ms. Lammers has advised clients regarding compliance matters in diverse industries such as oil & gas, power, robotics, technology, life sciences, defense, aerospace, transportation, and agriculture. Ms. Lammers is sought out for her innovative and practical approaches to addressing compliance challenges.

Career: Ms. Lammers has worked on numerous corporate monitorships, and has extensive experience assisting companies in bringing those monitorships to a successful and timely conclusion. Ms. Lammers also worked as in-house counsel to a major defense contractor, focusing on compliance.

LANDA, Leor

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Featured in Hedge Funds (USA - Nationwide), Private Equity (USA - Nationwide)

Practice Areas: Leor is the head of Davis Polk's Investment Management practice. He advises a wide range of clients on the formation and operation of private investment funds, including private equity funds, hedge funds, credit funds, secondary funds, real estate funds, funds of funds and advisory platforms. He is widely recognized as a leading adviser for complicated secondary transactions, including GP-led secondaries, and he has deep experience advising on acquisitions, dispositions, seeds and spinouts of investment advisers. Leor also represents several large institutional investors that invest in private funds. He regularly provides regulatory and compliance advice to his private fund clients.

LANE, Brian

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Featured in Securities (USA - Nationwide)

Practice Areas: Brian counsels companies on issues relating to corporate governance and the federal securities laws, including: novel and complex disclosure, compliance and accounting issues, filings with the SEC (such as public offers, proxies and interpretive requests), activist shareholders, board investigations and resolving Enforcement inquiries from the SEC. He represents companies such as: Carnival, First American, Kodak, Pitney Bowes and Mattel.

Career: Sixteen years inside the SEC: Counsel to the Chairman, and the Director of the Division of Corporation Finance.

Publications: Nationally recognized as expert in field as author, media commentator, conference speaker.

LANG, David A.

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Featured in Projects (USA - Nationwide)

Practice Areas: David Lang is a partner in the firm's Corporate practice. His practice focuses on energy infrastructure development, acquisition and disposition, with a particular focus on LNG projects. He also assists clients in the upstream, midstream, renewable energy and petrochemical sectors. David routinely works in the LNG sector, advising both domestic and international clients across the LNG value chain. He has represented clients on matters related to gas supply, liquefaction, marketing and shipping, regasification and gas sales for projects throughout the world. Mr. Lang has extensive experience in developing other energy and petrochemical infrastructure, including representing upstream, midstream and petrochemical companies to develop projects, and acquire and dispose of assets. He has also represented companies around the world in private equity fund investments, joint ventures and project financing matters.

LANGLOIS, Jack J

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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas)

Practice Areas: Partner Jack Langlois is the office managing partner for Houston. Jack focuses his practice on energy related matters, including upstream, midstream and downstream. He advises clients on investments in and financings of energy projects and assets, including, mergers, joint ventures and acquisitions and dispositions of assets and stock of energy companies. Jack represents public and private companies, private equity investors, lenders, governments and national oil companies in a number of substantial domestic and international corporate transactions. Jack advises on mineral exploration and development projects, including matters involving acquisition of exploration and development rights, pipelines, gathering, transportation, processing, storage, and other infrastructure. Jack has experience representing oil and gas production companies in connection with the acquisition of oil and gas properties. Jack also represents banks in connection with production payment acquisition and financing, and independent oil companies in the sale of overriding royalty interests to qualified investment buyers. Jack has significant experience handling international transactions, including representing drilling companies in connection with sales of drilling rigs in Brazil, Canada and Greece, and representing power producers with the development and financing of power projects in Latin

America. He also represented state oil companies and Western and Russian companies in connection with negotiations for development of Caspian Sea oil fields. View more at: <https://www.mwe.com/people/langlois-jack/>

Career: Jack Langlois is Managing Partner of DLA Piper's Houston Office and US Co-Chair of the firm's Energy Sector. He has served as lead counsel representing governments, public and private companies, lenders and private equity investors in a number of substantial domestic and international corporate transactions. Jack has significant experience in mergers, acquisitions and dispositions of assets and stock of energy companies, acquisitions of exploration rights from sovereigns, joint ventures and investments in and financings of energy projects, including mineral exploration and development projects, production sharing agreements, concessions, licenses, pipelines, refineries, power plants and drilling rigs. His clients include leaders in the energy industry.

Personal: J.D., Louisiana State University Law Center 1979; B.A., University of Southwestern Louisiana 1976; Faculté de droit d'Aix-en-Provence, France

LARK, Frederick (Fritz)

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Frederick (Fritz)

J. Lark advises clients on M&A transactions, with a focus on energy, utilities and digital infrastructure. He represents infrastructure funds, utilities and other investors in public and private company mergers, acquisitions, joint ventures, equity investments, and debt and hybrid securities issuances among other transactions. Fritz has experience advising clients in transactions across a variety of sectors, including energy, power and utilities, insurance, financial services, manufacturing, chemicals and technology. Additionally, Fritz advises clients on corporate governance and disclosure issues under the federal securities laws and exchange rules, as well as on general corporate matters. View more at: <https://www.mwe.com/people/lark-frederick-j/>

Professional Memberships:

American Bar Association, member. Infrastructure and Regulated Industries Section, Finance, Mergers & Acquisitions Committee, co-chair New York State Bar Association, member

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Featured in Capital Markets (California), Capital Markets (USA - Nationwide), Life Sciences (USA - Nationwide), Life Sciences (California)

See under California for profile.

LARSON, Lyle

Balch & Bingham LLP, Birmingham
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Energy Energy Transactions & Acquisitions FERC Enforcement & Compliance

Career: Lyle Larson counsels clients involved in all aspects of the electricity industry - handling matters ranging from FERC (Federal Energy Regulatory Commission) litigation and compliance matters, utility asset transactions, congestion management, smart grid and distributed resources, mergers and acquisitions, Section 203 applications, market-based rates, transmission tariffs, organized markets and RTO market design matters before FERC. Among other things, Lyle serves as FERC and Regional Transmission Organization (RTO) counsel to dozens of separate market-based rate sellers that own or control over 70,000 MW of generation (coal, gas, nuclear, solar, wind, storage, and DER, in 25 states, in each interconnection and every RTO region). He serves as FERC counsel to a large coalition of transmission owners in one of the major Northeastern RTOs, as well as one of the nation's largest vertically integrated public utility systems, located in the Southeast.

Professional Memberships:

American Bar Association Section on Environment, Energy and Resources, Executive Council Smart Grid Implementation Panel, Distributed Renewables, Generation & Storage Domain Expert Working Group, Regulatory & Market Issues Subgroup, Member Energy Bar Association, Renewable Energy Committee, Competition/Antitrust Committee, Committee on Compliance and Enforcement, Member Alabama Defense Lawyers Association Birmingham Bar Association

LARSON, Peter

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Featured in Native American Law (Arizona), Native American Law (USA - Nationwide)
See under Arizona for profile.

LASHWAY, David

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: DAVID LASHWAY is widely recognized as a leading adviser for crisis management, cybersecurity, data security incidents, misinformation, trade secret theft, and related investigation and litigation matters. Advocacy on behalf of his clients has earned him numerous acknowledgements as one of the leading lawyers globally for cybersecurity law. David has advised a diverse range of private and public organizations on significant and material cybersecurity incidents across almost every critical infrastructure sector, including financial services, energy, manufacturing, technology, water, defense, municipal government, retail, transportation, and hospitality. He has

significant experience in addressing election security and misinformation-related issues and was deeply involved in the investigations into the 2016 and 2020 actions targeting various U.S. political parties. He has served as the lead lawyer advising on the legal response to operationally impactful malware for a number of Fortune 500 entities, and led the incident response, associated investigations and litigations for several companies impacted by the NotPetya malware incident. He routinely leads responses to ransomware-related matters and is at the forefront of emerging issues posed by AI and generative AI-related technologies. Clients also turn to David for guidance on some of their most significant transactional matters. He has led due diligence on several of the largest recent corporate transactions in the last decade, and regularly advises companies through complex CFIS issues. David also serves as lead counsel on matters for organizations facing difficult regulatory, congressional, and public policy issues across a range of industry sectors and subjects. David is co-chair of Sidley's top ranked global Privacy and Cybersecurity practice and a member of the firm's top ranked Crisis Management and Strategic Response team.

LAST, David

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Featured in FCPA (USA - Nationwide)

Practice Areas: David Last's practice focuses on white-collar criminal defense and government investigations, including defending companies and individuals in a wide range of high-stakes domestic and international enforcement actions and trials with a particular focus on Foreign Corrupt Practices Act (FCPA) matters.

Career: Prior to joining Cleary, David served as the Chief of the FCPA Unit at the Department of Justice, where he oversaw all FCPA-related investigations, prosecutions, corporate resolutions, trials, and corporate compliance monitorships in the United States, encompassing every significant industry sector and geographic region. David also played a key role in shaping major corporate criminal enforcement policies, including those on corporate self-disclosure and compliance. Since joining Cleary, David regularly conducts internal investigations and advises clients on a variety of anti-corruption and cross-border issues. David also frequently advises on the development of compliance and integrity programs and counsels clients in advance of strategic transactions. David is also a seasoned trial lawyer, having tried and supervised numerous cases during his 17 years as a federal prosecutor, including more than ten years as an Assistant U.S. Attorney in Washington, D.C., where he investigated and prosecuted a wide variety of white-collar criminal cases, including financial fraud, public corruption, wire

fraud, money laundering, bank fraud, and Travel Act violations, among other criminal cases. J.D., Georgetown University Law Center (2000); B.A., Brandeis University (1995).

Professional Memberships:

Member of the District of Columbia, Maryland and New Jersey Bars Edward Bennett Williams Inn of Court

LAURENZA, Melissa

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Featured in Political Law (USA - Nationwide)

Practice Areas: Melissa Laurenza

heads Akin's Political Law practice, specializing in advising clients on navigating complex legal frameworks surrounding interactions with federal and state officials encompassing pay to play laws, lobbying, campaign finance, ethics and other regulatory areas. She assists clients spanning financial services, private equity, hedge funds, corporations, media and entertainment companies, law firms, lobbying firms, trade associations and high-net-worth individuals. Melissa helps establish and maintain compliance systems, covering laws such as the Lobbying Disclosure Act, Foreign Agents Registration Act and rules like Rule 206(4)-5 for investment advisors. She provides counsel on political activities, including testifying before legislative bodies, drafting op-eds and representing clients in federal and state investigations, including before the Department of Justice, Federal Election Commission and Government Accounting Office. Melissa's practice assists politically active entities to ensure adherence to applicable regulations. Her recent work involves clients from commercial banks, energy companies, insurance firms, hedge funds, private equity firms, entertainment companies and individuals transitioning between government and private sectors.

Career: Counsel, Policy Advisor to FEC Chairman Michael E. Toner Deputy to the Finance Director, National Republican Senatorial Committee Legislative Correspondent, Sen. Mitch McConnell's (R-KY) office

Professional Memberships: D.C. and Virginia Bar Associations

Personal: J.D., George Mason University of Law B.A., Vanderbilt University

LAURO, John

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Featured in Litigation (USA - Nationwide), Litigation (Florida)

See under Florida for profile.

LAVAUD, Floriane

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Practice Areas: Floriane Lavaud is a partner in the litigation and arbitration team at Withers Bergman LLP. Her practice focuses on public international law, international arbitration, and

complex litigation, with a particular emphasis on the Middle East. She is admitted to the New York and Paris Bars, in addition to being a solicitor in England & Wales. With nearly 20 years of experience, Floriane advises and represents sovereign states, state-owned entities, and multinational corporations in a variety of jurisdictions and fora on issues of civil and common law, public international law, and treaty and contract interpretation, including before the International Court of Justice. She also advises sovereign wealth funds, private equity funds and hedge funds, including in connection with investments in the Middle East. Floriane advises and represents pro bono clients on both domestic law and public international law issues. Most recently, she has worked with Legal Action Worldwide to seek justice for the Rohingya before the International Criminal Court and for the Tigrayan people before the African Commission on Human and Peoples' Rights. She has also worked with the Clooney Foundation for Justice on a number of high-profile cases seeking the release of unlawfully imprisoned journalists.

LAWRENCE, Carmen J
King & Spalding LLP, New York
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Featured in Securities (USA – Nationwide)

Practice Areas: Carmen Lawrence focuses on securities-related government investigations and litigation. As a partner in our Special Matters and Investigations practice and co-lead of our Securities Enforcement and Regulation practice, Carmen represents public and private companies in a range of securities-related regulatory and business matters. Ms. Lawrence represents parties in investigations and litigation conducted primarily by the Securities and Exchange Commission, the Commodity Futures Trading Commission and the U.S. Department of Justice, as well as self-regulatory organizations and state securities regulators. She conducts internal investigations, provides crisis management advice, and counsels companies and regulated entities (broker-dealers and investment advisers) on their obligations under the federal securities law.

LAYRISSON, Louis "Louie"
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Featured in Litigation (USA – Nationwide)

Practice Areas: Louie is the firmwide Co-Chair of the Energy Litigation Practice and Chair of the Houston Litigation Department at Baker Botts L.L.P. Louie leads energy disputes and complex business disputes for clients in the oil and gas, power and renewables, manufacturing, and technology sectors. Louie also advises on risk related to energy transition projects.

Career: In the energy industry, Louie works closely with investors, developers, manufacturers, operators, service companies, transporters, mar-

keters, and refiners across the U.S. on operations advice and disputes across all energy sectors. Louie has handled disputes related to the energy supply chain and force majeure, leases and power agreements, title, royalty obligations, surface disputes, environmental issues, joint ventures and partnerships, midstream agreements, indemnity, and insurance recovery. During Louie's career, he has been seconded at two publicly-traded oil and gas exploration companies handling litigation and compliance work. Before joining the Baker Botts, Louie served as a law clerk to the Honorable Jay C. Zainey of the United States District Court for the Eastern District of Louisiana.

Professional Memberships:

Licensed in Texas and Louisiana. Executive Committee of the Institute for Energy Law; Board of Directors, Wesley Community Center, Memorial Park Conservancy, and Ben Blanchard Memorial Foundation.

Personal: B.A., English, Louisiana State University 2005, J.D., Louisiana State University Hebert Law Center 2008, summa cum laude Houston Bar Association's President Award in 2015, 2018, 2024; Baker Botts Judge Thomas Gibbs Gee Award for Outstanding Pro Bono Service, 2019.

LAZATIN, Christine G

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Christine G. Lazatin is a partner in Proskauer's Corporate Department. Christine is one of the nation's leading sports finance attorneys, advising professional sports teams, leagues and owners, corporate borrowers and financial institutions on many of the industry's most critical and complex financings. Christine regularly represents several major sports leagues (including the National Basketball Association, the National Hockey League and Major League Soccer), as well as a number of NBA, NHL, National Football League and Major League Baseball teams, in connection with acquisition and stadium financings, working capital facilities, league-wide and league-level credit facilities, workouts and restructurings. She has also represented financial institutions in structuring financings for teams and team affiliates. Over the past several years, Christine has worked on the deals that are at the cutting edge of the business of sports. As the industry grappled with the disruption caused by COVID-19, she advised numerous leagues, teams and other clients on financings to address their short- and long-term liquidity needs. In addition to her financing work, Christine represents sports clients on a full range of corporate matters, including many expansion and ownership transactions for the NHL, the NBA and MLS. Recently, she advised MLS in launching an affiliated Division III professional men's outdoor league known as "MLS Next Pro" and

continues to advise the new league on governance and expansion matters.

LE BOUEF, Scott

Bracewell LLP, New York

Featured in Derivatives (USA – Nationwide)

Practice Areas: Mr. Le Bouef is a seasoned legal professional focusing on commodities and derivatives transactions, with a particular emphasis on energy commodities. He provides legal advice to a diverse clientele, including investment banks, energy and commodity merchants, hedge funds, producers, suppliers, end-users and asset owners. His skillset encompasses a broad range of energy and commodity trading and finance matters. Mr. Le Bouef's experience includes the structuring and negotiation of various agreements such as intermediation agreements, purchase and sale agreements, physically and financially settled hedge transactions, energy management agreements, tolling agreements, supply and off-take agreements and transportation agreements, and storage agreements. His proficiency extends to both stand-alone transactions and those associated with project acquisitions or development.

Professional Memberships: Contracts and Legal Education Committee, The International Energy Credit Association

Personal: JD, Boston University School of Law, cum laude, 1998; BA, Boston College, 1993

LEAKE, Paul

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

LEATHLEY, Christian

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Dispute Resolution International Arbitration Public International Law Investment Arbitration and Treaty Protection Business and Human Rights

Career: Christian has over 25 years' experience specialising in international commercial and investment arbitration and dedicates much of his practice to our clients' interests in Central and South America. He represents corporations and sovereign states across all major industry sectors, and in particular energy (oil & gas, power), mining, engineering, technology, construction, sports and telecommunications. Christian is recognised as an accomplished advocate and regularly appears before international arbitral tribunals, such as the ICC, LCIA, ICSID, AAA (ICDR) and UNCITRAL. One source describes him as "very responsive, available and diligent," and another adds, "He is amazing in cross-examinations and orally in general. I'm really impressed with him." He has unique expertise in evolving

fields of international arbitration, such as his work for a Supermajor oil company in the defense of a sham 'arbitration' for US\$18 billion, and successfully prosecuting the first match fixing case in tennis before the Court of Arbitration for Sport (CAS). Christian has particular knowledge of the practice of public international law, having successfully represented the Kingdom of Spain, Republic of Costa Rica and other sovereign states, as well as gaining experience at the Inter-American Commission on Human Rights (IACHR), Washington, DC. He sits as Co-Chair of the firm's Public International Law Group, with a focus on ESG—having advised multiple clients across the energy and mining sector in Latin America. Chambers Latin America notes that he "is held in high esteem by clients who note 'He's obviously very used to the area and very knowledgeable, so he has a wealth of information at hand.'"

Personal: Christian is the Co-Head of the Latin America Group, Co-Head of the Public International Law Group, as well as the US Head of International Arbitration.

LECCESE, Joseph M

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Joseph M. Leccese is a past, and the longest serving, Chairman of Proskauer. During his nine years as Chair, Proskauer reached more than \$1 billion in revenues, dramatically expanded its transactional and trial practices and London office, and implemented a number of innovative talent management and diversity and inclusion programs. Throughout his term as Chair, Joe remained an active practitioner and co-chair of Proskauer's renowned Sports Group. In those roles he has led many of the most significant deals in sports and media over the past three decades. His broad-based corporate practice emphasizes the representation of professional sports leagues, teams and owners; college conferences; media and marketing companies; and private equity firms, sovereign wealth funds and financial institutions that provide capital to the broad array of transactions that occur in the sports industry. Leagues, Teams and Owners Joe's sports experience includes numerous matters for the National Basketball Association, National Football League, National Hockey League, Major League Soccer, Big East Conference, Big Ten Conference, Big 12 Conference, ATP Tour, WTA Tour, USGA and various bodies in motor sports, as well as for a number of teams, owners and media entities that he advises on a continuing basis. Mergers and Acquisitions Joe regularly handles matters relating to the acquisition, financing, operation and equity funding of professional sports teams, including the sales of the Denver Broncos, Carolina Panthers and Buffalo Bills and the acquisitions of the Cleveland Browns, Jacksonville Jaguars,

Houston Astros, Washington Nationals, New York Jets, Philadelphia Eagles and Chivas USA. He also has represented bidders for many other teams and sports properties across a broad variety of sports, both in privately negotiated sales and in auctions, and has advised leagues and governing bodies on scores of M&A transactions over the past 35 years. As part of his M&A practice, Joe has represented the NBA, NHL and MLS on numerous expansion transactions (including the most recent NHL expansion to Las Vegas and Seattle). Private Equity and Institutional Capital Joe has represented a broad range of private equity, sovereign wealth and institutional investors in mergers and acquisitions and joint ventures across a spectrum of sports and sports-related media transactions. Stadium/Arena Construction and Financing Joe has been the lead negotiator in multiple stadium and arena deals and financings, including the facilities developed (or renovated) by the Philadelphia Eagles, New York Jets, New Jersey Devils, Orlando Magic, Charlotte Hornets and Carolina Panthers; advised the New York Islanders, Minnesota Vikings and Cleveland Browns on their arena and stadium projects; represented the lenders in connection with a number of facilities-related financings (including the financing for Citi Field); and has advised our league clients on numerous stadium and arena development projects and financings. Women's Sports, Joint Ventures and Start Ups Joe has handled a variety of matters in women's sports for the WNBA, NWSL and WTA Tour and recently led the legal work on the formation and launch of the PWHL (Professional Women's Hockey League). He also has handled other innovative sports transactions, including the formation of NBA China, the NBA Development League and Legends Hospitality, and the sale to Providence Equity of an interest in Soccer United Marketing, the media and marketing affiliate of MLS. College Sports Joe is very active in college sports. Among other key engagements, he represented the "Basketball Seven" schools in the establishment of the "new" Big East Conference, the addition of three other universities to the new Conference, the negotiation of its television agreement with Fox and the assignment of the Big East Tournament agreement with MSG. Joe also has advised the Big Ten and Big 12 in connection with their recent media transactions and a variety of stakeholders on the broad range of issues and litigations currently facing college sports. Media and Sponsorship Joe has broad experience advising rights holders on regional, national and international television contracts with major telecasters, including recent developments in the regional sports market; the exploitation of new media and technology rights; and a variety of matters relating to the exploitation of stadia and arenas, including naming rights, sponsorship agreements, seat licenses and related arrangements. Joe

is a frequent speaker and lecturer on business and legal topics in sports.

LEDDY, Mark

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Featured in Antitrust (USA - Nationwide), Antitrust (District of Columbia)

See under District of Columbia for profile.

LEE, Austin

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Counsels clients in a broad range of transactional matters in the energy space (including acquisitions and divestitures, mergers and acquisitions, joint ventures, and structured financing arrangements) as well as operational agreements concerning a variety of energy-focused projects. His experience includes advising energy clients dealing with distressed situations, whether in the form of restructuring financial arrangements or acquiring or divesting properties. Frequently represents clients on projects across the energy value chain including, the upstream, midstream, produced water, carbon capture and energy storage sectors.

Professional Memberships: State Bar of Texas

Personal: The University of Texas School of Law, J.D., 2009, with honors; The University of Texas at Austin, Masters in Professional Accounting, 2004; The University of Texas at Austin, Bachelor of Arts, 2004

LEE, Catherine

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Catherine Lee is a partner in the New York office of Latham & Watkins and a member of the firm's Corporate Department and Capital Markets Practice and Financial Institutions Industry Group. Ms. Lee advises clients on the structuring, negotiation, and execution of equity-linked capital markets transactions, structured repurchase transactions, issuer forward transactions, and complex over-the-counter derivative transactions for various hedging and monetization strategies and equity and other derivative finance transactions including margin loans secured by publicly traded shares, pre-IPO shares, and convertible and/or debt instruments. With her experience as an in-house legal counsel at JP Morgan prior to joining Latham, Ms. Lee provides comprehensive market knowledge and valuable insights to both corporate and institutional clients on derivative, broker dealer and bank regulatory issues, insolvency and credit support concerns, as well as compliance matters.

LEE, Jean

A&O Shearman, Washington, DC
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Featured in Projects (USA - Nationwide)

Practice Areas: Jean Lee is a partner in our Global Projects, Energy, Natural Resources and Infrastructure group and co-leads our Agency Finance practice in our Washington office. Jean has represented agency and commercial lenders as well as sponsors in complex project financings around the globe in a variety of sectors.

LEE, Judith

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Featured in International Trade (USA - Nationwide)

Practice Areas: Judith practices in the areas of international trade regulation, including OFAC economic sanctions and embargoes, commercial/military export controls, customs, CFIUS and customs issues. Licensed by Department of Treasury as customs house broker, receiving country's highest score on customs broker's examination in 1992.

Professional Memberships: International Bar Association (Subcommittee Chair); ABA Customs Committee (prior chair); ABA Export Controls & Economic Sanctions Committee (prior Co-Chair), Court of International Trade Advisory Committee, Customs & International Trade Bar Association (prior board member).

Personal: JD, William and Mary College, 1987; member, Choctaw Indian Nation of Oklahoma; proficient in Mandarin Chinese.

LEE, Mary Kathryn

Paul Hastings LLP, Washington, DC
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Mary Kathryn Lee is a partner in the Structured Credit practice at Paul Hastings and is based in the firm's Washington, D.C. office. Her practice focuses on securitization and structured finance, with a particular emphasis on representing investment banks, asset managers, issuers, and investors in collateralized loan obligation transactions and other structured credit products. Ms. Lee's transactional experience also includes representing various financial institutions in connection with structured loan facilities, CLO warehouses and other asset-backed securities transactions. In the past, she has also represented investment banks and others in connection with cash, hybrid and synthetic CLOs, credit derivative and other swap transactions and asset repackaging programs, including tender option bonds.

LEE, Parker A

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Parker A. Lee advises companies and investors in evaluat-

ing and executing transactions and commercial contracts in the energy and infrastructure industries. He represents clients in various domestic and international oil & gas, renewable fuels, power, water, petrochemical and infrastructure M&A, project development and joint venture transactions. Parker works with clients on complex commercial contracts, including joint operating, joint development, gathering, processing, transportation, terminaling, oil and gas purchase, offtake, master services, operation and maintenance (O&M) and engineering, procurement and construction (EPC) agreements. Parker also maintains an active pro bono practice. He previously served as corporate counsel for a Latin America-focused private equity fund specializing in microfinance loans to coffee farming cooperatives in Mexico and Peru.

Professional Memberships: Association of International Energy Negotiators (AIEN) - New Energies Committee

Personal: JD, Southern Methodist University Dedman School of Law, 2010; BBA and BA, The University of Texas at Austin, 2006

LEGGETTE, L Poe

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Featured in Litigation (USA - Nationwide)

Career: Poe Leggett was recently recognized by the Independent Petroleum Association of America for "25 Years of Outstanding Legal Representation," having saved independent oil and gas producers an estimated \$25 billion in costs from excessive regulation. He serves as BakerHostetler's Energy Industry team leader, a team that was named in 2015 as Practice Group of the Year by Law360. Addressing the intricate needs of oil and gas companies, Poe focuses his well-established practice on litigation and transactional work in the energy industry. His experience includes four principal areas of representation: onshore shale plays, federal and private mineral royalties, oil and gas companies operating on federal and Indian lands, and companies operating under federal leases in the Gulf of Mexico. Prior to entering private practice, Poe served as assistant solicitor for the U.S. Department of the Interior, advising the Bureau of Land Management (BLM) and the Minerals Management Service (MMS) on their onshore and offshore energy programs, as well as MMS's Royalty Management Program on questions of royalty valuation.

LEIDER, Jeffrey

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Featured in Projects (USA - Nationwide)

Practice Areas: Jeffrey M. Leider is a partner in the Global Project, Energy and Infrastructure Finance Group based in the New York office. Mr. Leider's practice focuses on the development, financing, acquisition, and disposition of power generation (conventional and renewable), transmission, energy transi-

tion and other energy and infrastructure projects in the Americas. Mr. Leider has been named a "Rising Star" by The Legal 500 and SuperLawyers and "Up and Coming" by Chambers.

LEIPSIC, Adrian

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Focuses on the structuring, formation and operation of private investment funds. His experience covers a broad array of private fund strategies, including leveraged buyout, special situations, distressed debt and loan origination funds, and private business development companies. Adrian's career has had a significant focus on establishing funds with inventive and unusual structures, including evergreen funds, permanent capital vehicles, hybrid structures and long-dated funds. He also advises fund sponsors in connection with negotiating "seed" investments, joint ventures and other internal arrangements. In addition to his regular practice, Adrian has significant pro bono experience, including working with a number of leading non-profit sponsors raising funds to address a wide range of significant social issues. He is a frequent speaker on private funds matters at industry roundtables and conferences and regularly engages in thought leadership.

Career: Adrian joined the firm in 2006 and became a partner in 2015. B.C.L./LL.B., McGill University, Faculty of Law (2006); B.A., McGill University (2001).

Publications: "Seven Things to Know About Secondaries Funds," Cleary Gottlieb's Private Funds Bulletin, April 26, 2024 "Where Do We Go From Here? 2024 Predictions for Private Equity in Light of 2023 Trends," Cleary Gottlieb's Private Funds Bulletin, January 22, 2024 "Seven Things to Know About Credit Secondaries Investing," Cleary Gottlieb's Private Funds Bulletin, August 8, 2023

LEITER, Michael

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Featured in International Trade (USA – Nationwide)

Practice Areas: Heads the firm's National Security practice, which includes CFIUS, FDI, international trade, sanctions, DCSA and government contracts, and cybersecurity. Represents clients in a broad range of transactions, investigations and incidents involving U.S. national security. Also co-leads the firm's aerospace, defense, and government services practice, encompassing M&A, government relations and investigations. Significant experience navigating national security reviews before CFIUS and negotiating complex mitigation agreements across the full range of business sectors, having represented corporations, private equity, venture capital and sovereign wealth funds.

Assisted clients in matters involving the DCSA, export controls, aerospace and defense, government services-related M&A, and government contracting. Extensive experience with all aspects of cybersecurity based on his previous private sector experience and through serving in senior national security positions in the federal government, where he oversaw numerous legal and operational aspects of intelligence and cybersecurity. Routinely works with clients on issues related to emerging technology, regulations, and government oversight.

Career: Director, National Counterterrorism Center; Deputy Chief of Staff, Office of the Director of National Intelligence; Deputy General Counsel and Assistant Director, President's Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction; Assistant U.S. Attorney for the Eastern District of Virginia; Naval Flight Officer, U.S. Navy; J.D., Harvard Law School; A.B., Columbia University

LEJEUNE, Peter

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Energy Nuclear Energy Energy/Utility Regulation Energy Transactions & Acquisitions

Career: Peter LeJeune has extensive experience counseling owners and operators of nuclear power plants in new nuclear plant development, licensing and regulatory matters for new and operating units, and decommissioning. He also represents clients with numerous nuclear power plant acquisitions. Peter represented Georgia Power Company and Southern Nuclear throughout the negotiation of the EPC Agreement for Vogtle Units 3 and 4, the licensing of the units, and currently advises Southern Nuclear and the Vogtle Owners on licensing, regulatory, and contract administration issues. Peter also works on new nuclear projects in the United States, Poland, and throughout western and central Europe and consults on a potential project in Slovenia. In addition to traditional large light water nuclear plant development and operation, Peter also regularly advises clients on licensing, commercialization, and deployment of SMRs and GEN IV advanced nuclear plant designs.

Professional Memberships: American Bar Association, Public Utilities Section and Public Contracts Law Section Alabama State Bar Energy Bar Association

LEMLEY, Mark

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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (California)

See under California for profile.

LENAS, Elizabeth

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Elizabeth Lenas advises private equity, growth, credit, venture capital and co-investment funds and other alternative asset managers on fund formation, co-investments, spin-offs, joint ventures, shareholding arrangements, managed accounts and other transactions. She acts as counsel on consortium and co-invest arrangements in numerous large acquisitions and also advises LPs in connection with their investments in funds.

Career: Became partner, 2013. J.D., James Kent Scholar, Columbia University School of Law; B.A., University Scholar, New York University.

Professional Memberships:

Member of the New York Bar. Co-Chair (2020-2021), Member, Private Investment Fund Forum Member, Committee on Private Investment Funds, Bar Association of the City of New York, 2011-2013 Organizing Committee (2023 and 2024), IBA Annual International Conference on Private Investment Funds

Publications: Regularly speaks on private investment related topics, including at the IBA/ABA International Conference on Investment Funds, the Practising Law Institute, the Bar Association of the City of New York, the Maples Investment Funds Forum, and the Institutional Investor Legal Forum.

LENHARD, Robert

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Featured in Political Law (USA – Nationwide)

Practice Areas: Robert Lenhard advises corporations, trade associations, politically active not-for-profit organizations, and high-net-worth individuals on compliance with federal and state campaign finance, lobbying, pay-to-play, and government ethics laws. Mr. Lenhard assists clients who are actively involved in establishing and operating sophisticated political and issue-based advocacy programs. He also routinely represents clients before regulatory agencies on these matters.

Personal: Federal Election Commission, Chair and Vice-Chair; University of California at Los Angeles School of Law, J.D., 1984; Johns Hopkins University, B.A., 1981.

LENHART, Benedict M

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Featured in Insurance (USA – Nationwide), Insurance (District of Columbia)

See under District of Columbia for profile.

LENNON JR, Michael P

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Michael P. Lennon Jr. is an experienced arbitration and trial lawyer with an outstanding track record over the course of his over 30-year career. He has tried dozens of cases to final arbitral award, court judgment, and jury verdict, as well as handling enforcement, annulment and appellate proceedings arising from his matters. Clients in the energy, natural resources and construction sectors have trusted Mike for representation in a wide variety of arbitration and litigation matters

LEONARD, Emily I

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Featured in Life Sciences (USA – Nationwide), Life Sciences (California)

See under California for profile.

LEONTI, John J

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Featured in Projects (USA – Nationwide)

Career: John Leonti helps clients structure, negotiate, document and execute complex financial transactions in the energy sector, including tax equity transactions utilizing partnership and lease structures, debt transactions (such as construction financing and long-term commercial and institutional debt financing) and hedge transactions using over-the-counter derivatives (including physical and financial renewable energy hedges). He has acted as counsel to major utilities and their competitive subsidiaries, tax equity investors, independent power producers, renewable energy developers, lenders, investment banks, private investment funds and power marketers. John also serves on the firm's Policy Committee.

LEOPOLD, David

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Featured in Immigration (USA – Nationwide), Immigration (Ohio)

See under Ohio for profile.

LERNER, Matthew D

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Featured in Tax (District of Columbia), Tax (USA – Nationwide)

Practice Areas: MATT LERNER, leader of the firm's Tax Controversy practice, has more than 35 years of experience with tax-related matters, focusing on federal and state tax disputes at the administrative level and in litigation. He also has substantial experience in criminal tax controversies and complex civil litigation related to tax strategies.

LESSER, Lori E

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Featured in Technology (USA – Nationwide), Technology (New York)

See under New York for profile.

LESTER, Rebecca

Nelson Mullins Riley & Scarborough LLP, Miami

Featured in Startups & Emerging Companies (USA – Nationwide)

Practice Areas: Rebecca advises clients in areas of corporations, emerging growth companies, venture capital, and private equity. Her practice primarily focuses on cross-border transactions, especially with Latin American entities and investors.

LEV, Ori

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Ori Lev is a partner in Mayer Brown's Washington DC office and a member of the Financial Services Regulatory & Enforcement practice and the Consumer Financial Services group. He concentrates his practice on representing financial institutions and other companies in government enforcement matters, internal investigations, and litigation, and providing regulatory advice and counsel on federal consumer financial and economic sanctions law. Ori has an extensive regulatory enforcement background, both at the Consumer Financial Protection Bureau (CFPB), of which he was a founding member and where he served as a deputy enforcement director, and at the Office of Foreign Assets Control (OFAC), where he led the Office of Enforcement and served in other leadership positions. He also has substantial litigation experience.

LEVI, Stuart D

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, New York
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Featured in Outsourcing (USA – Nationwide), Technology (USA – Nationwide), Technology (New York), Outsourcing (New York)

Practice Areas: Stuart D. Levi is a partner in the firm's Intellectual Property and Technology Transactions practice and co-head of Skadden's Web3 and Digital Assets Group. In addition to coordinating the firm's outsourcing and privacy practices, he has a broad and diverse practice that includes advising on matters involving Web3 and digital assets (including NFTs), artificial intelligence, fintech, technology transactions, outsourcing transactions, intellectual property licensing, privacy and cybersecurity, and branding and distribution agreements. Utilizing his background in computer science and the information technology industry, Mr. Levi has extensive understanding of the technology and business drivers under-

lying agreements and transactions in these areas.

Career: Mr. Levi served as co-head of Skadden's Intellectual Property and Technology Transactions Group for many years. Prior to joining the Firm, he was director of intellectual property for Reuters America Inc. and a vice president of Reuters NewMedia Inc. In these roles, he was responsible for all of Reuters' technology and intellectual property matters.

Publications: Mr. Levi has written and spoken on numerous outsourcing, privacy, technology and intellectual property issues, and each year he co-chairs the Practising Law Institute's Open Source Institute. He was named a winner of a Law360 Award for Distinguished Legal Writing (presented by the Burton Awards) in both 2023 and 2019.

Personal: Mr. Levi has been a recognized leader in the technology transaction field for more than 30 years and has been named a National Law Journal Trailblazer in Cryptocurrency, Blockchain and Fintech. He also has been recognized as a Thought Leader by Who's Who Legal: Fintech & Blockchain, an IP Star by Managing IP, a Leading AI & Legal Tech Advisor by Lawdragon, one of Identity Review's Top 20 Blockchain Lawyers, and to Intellectual Asset Management's IAM Patent 1000. He has repeatedly been selected for inclusion in Chambers FinTech, Chambers Global, Chambers USA and The Best Lawyers in America.

LEVINE, David J

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Featured in International Trade (USA – Nationwide)

Practice Areas: Partner David Levine focuses his practice on all aspects of international trade and related regulatory matters. He counsels clients on import relief, customs, export controls, trade sanctions, anti-boycott, national security reviews of foreign investments, and related trade laws and procedures. David advises and represents clients on antidumping and countervailing duty proceedings, trade controls and customs proceedings, national security (CFIUS) reviews of foreign investment in the US, trade compliance diligence in M&A transactions, trade-related legislative and rulemaking proceedings, and trade negotiations. View more at: <https://www.mwe.com/en/team/l/levine-david-j>

Professional Memberships: Washington University Global Studies Law Review, advisory board; US Commerce Department – Regulations and Procedures Technical Advisory Committee, secured advisor/member

Personal: Washington University School of Law (JD); Colorado College (BA).

LEVINE, Heidi

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Featured in Products Liability (USA – Nationwide)

Practice Areas: HEIDI LEVINE is a global co-leader of the Product Liability and Mass Torts practice, member of the firm's Executive Committee, serves on Sidley's Global Life Sciences Leadership Council, and is a firmwide co-chair of the firm's women's initiative. She has defended companies in a wide variety of product liability and mass tort litigation involving pharmaceutical drugs, medical devices, environmental toxic torts, and other products. Heidi also advises clients on risk management, analysis and prevention, as well as conducts pre-litigation assessments and due diligence. Heidi most often acts as lead national litigation counsel in the mass tort context, representing clients in federal actions, typically in multi-district litigation proceedings, as well as in coordinated state court actions and related litigation outside the U.S. As national counsel, Heidi formulates and implements the pre-trial, trial and/or end-game strategy with her clients and leads the strategy on all other aspects of the engagement, including coordination relating to regulatory, patent, and business issues. Heidi also has significant experience in alternative dispute resolution, designing and implementing innovative resolution programs for companies faced with complex litigation. Advocacy on behalf of her clients has earned Heidi notable awards and acknowledgement in numerous industry publications. In addition to her nationwide Product Liability & Mass Torts ranking in Chambers USA, Heidi has been recognized by The Best Lawyers in America, LMG Life Sciences, Law360, Crain's New York Business, Who's Who Legal, and Lawyer Monthly, among others, with clients in the 2023 edition of Chambers USA noting that they "would trust her with any matter. She's super responsive, smart, quick on her feet and has a unique ability to get along with people."

LEVINGTON, Macey

Cleary Gottlieb Steen & Hamilton LLP, Washington, DC
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Focuses on complex structured finance and securitization transactions. His practice encompasses collateralized loan obligations, collateralized fund obligations, receivables securitizations, and asset-based lending arrangements and securitizations of esoteric assets, acting for underwriters, asset managers, borrowers, investors and sponsors. He also has extensive experience advising financial institutions and asset managers in structuring and negotiating collateralized loan obligations, asset-based lending transactions and various forms of private credit financings and securitizations for direct lenders.

Career: Macey joined the firm in 2009, became counsel in 2018 and became partner in 2020. J.D., George Washington University Law School (2009); B.A., Tufts University (2004).

Professional Memberships: Bar, District of Columbia and New York.

LEVY, Frederic M

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Featured in Government (USA – Nationwide)

Practice Areas: Frederic Levy, co-chair of the Government Contracts Practice Group, focuses his practice on the resolution of complex compliance and ethics issues. He is one of the nation's leading suspension and debarment lawyers and has successfully represented numerous high-profile corporations and individuals under investigation by the government in civil and criminal matters, including False Claims Act cases, as well as in suspension and debarment proceedings to ensure their continued eligibility to participate in federal programs. Mr. Levy also regularly represents government contractors in disputes arising out of their contracts, including before the boards of contracts appeals and in federal court.

LEVY, Gregg

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Featured in Sports Law (USA – Nationwide)

Practice Areas: He has extensive experience with complex, multi-party litigation, including trial-level, appellate, and arbitral proceedings, and substantial expertise with respect to legal issues affecting professional sports leagues.

Career: He has been the NFL's principal outside counsel for more than 25 years and played a lead role in each of the NFL's major trial and appellate victories during that period, including Brown v Pro-Football, Inc, decided by the US Supreme Court, Brady v. NFL, upholding the NFL's 2011 player lockout, and Claret v. NFL, upholding the NFL's draft eligibility rules.

Personal: Harvard Law School (JD, 1977); Harvard College (AB, 1974).

LEVY, Neil L

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Neil L. Levy focuses his practice on energy-related regulatory and transactional matters. He represents independent power producers, electric power and natural gas marketers, merchant transmission developers, interstate pipelines and local distribution companies before the Federal Energy Regulatory Commission (FERC), state public utility commissions and the courts of appeal. Neil regularly represents private equity clients in

merger and acquisition transactions in the energy sector. He also focuses on representing clients in energy-related investigations and audits before FERC and the Commodity Futures Trading Commission. Neil advises clients in regulatory, administrative litigation and transactional issues arising under the Federal Power Act, the Natural Gas Act, the Public Utility Holding Company Act of 2005, the Energy Policy Act of 2005 and the Public Utility Regulatory Policies Act of 1978. In addition, he assists clients with drafting and negotiating electric power and natural gas supply contracts, electric and natural gas interconnection agreements, transmission service agreements, and capacity release agreements. Previously, Neil served as trial attorney and attorney-advisor in FERC's Office of General Counsel. View more at: <https://www.mwe.com/people/levy-neil-l/>

Career: Previously, Neil served as trial attorney and attorney-advisor in FERC's Office of General Counsel.

LEWIS, Brent A.
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Brent's extensive experience counseling issuers, underwriters, servicers, originators, investors and other market participants in securitizations and credit risk transfer transactions involving residential mortgage loans has made him a well-known structured finance lawyer. His practical advice helps clients comply with securities law and prepare for the potential impact of proposed and enacted regulatory reforms on capital markets transactions. Brent assists clients in navigating novel transactions and designing new securitization programs. He is focused on promoting efficient solutions to tough problems in the RMBS markets.

LEWIS, Brian
Drummond Woodsum, Portland
Featured in Native American Law (USA – Nationwide)

Practice Areas: Brian Lewis is an experienced attorney whose practice is devoted to tribal economic development and the protection and promotion of tribal powers, rights, and interests. He represents tribes, tribal enterprises, tribal member-owned businesses, and non-tribal private corporations doing business in Indian Country in collaboration with tribes and tribal enterprises. Mr. Lewis litigates federal Indian law and commercial matters, and much of his practice concerns complex jurisdictional disputes and taxation and regulatory preemption issues. Mr. Lewis also has extensive experience in performing virtually all aspects of sensitive, high-level commercial and financial transactions, particularly those involving sovereign stakeholders and components. He advises and represents clients in a range of areas, including energy, commercial, corpo-

rate, construction, tourism, finance, and gaming matters. He also directs and manages securing energy leases and rights-of-way on federal, state, private, tribal trust, and allotted lands for large projects and transactions. Mr. Lewis has deep transactional, regulatory, and litigation experience in complex matters involving tribes, states, and the federal government that allows him to effectively promote the interests of tribes and tribal enterprises in a wide range of commercial, financial, jurisdictional, and governmental matters. In his dynamic and interdisciplinary practice, he brings experience to understand the challenges and opportunities unique to tribal nations and matters that concern tribes and a focused, analytical approach to solving problems and resolving issues in every matter and all circumstances, with the primary aim of protecting and promoting tribal interests.

Career: Brian Lewis began his career as an attorney with the Navajo Nation Department of Justice, where he handled special matters for the Attorney General and Deputy Attorney General of the Navajo Nation. While with the Department of Justice and Office of the Attorney General, he represented the Navajo Nation as lead counsel in numerous federal, state, and tribal administrative, trial, and appellate cases, including, *Navajo Nation v. RJN Construction Mgmt., Inc.*, et al., Ctr. for Biological Diversity, et al. v. *Pizarchik et al.*, *Diné C.A.R.E.*, et al. v. *Salazar*, et al., and *Navajo Nation v. Urban Outfitters*. He also served as the lead attorney in the Navajo Nation's creation of a new commercial instrumentality, Navajo Transitional Energy Company, LLC, the acquisition and merger of all assets and interests of an international mining company, and the negotiation of eight and nine-figure transactions for the company's operations. He served as a member of several teams, commissions, and task forces, including, the Speaker of the Navajo Nation Council's Energy Task Force, the President of the Navajo Nation's project negotiation and transaction teams for large-scale economic development projects, and the New Mexico Governor-elect's Transition Team's Indian Affairs Department Review Committee. In private practice, Mr. Lewis has continued to represent Navajo Nation political subdivisions and commercial instrumentalities, as well as corporate entities working collaboratively with the Navajo Nation, as a part of his overall representation of tribes, tribal enterprises, public utilities, and private companies. He serves as outside general counsel to several tribal enterprises and private entities, for which he handles and oversees all litigation and transactional matters impacting their operations. He represents tribes, tribal enterprises, public utilities, and private corporations in large transactions and projects, as well as in the resolution of complex jurisdictional and commercial disputes. With his experience representing tribes and tribal enterprises along with private commercial

entities, Mr. Lewis has developed deep transactional, regulatory, and litigation experience in complex matters involving industry, tribes, states, and the federal government that allows him to effectively promote clients' interests in a wide range of governmental, financial, and commercial matters.

Personal: As a member of the Choctaw Nation of Oklahoma with a wife and daughters who are members of the Navajo Nation, Mr. Lewis has deep and extensive ties in Oklahoma and the Navajo Nation and is committed to enhancing economic development in Indian Country. He earned his J.D. with an Indian Law Certificate from the Sandra Day O'Connor College of Law at Arizona State University, where he was a member of the Indian Legal Program and graduated Order of Barristers, and earned his B.A. and M.A. in Political Science and Political Economy from Washington State University with honors. Prior to law school, he attended the Pre-Law Summer Institute for American Indians at the University of New Mexico College of Law's American Indian Law Center. Mr. Lewis teaches and presents for the Navajo Nation Bar Association, state bar associations, and legal industry organizations in the areas of business organizations, civil procedure, commercial transactions, contracts, energy, and property law.

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Featured in Mining & Metals (USA – Nationwide)

Practice Areas: Advises private and public sector clients in connection with mergers, acquisitions, divestitures, and joint ventures. Has extensive experience in energy, mining and infrastructure sectors.

Career: Joined firm, 1987; became Partner, 1995. Columbia University School of Law (JD) 1986; Williams College (BA) 1983.

Professional Memberships: Member of the Bar in New York.

LEWIS, Marbet
Shutts & Bowen LLP, Miami
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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Alcohol Licensing & Regulatory Compliance, Retail & Hospitality Licensing & Compliance, and Tobacco Product Regulatory Compliance

Career: Marbet Lewis is a first generation Cuban-American. Since 2004, she focuses her practice on laws governing the alcohol industry and the manufacture, importation, and sale of alcoholic beverage products. She represents clients in alcohol and business licensing, alcohol licensee mergers and acquisitions, negotiation of asset purchase agreements and required alcohol use provisions, license transfers and licensing due diligence, trade practices, alcohol product advertising and review

of marketing agreements, importation agreements, label approvals, and regulatory compliance guidance. Her experience includes enforcement action defense and administrative litigation, zoning and land use due diligence and approval processes, and state and local government regulatory compliance, which includes drafting municipal code ordinances and amendments as well as assisting with redistricting and development of entertainment overlay districts. Ms. Lewis assists with additional business permitting including obtaining business tax receipts, building permitting, certificates of use and occupancy, and other related operational permits, as well as representing various entertainment, hospitality, and alcohol industry clients during the zoning approval process, including representation before zoning boards for approval of variances, special exceptions, and use nonconformity issues as well as representation for zoning appeals cases.

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Practice focuses on oil and gas pipeline and related midstream, regulatory and transactional matters, including energy transition issues involving the pipeline transportation of CO₂ and hydrogen. Clients include oil and gas pipeline developers, owners/operators and investors; oil and gas producers and marketers; and large industrial energy consumers. Handles US and global oil and gas pipeline development projects concerning project structuring, contracting and governmental approvals. Represents regulated pipelines, pipeline ownership interests regarding pipeline management issues; clients in transactions involving the acquisition of pipeline companies and pipeline assets; and developers of pipelines and other oil and gas infrastructure, as well as CO₂ and hydrogen pipeline regulatory and development matters. Provides counsel in contract negotiations involving operating, transportation, and gas purchase and sale agreements, and advises clients regarding regulatory aspects of project development, contract, tariff, rate and compliance matters before FERC and various state regulatory agencies.

Career: Managing Partner, Washington, DC

Professional Memberships: Robert H. Smith School of Business at the University of Maryland, member of the Dean's Advisory Board; Member, Board of Trustees, University of Maryland College Park Foundation

Personal: JD, Georgetown University Law Center, 1990, magna cum laude; BS, University of Maryland at College Park, 1987, magna cum laude

LEWIS, Michael

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: MICHAEL LEWIS represents domestic and international financial institutions, their investors, and their counterparties in connection with federal and state banking laws. Michael counsels clients on a broad range of regulatory compliance and licensing matters as well as the regulatory aspects of mergers, acquisitions, minority investments and other transactions. His experience includes advising on complex investment authority and regulatory structure questions, development of new financial products and services, bank resolution and receivership issues, Fintech investments, the Volcker Rule, prudential regulation of banking organizations, affiliate transactions, U.S. operations of foreign banking organizations, and financial holding company status. He regularly interacts with the staffs of federal and state bank regulatory agencies and frequently prepares and files applications and other submissions to those agencies.

LEWIS, Robert

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Alcohol Licensing & Regulatory Compliance Firearms & Security Service Compliance Real Estate Transactions & Commercial Development Retail & Hospitality Licensing & Compliance Tobacco Product Regulatory Compliance

Career: Robert F. Lewis focuses his practice on the diverse legal needs of hospitality businesses the laws governing alcohol industry members at all three tiers, as well as tobacco and other regulated products. He has over 30 years of experience in the alcohol industry, including previously serving in law enforcement as a special agent with the State of Florida Division of Alcoholic Beverages and Tobacco. Mr. Lewis works with foreign and domestic manufacturers, importers, wholesalers, and retail industry clients on alcohol licensing issues and structuring of alcohol service operations. His experience includes assisting businesses with permitting and transfers of business licenses as a result of new ventures, expansions, and special regulatory mergers and acquisitions. He defends clients in regulatory enforcement actions as well as state and federal investigations of alcohol industry members. Additional experience includes administrative litigation, alcohol licensing zoning due diligence, land use and zoning analysis and approval processes, and contractual negotiations and related issues including regulatory compliance guidance in real estate transactions, retail, hospitality, tobacco products, and firearms and safety.

LICHTENBAUM, Peter

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Featured in International Trade (USA – Nationwide)

Practice Areas: Broad experience in international regulatory compliance and trade matters and specialized experience in the aerospace/defense and high-tech sectors. Mr. Lichtenbaum has helped several companies establish or enhance their compliance programs. He has worked with many leading aerospace companies on internal investigations and disclosures related to trade controls and China. He also advises many high-tech companies on export control issues relating to China. He has extensive experience with trade controls issues that arise in the U.S. system for national security review of foreign investment, helping companies to identify issues and mitigate government concerns.

Career: Assistant Secretary of Commerce for Export Administration; Acting Under Secretary of Commerce for Industry and Security; VP, Regulatory Compliance and International Policy, BAE Systems, Inc.

Publications: Co-authored: "Mistakes vs. Falsehoods in Trade Controls Submissions," Law360 (Aug./2019); "Defining Emerging Technologies," China Business Review, April/2019; "Your International Compliance Playbook," Corporate Counsel (Jan./2015); "Sanctioning Clarity," European Lawyer (Jan./2012); "The Transatlantic Defence Industry and the Arms Trade Treaty," Chatham House (June/2011); "Investigating and Disclosing Export Control Violations," Georgetown University (March/2011).

Personal: Princeton (AB); Harvard (JD); Harvard (MPP).

LIEBERMAN, David

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Featured in Energy & Natural Resources (USA – Nationwide), Projects (USA – Nationwide)

Practice Areas: David Lieberman is a Partner in the Firm's Corporate Department and has extensive experience representing parties on energy and infrastructure M&A and financing transactions. David has advised numerous strategic and private equity clients in connection with acquisition, financing and disposition of energy and infrastructure assets, including Blackstone, Stonepeak Infrastructure Partners, Global Infrastructure Partners, EQT Infrastructure, Vistra Energy Corp., Digital Bridge, Zayo, Switch and financing parties of NextEra Energy. David was recently recognized as a 2021 "Dealmaker of the Year" by The American Lawyer and has been previously recognized as an "Energy MVP" by Law360. He has been identified as a leading practitioner by Chambers, The Legal 500, Which

Lawyer? and The International Who's Who of Lawyers.

Career: Joined Firm, 1989; Partner, 1997.

Professional Memberships: New York State Bar Association.

Personal: Received his B.A., magna cum laude, from Columbia University in 1986, where he was a member of Phi Beta Kappa. Earned his JD with High Honors from Duke Law School in 1989, where he was elected to the Order of the Coif and served as a staff editor for Law and Contemporary Problems.

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Featured in Gaming & Licensing (USA – Nationwide), Gaming & Licensing (Nevada)
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LILIEN, Warren H

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Featured in Projects (USA – Nationwide)

Practice Areas: Warren Lilien is a partner in the New York office of Latham & Watkins and a member of the Finance Department. Mr. Lilien represents financing sources and private equity sponsors in connection with all phases of the development, financing, acquisition, and disposition of energy and infrastructure assets, including wind, solar, geothermal, and natural gas-fired power plants, communication towers, data centers, and other digital infrastructure, pipelines, and other midstream assets, railways, toll roads, and airports. Mr. Lilien is recognized as a Recommended Lawyer in The Legal 500 US. He is listed as a recommended lawyer in Project Finance by Who's Who Legal, and is also listed as a leading lawyer by IFLR1000. Mr. Lilien is recognized in Chambers USA and Chambers Global as one of the leading attorneys in the US project finance area.

LILIENTHAL, Ann

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Featured in Projects (USA – Nationwide)

Practice Areas: Projects, Energy and Infrastructure; Finance

Career: Ann Lilienthal is a partner of Morrison Foerster in the Agency Finance and Finance Groups, based in Washington, D.C. Ann focuses on international financing transactions and represents lenders (including development finance institutions, export credit agencies, multilateral institutions, and commercial banks) in connection with the development and financing of projects in a variety of sectors, including energy and infrastructure. Ann's practice focuses on complex international and cross-border project financing transactions in emerging markets worldwide, with a particular focus on Latin America, Central and South Asia, Africa, and the Middle East. Her experience includes advising development finance institutions, multilateral agencies, regional development

banks, and export credit agencies in their funding of essential infrastructure projects in developing countries. Her practice spans multiple sectors, including: Energy, including solar, wind, and other types of renewable energy Financial services Housing Education Hospitality Manufacturing Microfinance Mining Petrochemicals Telecommunications Transportation Ann earned her J.D. degree from the University of Pennsylvania, where she served as a Legal Writing Instructor and also Associate Editor for the Journal of International Law. She received her B.A. in International Economics, summa cum laude, from American University of Paris. Ann speaks Spanish and French.

LIM, Stephanie

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Counsel Stephanie S. Lim represents independent power producers, power marketers, trade associations, and others in a wide variety of regulatory matters before the Federal Energy Regulatory Commission (FERC), courts of appeal and state public utility commissions. She counsels clients on the structure of electricity markets and the design of capacity markets. Stephanie also represents private equity clients and power producers on transactional matters, including mergers and acquisitions. Stephanie focuses her practice on operational and compliance issues, as well as matters arising under the Federal Power Act, the Public Utility Regulatory Policies Act of 1978, the Public Utility Holding Company Act of 2005, and the rules of regional transmission organizations and independent system operators. Stephanie represents clients in proceedings before FERC regarding the design and application of market rules. She also counsels clients in obtaining FERC authorization to sell electric energy, capacity, and ancillary services at market-based rates, exempt wholesale generator and qualifying facility status, and transfers of FERC-jurisdictional assets. In addition, Stephanie assists clients with regulatory and transactional aspects of electric generation and transmission project development and financing. View more at: <https://www.mwe.com/people/lim-stephanie-s/>
Professional Memberships: Energy Bar Association, member

LINDABURY, Jonathan

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Jonathan is a Partner in the Firm's Corporate Department and Head of the Firm's Derivatives Practice. He advises investment banks, private equity funds, corporations, family offices and foundations on the structuring, negotiation and execution of derivative

and other structured transactions, and provides regulatory analysis and advice on related matters. Jonathan's clients have included Goldman Sachs, JPMorgan, Blackstone, KKR, BlackRock, Silver Lake and Citibank.

Career: Joined the Firm in 2012; became Partner in 2016.

Personal: J.D., Columbia University School of Law, Harlan Fiske Stone Scholar (2000); B.A., Vanderbilt University (1995).

LINDER, Jason

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Featured in FCPA (USA – Nationwide)

Practice Areas: Jason Linder, a former senior federal prosecutor, co-chairs Mayer Brown's award winning Global Investigations and White Collar Defense practice. Resident in the firm's Washington DC and Los Angeles offices, Jason is a trial lawyer who counsels and defends boards, multinational companies, and executives through corporate crises and government and media scrutiny; leads internal and government-facing investigations, often across borders; and provides proactive compliance counseling. Jason has led matters in more than 70 countries and in all major industries, and has deep experience in matters involving corruption, securities fraud and other forms of financial fraud, money laundering, tax evasion, and anticompetitive conduct.

LINDT, Marketa

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Featured in Immigration (USA – Nationwide), Immigration (Illinois)

See under Illinois for profile.

LINNEY, Barbara

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Featured in International Trade (USA – Nationwide)

Practice Areas: Barbara Linney leverages nearly 30 years of experience advising U.S. and foreign clients on international trade and business issues in her multinational practice that spans numerous industries, including the defense, aerospace, oil and gas, maritime, technology and medical device industries. She is well-versed in providing practical, business-oriented advice on complex issues involving a wide range of regulatory requirements – from U.S. and international export and import controls and defense security requirements, regulatory requirements related to mergers, acquisitions and divestitures, foreign investment reviews and anti-corruption legislation. Barbara's practice has placed her before various federal agencies, including the U.S. Department of State's Directorate of Defense Trade Controls (DDTC), the Bureau of Industry and Security of the Department of Commerce (BIS), the Bureau of Alcohol, Tobacco, Firearms and Explosives (BATFE), the U.S. Department of the Treasury's Office of Foreign As-

sets Control (OFAC), the Committee on Foreign Investment in the United States (CFIUS) and the U.S. Department of Defense's Defense Counterintelligence and Security Agency (DCSA). Licensed to practice law in three countries (the United States, Canada and the United Kingdom), Barbara is well-qualified to handle cross-border regulatory matters involving these countries.

LINSKY, Heath D

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Featured in REITs (USA – Nationwide)

Career: Heath Linsky focuses on the representation of real estate-based companies, including public non-listed and listed REITs, private REITs, and private real estate funds on securities offerings, mergers and acquisitions, joint ventures, reorganizations and roll-ups. Heath advises clients on corporate governance, audit, and special committee matters; general securities law compliance; and fund formation and organization. Additionally, Heath is active in IPA, NAREIT and ADISA. Heath also regularly presents on REIT and securities law topics at various conferences.

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Featured in Environment (Georgia), Energy & Natural Resources (USA – Nationwide)

Practice Areas: Energy Regulatory, Litigation, Oil & Gas

Career: For more than 30 years, Catherine Little has counseled oil and gas pipeline, storage, and LNG clients across the United States on traditional and renewable energy, transportation and safety-related legal matters at the federal, state and local levels. At the forefront of cutting-edge legal issues for this industry, including with respect to the energy evolution, and carbon dioxide and hydrogen in particular, Catherine and her team regularly assist clients in navigating complex regulatory compliance and enforcement defense matters, encompassing construction, operations, maintenance and inspection, incident response, and security issues. Catherine also routinely advises clients on litigation strategy and legislative and rulemaking developments, and frequently manages compliance audits and confidential internal and governmental investigations. As to the latter, Catherine and her team have favorably resolved criminal investigation matters led by the Department of Transportation Office of Inspector General and the U.S. Department of Justice and successfully challenged administrative agency actions at the federal appellate level.

Professional Memberships: Energy Bar Association; American Bar Association (Section of Environment, Energy, and Resources Section of Administrative Law & Regulatory Practice); State Bar of Georgia (Environmental Section and Administrative Section)

Personal: Tulane University Law School, J.D., 1991 cum laude; University of Virginia, B.A., 1986

LITWIN, Stuart M

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Stuart M. Litwin is one of the leading and most experienced lawyers in the United States in the representation of originators, investment banks, marketplace platforms, warehouse lenders, underwriters, aggregators, ABCP conduit sponsors, hedge funds, commercial banks and investors (including mutual funds) in structuring, negotiating and documenting United States and international asset-backed and other securities transactions, structured financings and loan purchase transactions.

LIU, Andy

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Featured in Government (USA – Nationwide)

Practice Areas: Andy Liu's practice focuses on the representation of government contractors in all phases of administrative, civil, and criminal disputes. This includes claims, False Claims Act litigation (including retaliation claims), internal and government investigations, prime-sub disputes, suspension and debarment, and Administrative Procedures Act litigation. He has handled matters, written, and taught in the areas of government procurement fraud, health care fraud, price fixing, kickbacks, bribery, public corruption, and conflict of interest laws. Andy is also a Principal with Contractor Integrity Solutions, where he performs ethics and compliance monitoring and risk assessments for government contractors. Chambers USA ranks Andy nationally in Government Contracts and quotes his peers and clients as describing him as "excellent at helping through investigations. He has a deep background in investigations and is just terrific" and "He's an incredible talent; a legal superstar." Legal 500 describes him as "very smart and highly experienced and is also a great person and a pleasure to work with." Prior to co-founding Nichols Liu, Andy was General Counsel of the Social Security Administration, a partner at a Washington AmLaw 100 firm, and a Trial Attorney with the United States Department of Justice. He was twice awarded the Department of Justice's Special Achievement Award. Andy is active in Bar and community activities, and currently serves as Vice-Chair of the ABA Health Section's Healthcare Fraud & Compliance Interest Group, on the Board of Trustees of the Lawyers' Committee for Civil Rights Under Law, and on the Board of Asian Americans Advancing Justice | AAJC. He previously served on the Board of the Asian Pacific American Bar Association of the Greater Washington, D.C. Area,

as Vice-Chair of the Committee for Civil Rights and Equal Opportunity for the ABA's Section of Individual Rights and Responsibilities, and as Chair of the Board of the Asian Pacific American Legal Resource Center.

Professional Memberships: •District of Columbia Bar •New York State Bar •Texas State Bar •U.S. Supreme Court •U.S. Court of Appeals for the DC Circuit •U.S. Court of Appeals for the Fourth Circuit •U.S. Court of Appeals for the Federal Circuit •U.S. District Court for the District of Columbia •U.S. District Court for the District of Connecticut •U.S. Court of Federal Claims •U.S. District Court for the Western District of Texas

Personal: •Georgetown University Law Center, J.D., 1995 •University of Texas at Austin, M.S.M.E., 1992 •Lehigh University, B.S.M.E., 1988

LIU, Gilbert K.S.

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Gilbert K.S. Liu is chair of Kramer Levin's Securitization and Structured Finance practice. Gil advises and represents issuers, underwriters, borrowers, lenders and service providers in connection with structured finance and securitization transactions involving a wide variety of esoteric asset classes, including residential and commercial solar assets, timeshare loans, US government energy savings performance contracts, venture loans, life science loans, recurring revenue loans, home improvement loans, equipment leases, auto loans, trademark and licensing rights, and music royalties.

LIU, Will

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Will is a capital markets partner in Linklaters' New York office. Will's practice focuses on transactional and advisory matters related to derivatives. Will represents both buy and sell-side institutions in connection with the development, structuring, negotiation and documentation of a wide variety of financial products. These products include deal-contingent swaps, loan total return swaps, swap intermediations, interest rate swaps, currency swaps, and other funded and unfunded products. Will has been representing ISDA dealers and buy-side participants in connection with the implementation of margin regulation compliant documentation for uncleared derivatives.

LLOYD, Colin

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Featured in Derivatives (USA – Nationwide), Financial Services Regulation (USA – Nationwide)

Practice Areas: General Practice Broker-Dealer Capital Markets Com-

modities, Futures & Derivatives Digital Assets Financial Services Fintech Securities & Commodities Investigations

Career: Colin Lloyd is a partner in the Firm's Commodities, Futures and Derivatives and Capital Markets Groups. He focuses on advising clients on a broad range of securities and derivatives regulatory, enforcement, transactional, and legislative matters. His clients include U.S. and non-U.S. broker-dealers, swap dealers, banks, exchanges, electronic trading platforms, clearinghouses, private equity funds, investment managers, sovereigns, and derivatives end users. He regularly represents clients before various federal regulatory agencies, including the Commodity Futures Trading Commission, the U.S. Securities and Exchange Commission, the Financial Industry Regulatory Authority, as well as other federal regulatory agencies and self-regulatory organizations. Colin has been at the forefront of lawyers involved in the development and implementation of regulatory reforms in the OTC derivatives market, as well as enforcement matters and internal investigations relating to the market. He also regularly advises clients in relation to blockchain, digital assets and other emerging financial technologies. In these areas he practices before the CFTC, the SEC, and other federal regulators and self-regulatory organizations.

Personal: Harvard Law School (J.D., cum laude, 2007); Vanderbilt University (B.A., summa cum laude, 2004).

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Featured in Government (USA - Nationwide)

Practice Areas: Diz Locaria assists government contractors and grant recipients in all aspects of doing business with the federal government. Diz has extensive knowledge of government contract and grant regulations, enabling him to help organizations qualify to become federal contractors or grantees. He represents clients in compliance with various federal procurement and grant requirements, including ethics and integrity; mandatory disclosures; False Claims Act; responsibility matters, such as suspension and debarment; small business matters; and General Services Administration (GSA) Federal Supply Schedule contracting. Diz also represents and counsels clients regarding the Homeland Security Act, including obtaining and maintaining SAFETY Act protections.

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Featured in International Trade (USA - Nationwide), Advertising (USA - Nationwide), Intellectual Property (USA - Nationwide), Intellectual Property (District of Columbia)

See under District of Columbia for profile.

LOCKE, Seth
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Featured in Government (USA - Nationwide)

Practice Areas: Government Contracts National Security Technology Transactions & Privacy Law Coronavirus (COVID-19): Guidance for Businesses
Career: Seth Locke is the Co-Chair of the Perkins Coie Government Contracts practice. In his counsel to government contractors, Seth Locke protects clients' rights and interests during bid protests, contract performance issues, cost accounting claims and other disputes. He advocates before the Board of Contract Appeals, the Court of Federal Claims and the Government Accountability Office. He also assists clients when government contracts issues arise with intellectual property, regulatory compliance, and in mergers and acquisitions. His clients include defense contractors, global aerospace manufacturers, service contractors and several technology companies.

LOEB, Emily
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Featured in Government (USA - Nationwide)

Career: As Chair of our Congressional Investigations Practice and Co-Chair of our Government Controversies and Public Policy Litigation Practice, Emily M. Loeb leverages her deep government and crisis management experience to guide companies and institutions through multi-faceted investigations and congressional inquiries, often during times of intense media scrutiny. As a former Associate Deputy Attorney General at the US Department of Justice and a former Associate White House Counsel, she has extensive experience conducting internal investigations and devising holistic risk management strategies for clients. The National Law Journal profiled her as one of Washington, DC's next generation of crisis management lawyers or "DC Fixers." Emily rejoined Jenner & Block in 2022 after serving on the Biden Administration's "Day One" leadership team at the Department of Justice. In that role, she advised the Attorney General, the Deputy Attorney General, and other senior Department of Justice leadership on matters relating to Congress, including preparing Department nominees and officials for congressional hearings. Emily was responsible for overseeing the DOJ's responses to congressional oversight and investigations, including managing parallel executive privilege and separation-of-powers litigation, and she was often tasked with leading efforts to address complex intra-agency policy and compliance issues. She also supervised engagement with the Government Accountability Office (GAO) and the DOJ's Office of Information Policy, which coordinates Freedom of Information Act (FOIA) policy for the Executive Branch. Emily's practice focuses

on representing high-profile clients facing challenges at the intersection of litigation, law enforcement, regulator and congressional investigations, and public scrutiny. She leads internal investigations and manages responses to congressional oversight, including preparing senior executives to give congressional testimony, to assist clients in strategically managing related risks from civil litigation, criminal investigations, and business reputation threats. Prior to joining Jenner & Block in 2016, Emily served for more than six years in senior positions in the Executive Branch. As an Associate Counsel in the Office of the White House Counsel, she advised senior White House and Executive Branch agency officials on high-priority litigation and congressional and other investigations, managing risk on a variety of policy initiatives. Before joining the Office of the White House Counsel, Emily served in several roles at the DOJ, including Senior Counselor and Acting Chief of Staff of the Civil Rights Division. During her time in the Civil Rights Division, she directed its response to congressional oversight and inspector general investigations and oversaw its legislative and policy initiatives. In 2012, Emily served as a special assistant US attorney in the Eastern District of Virginia, where she prosecuted federal drug and wire fraud cases. From 2009 to 2010, she was legislative and policy counsel in the White House Office of Legislative Affairs, where she helped enact the Healthy, Hunger-Free Kids Act of 2010 and student loan reform in the Healthcare and Education Reconciliation Act of 2010.

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Featured in Litigation (USA - Nationwide), Intellectual Property (Illinois)
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LONG, Arthur S
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Arthur S. Long advises clients on all aspects of financial institutions regulation. Mr. Long draws on extensive industry knowledge to help non-US and US financial institutions navigate: •The regulatory aspects of M&A and capital markets transactions •Bank regulatory compliance issues •Dodd-Frank issues, including the regulation of systemically significant banks and related heightened capital and liquidity requirements •Resolution planning •Volcker Rule issues with respect to bank proprietary trading and private equity fund/hedge fund operations He has significant experience with bank securities offerings and issues unique to foreign banks operating or seeking to operate in the United States. Mr. Long also counsels fintech companies on the regulatory issues that relate to their businesses, as well as advises on virtual currency and blockchain technology

regulation. Mr. Long is a recognized thought leader whose publications include "The Financial Services Regulation Deskbook", the Practising Law Institute treatise on the Dodd-Frank Act, and "The New Autarky? How U.S. and UK Domestic and Foreign Banking Proposals Threaten Global Growth" for the Cato Institute. Before joining Latham, Mr. Long was a partner at another leading law firm. He served as law clerk to US Supreme Court Justice Clarence Thomas from 1997 to 1998 and to US Court of Appeals for the Fourth Circuit Judge J. Michael Luttig from 1993 to 1994.

LOOCKE, Bryan
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Bryan Loocke is an accomplished transactional lawyer who represents public and private clients in a variety of domestic upstream and midstream oil and gas transactions. Bryan is highly experienced in leading complex deals that require multidisciplinary teams. Over the course of nearly two decades he has been involved in a wide range of transactions including drilling participation agreements, farmouts, operating agreements, gathering and transportation agreements, rig agreements, production payments, preferred equity investments and traditional and mezzanine financings. Bryan is the Managing Partner of the Houston office.

Personal: The University of Texas School of Law, J.D., 2002 St. Edward's University, B.A., summa cum laude, 1999

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: David Lopez represents a broad range of corporate clients including in the retail, industrial, financial, healthcare, insurance and technology sectors. His broad corporate advisory practice including governance, SEC disclosure and compliance, corporate finance transactions and structuring, securities law, buybacks and insider trading advice. David represents issuers and investment banks in capital markets transactions involving initial public offerings, public and private debt, convertible, investment grade and high yield debt, equity financings, structured securities and equity derivatives. He has the leading practice in liability management, including issuer tender offers, public and private exchanges offers related to corporate restructurings, acquisitions, and consent solicitations. He also has a substantial practice in digital assets, representing digital assets custodians, payment companies, exchanges, and corporates both in the creation of digital assets and with related compliance issues.

Career: Joined firm, 1989; became partner, 1998. JD, University of Chicago (1989); AB, cum laude, Cornell University (1986).

Professional Memberships: Member, New York Bar

LÓPEZ FORASTIER, Miguel
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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Miguel López Forastier focuses his practice on international arbitration and litigation. He has successfully represented a wide range of clients, including those in the oil and gas, communications, financial services, media, food, and mining industries in investor-State and commercial arbitrations. Both civil and common-law trained, Mr. López Forastier handles contentious work in English, Spanish and Portuguese.

Career: Cámara de Nacional de Apelaciones en lo Comercial de Buenos Aires, Argentina (Commercial Court of Appeals of Buenos Aires).

Personal: The George Washington University, LL.M. in Patents and Intellectual Property Law, 1997; Universidad del Salvador in Buenos Aires, Argentina, Abogado, 1994.

LORENZ, Geoffrey
Hunton Andrews Kurth LLP, Washington, DC

Featured in Projects (USA – Nationwide)

Practice Areas: Mr. Lorenz is a member of the energy and infrastructure team and focuses primarily on the financing, acquisition and development of electric-generating facilities employing renewable technologies, including wind, solar, geothermal and battery storage. He is familiar with a variety of financing and transaction structures, including partnership-flip, pay-as-you-go tax equity transactions, sale/leaseback transactions, purchase and sale agreements, build-transfer agreements, traditional secured financings. In addition, Mr. Lorenz has significant experience in the developing tax credit transfer market. Mr. Lorenz has represented multiple institutions in partnership-flip structure tax equity investments in over 17.6 gigawatts of wind energy generation in nineteen states (including more than forty repowered wind projects), with an aggregate investment value of approximately 18 billion, and also partnership-flip structure tax equity investments in approximately 5 gigawatts of utility-scale solar energy generation in seventeen states, with an aggregate investment value of approximately \$3.7 billion. He has managed multiple investments in portfolios involving a combination of wind, solar and battery storage facilities, as well as investments in and development of stand-alone battery storage facilities. He is admitted to the New York and District of Columbia Bars.

LOSS-EATON, Tobias
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Featured in Transportation (USA – Nationwide)

Practice Areas: TOBIAS LOSS-EATON is an appellate and regulatory litigator who helps clients navigate complex, novel, or high-stakes legal issues, from the earliest strategy discussions to the U.S. Supreme Court. As a member of Sidley's Supreme Court & Appellate and Regulatory Litigation practices, he has extensive experience challenging and defending state and federal agency actions and regulations. And as a member of Sidley's top-ranked Transportation practice, Tobias advises and litigates on behalf of the nation's largest railroads and airlines. He has represented transportation clients in many cases involving federal preemption or preclusion, contractual disputes, challenges to regulatory action, and the proper interpretation of the Federal Employers Liability Act (FELA). In 2023 alone, Tobias argued four transportation-law appeals in federal and state appellate courts. Tobias prides himself on clearly explaining complex legal issues to busy generalist judges. He has written or coauthored almost 140 briefs in state and federal appellate courts, including over 60 briefs in the Supreme Court. Tobias is a co-director of the Northwestern Supreme Court Clinic at Northwestern Pritzker School of Law, where he teaches Supreme Court advocacy and supervises students working on cases at the Court. Tobias served as a law clerk on the U.S. Court of Appeals for the First Circuit and the U.S. District Court for the District of Columbia. He earned his J.D., cum laude, from Harvard Law School, where he was a notes editor of the Harvard Law Review.

LOSURDO, Nicholas
Goodwin, Boston
Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Nick Losurdo advises financial institutions, public companies, startups, and investors on regulatory, policy, transactional, enforcement, and strategic matters. Nick recently served at the SEC as counsel to one of the commissioners. He approaches each engagement with the deep and diverse experience he has developed serving in high level roles in government, in-house, and private practice.

Personal: JD, Suffolk University Law School 2006; BS, Business Administration, Stonehill College 2001

LOUGHLIN, Scott
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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Scott has been practicing data protection law for nearly 20 years and has established a market-leading privacy counseling and cyber practice. He leverages a unique combination of transaction and data expertise to mitigate risks and close deals. From M&A to strategic partner-

ships, Scott structures and negotiates complex transactions to achieve compliance and manage third-party data risks. Scott is a recognized leader at the forefront of the field and is known for identifying possibilities and risks others may overlook. As a result, he is highly sought by the world's largest, most technically advanced clients who demand marketing leading advice in this constantly evolving area of law. Scott helps clients develop sophisticated strategies that address complex global compliance and privacy challenges. He has robust experience in proactively managing data privacy and cybersecurity risks and effectively responds to issues in the US and around the world. With a strong focus on business and a sophisticated understanding how companies can use data to further their goals, Scott's guidance is demanded by clients for whom data is central to products and operations, including businesses in the media, manufacturing, technology, e-commerce, and services industries who are looking to leverage new and innovative technology such as artificial intelligence, block chain, machine learning, IoT, virtual reality and every other technological advantage. In 2023, Scott led the way with two innovative initiatives for the privacy and cybersecurity practice. The first, "Don't Cancel Kids," was launched as an interactive program in the Washington D.C. area, aimed at helping pre-teens and teenagers understand their digital footprint. This program educates young individuals on how to safeguard their online reputations and avoid jeopardizing their future social mobility or being "cancelled" due to common social media mistakes. The second initiative involved the introduction of the Privacy and Cybersecurity practice's new multimedia series, The Data Chronicles. This series comprises videos and podcasts dedicated to current trends, developments, challenges, and solutions in the realms of data protection, privacy, and cybersecurity.

LOVETT, Alan
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Alan Lovett counsels electric utilities with a diverse mix of generation resources with regards to commercial and regulatory matters. He focuses his practice on serving owners and operators of nuclear generation facilities. Alan's nuclear practice spans new plant construction, operating fleet matters, decommissioning, and nuclear transactions, including expertise in commercial and regulatory matters. Alan frequently counsels vertically integrated, electric utility companies who own a diverse mix of generation resources and own and operate integrated regional transmission systems. Alan has deep experience serving owners and operators of nuclear generation facilities and represents large natural gas

purchasers and shippers, investment funds focused on the utility sector, and parties entering into wholesale power transactions and transmission service agreements. A key focus of Alan's practice includes regulatory and commercial issues encompassing new nuclear development, the operation of existing nuclear plants, and sites undergoing decommissioning. He represents nuclear owners and operators in licensing and other regulatory matters before the NRC and state public service commissions. Additionally, he represents nuclear facility owners in negotiation and administration agreements for new nuclear development, operating fleet outage and maintenance work, mergers and acquisitions, and decommissioning and waste stream risk management.

Career: Duke University School of Law, J.D., magna cum laude Duke University Nicholas School of the Environment, M.E.M. Mississippi State University, B.S., Mechanical Engineering, summa cum laude

Professional Memberships: American Bar Association Birmingham Bar Association

LUCAN, Andrea Wang
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Featured in Projects (USA – Nationwide)

Practice Areas: ANDREA LUCAN counsels clients engaged in every stage of energy transition, including developers, sponsors, and financiers. Andrea's experience extends to all elements of energy project development and financing including joint ventures, mergers and acquisitions, equity and debt financing, equipment purchase and sale agreements, and power purchase agreements.

LUCAS, Jane
Alston & Bird LLP, Atlanta
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Featured in Government (USA – Nationwide)

Practice Areas: Jane has tackled some of the nation's most challenging health care issues from inside the Executive Branch and on Capitol Hill, advising officials at the highest levels of government in the White House, Department of Health and Human Services, and Senate. Using this expertise, Jane develops and executes legislative and regulatory solutions and works directly with policymakers to carry proposed solutions across the finish line. She draws on a breadth of legislative and regulatory knowledge to solve client problems through strategic guidance and experienced navigation of the legislative and executive branches. Jane was a White House special assistant to the President for legislative affairs, spearheading legislative strategy on domestic policy and solving complex problems through her detailed understanding of the legislative process and strong, bipartisan relationships with elected officials and senior staff. She also served as deputy associate counsel in the Office of White House Counsel,

overseeing the legal framework for regulations issued by the Department of Health and Human Services and other agencies. Before her time at the White House, Jane served as a senior advisor to the Secretary of Health and Human Services. She also spent 10 years working for Senator John Thune, most recently as his legislative director after serving for several years as health policy counsel.

Career: Special Assistant to the President for Legislative Affairs; Office of White House Counsel, deputy associate counsel; Senior Advisor to the Secretary of Health and Human Services.

LUCE, David

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Featured in Insurance (USA – Nationwide), Insurance (New York)

See under New York for profile.

LUCKING, David

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Featured in Derivatives (USA – Nationwide)

Practice Areas: David is Global Co-Head of International DCM, Derivatives & Securitization and has particular expertise in derivatives and structured finance transactions, as well as the regulatory framework that underpins the derivatives market. David advises financial institutions on a wide range of derivatives products and asset classes (including credit, rates, FX, longevity) in both funded and unfunded form. He has drafted a number of market standard document templates for the International Swaps and Derivatives Association, Inc. (ISDA) and other derivatives industry bodies, including the 2014 ISDA Credit Derivatives Definitions and documentation for confirming trades referencing the iTraxx and CDX indices. David is the U.S. adviser to the Credit Derivatives Determinations Committee which determines Credit Events and other matters for the credit derivatives market as a whole. David has advised on various aspects of the transition of the over-the-counter derivatives market to regulated trading platforms and central clearing houses, as well the registration of a number of swap dealers under the Dodd-Frank Act. As co-founder of A&O, our international LGBTQ+ affinity group, David is a vocal advocate for the LGBTQ+ community at the firm. He regularly leads initiatives to encourage workplace diversity, and helps foster a culture where all colleagues feel welcome and valued. David is widely recognized as a leading derivatives lawyer, having been recognized in Chambers USA 2023. A client shared that “David is smart, responsive, commercially-minded and a pleasure to deal with.” Another client enthused “he is a great advisor with excellent knowledge of the subject matter and is able to cover all areas of a transaction.”

LUDWIN, Derek

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Featured in Sports Law (USA – Nationwide), Antitrust (District of Columbia)
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Featured in Transportation (USA – Nationwide), Environment (District of Columbia)
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Katy Lukaszewski is a Partner in the Firm's Energy and Infrastructure Practice. Based in the Houston office, Katy represents companies and private equity sponsors on a variety of corporate transactions, including mergers, acquisitions and joint ventures, with a focus in the energy, infrastructure and consumer products sectors. She is recognized as a leading energy lawyer by Chambers USA.

Personal: B.A., summa cum laude, Southwestern University (2008); J.D., with honors, University of Texas School of Law (2011).

LUMISH, Douglas E

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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (California)

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LUNDY, Seth H

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Featured in Life Sciences (USA – Nationwide), Healthcare (District of Columbia)

See under District of Columbia for profile.

LUSTIGMAN, Andrew B

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Featured in Advertising (USA – Nationwide)

Practice Areas: •Advertising, Marketing & Promotions •Brand Management & Protection •Intellectual Property Law •Litigation •White Collar Defense & Investigations •International Law

Career: Andrew Lustigman offers comprehensive counsel to domestic and international clients on advertising, marketing and promotions matters and represents them in regulatory investigations, enforcement actions, and litigation. He chairs Olshan's Advertising, Marketing & Promotions Group and co-chairs its Brand Management & Protection Group. Marketers, advertisers, agencies and suppliers,

among others, regularly seek Andy's counsel regarding legal aspects of their advertising and promotional marketing businesses. He's pragmatic and always looks for solutions that meet each client's specific needs. Andy advises them on the clearance of advertising, promotions, and marketing materials, and structures some of the most creative sweepstakes, games of skill, fundraising promotions, and other contests, development of social media programs, and direct marketing campaigns from both legal and compliance standpoints. He also conducts advertising and marketing due diligence in the context of mergers, acquisitions and investments. He is frequently called upon to help clients navigate the nation's complex subscription marketing laws. Andy advises clients across all media channels—social media, Internet, television, print, radio, direct mail, mobile, telemarketing, and other electronic media. He has significant experience with FTC and FDA regulatory requirements regarding health claims, advertising, labeling and distributing health-related products including OTC products, dietary supplements, medical devices, cosmetics, and medical foods. Clients also rely on Andy's pragmatic approach in representing them in investigations, enforcement actions, and litigation brought by those agencies, the United States Department of Justice, the FCC, the U.S. Postal Service, state attorneys general, district attorneys, and other governmental authorities. Andy's experience also extends to single-plaintiff, multiparty and class action cases and related commercial litigation alleging false and deceptive advertising, intellectual property-related claims, and corporate disputes, as well as a wide array of competitor advertising, IP and privacy challenges. Proactive and strategic, Andy takes on emerging threats and conceives creative and aggressive defense theories to protect his client's interests both in and out of court, including in alternative dispute venues. In prosecuting and defending his clients' cases, he frequently appears in federal and state court and before the National Advertising Division of the Better Business Bureau. Repeatedly recognized as a leader in his field and as an authority on advertising and promotional marketing law, Andy regularly appears on television, radio, and in publications such as The Wall Street Journal, New York Post, The National Law Journal, New York Law Journal, Inside Counsel, Bloomberg BNA, Law360, Mobile Marketer, and Luxury Daily, discussing important new cases and trends that advertisers and marketers need to know about. He has testified as an expert witness on advertising compliance in federal court. A growing area of work Andy handles includes advising on and structuring a broad range of international business transactions. He also is retained by Am Law 100 and other leading firms as special counsel on advertising compliance matters in connection with their clients' business

investments. In addition to maintaining his active practice, Andy is a co-managing partner of the firm and a member of its Executive Committee. He frequently speaks on advertising and promotional marketing law topics throughout the country and has been the publisher of Olshan's Advertising Law Blog since its inception in the early 2000s.

Professional Memberships: •New York State Bar Association •New Jersey Bar Association •Association of the Bar of the City of New York, Consumer Affairs Committee •Brand Activation Association/Promotion Marketing Association, Legal Affairs Committee (1996-2019) •Past Chair, American Bar Association, Committee on Promotion and Marketing Law •American Bar Association, Consumer Protection Committee •Federal Communications Bar Association •Fellows of the American Bar Foundation •Past Chair, LAWWorld International Legal Network

Publications: Andy is published and regularly quoted as an industry expert in notable publications.

Personal: •Repeatedly ranked as a “Leading Lawyer” in Advertising: Transactional & Regulatory by Chambers USA annually since 2008 •Recognized as a “Recommended Lawyer” in The Legal 500 U.S. guide in Media, Technology and Telecoms—Advertising and Marketing annually since 2016 •Recognized in The Best Lawyers in America® for Advertising Law since 2016 •Consistently named to the New York Metro Super Lawyers list since 2008 •Named to the Top 100 by New York Metro Super Lawyers list, 2019 and 2020 •Martindale-Hubbell AV Preeminent® 5.0/5.0 Peer Rated for Highest Level of Professional Excellence

LYNCH, Alexander

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Alexander Lynch is Head of Weil's Capital Markets practice, representing companies, investment banks, private equity firms, and private equity-backed portfolio companies in a wide range of industries, including consumer, technology, healthcare, financial services, retail, hospitality, energy, and manufacturing. He has extensive experience in equity capital markets transactions, including IPOs, SPACS, follow-on offerings, block trades, acquisition-related financings, strategic investments, and private placements. He also advises boards of public and private companies on general corporate and public company reporting matters and Sarbanes-Oxley and corporate governance issues.

Personal: Tulane University (B.S., 1983); Columbia Law School (J.D., 1987).

LYNCH, John C

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Featured in Financial Services Regulation (USA – Nationwide)

Career: John Lynch is a trial lawyer with a national litigation practice. John leads a team of Financial Services Litigation lawyers representing financial institutions, mortgage companies, auto finance companies, loan servicers, and debt buyers/collector companies in class action and individual cases. He also represents companies and executives in intellectual property and commercial cases, involving patent and trademark matters, shareholder/partner disputes, construction, commercial contracts, and real estate.

LYNCH, Niall

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*Featured in Antitrust (USA – Nationwide),
Antitrust (California)*

See under California for profile.

LYNCH, Patricia

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*Featured in Capital Markets (USA – Nationwide),
Banking & Finance (Massachusetts)*

Practice Areas: Patricia Lynch leads the firm's U.S. securitization practice and advises on a wide range of structured finance transactions, including whole-business securitizations, collateralized loan obligations (CLOs), and other loan securitizations and receivables-backed variable funding note facilities. She also works with investment funds on credit fund leverage facilities and subscription facilities.

LYNN, David

Goodwin, Washington, DC

Featured in Securities (USA – Nationwide)

Practice Areas: Dave Lynn is a partner in Goodwin's Capital Markets group and chair of the firm's Public Company Advisory practice. His practice is focused on advising companies, boards of directors, and underwriters on regulatory matters, capital markets transactions, and corporate governance. Dave previously served as Chief Counsel of the Division of Corporation Finance at the US Securities and Exchange Commission, and he is a leading authority on SEC issues who is widely known for his role as Senior Editor of TheCorporateCounsel.net.

Personal: JD, University of Maryland Francis King Carey School of Law 1995; MSF, Loyola University Maryland 1991; BBA, Loyola University Maryland 1989

M.S. GUERRERO, Francesca

Thompson Hine LLP, Washington, DC

Featured in International Trade (USA – Nationwide)

Career: Francesca is a partner in the firm's International Trade practice group. She regularly counsels clients on compliance with export controls, sanctions, import regulations, human rights and forced labor, and the FCPA and anti-bribery laws. She works closely with companies to develop tailored compliance programs that fit their specific needs. She regularly advises clients on some of their most challenging international transactions, involving dealings in

high-risk jurisdictions or with high-risk counterparties. Francesca also counsels companies through all phases of internal investigation of potential trade and anti-bribery violations, and represents companies across industries before related government agencies.

MABRY, Cynthia

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*Featured in Capital Markets (USA – Nationwide),
Capital Markets (Texas)*

See under Texas for profile.

MAC CORMAC, Susan

Morrison Foerster, San Francisco
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Featured in Impact Investing (USA – Nationwide)

Practice Areas: Susan ("Suz") co-chairs the ESG + Sustainability and Social Enterprise + Impact Investing practices. Her practice focuses on late-stage financings, secondaries, and other corporate transactions for investors, such as SoftBank and Temasek, and on investments for some of the top investors dedicated to impact, from "impact first" foundations to family offices to private equity funds. She co-lead the drafting group for the first of the new corporate forms (the Social Purpose Corporation in California), has created hybrid/tandem corporate structures and crafted debt and equity instruments that blend impact with traditional financial terms, and has used corporate law to develop creative capital market solutions to pressing environmental problems. She also advises the boards of public and private companies on corporate governance and fiduciary duties as applied to sustainability and climate change. She was named a California Lawyer Attorney of the Year (CLAY) in 2012 and 2016 by Daily Journal and the Most Innovative Lawyer in North America in 2015 by the Financial Times. Leading Business Advisor A powerhouse negotiator, clients note that "you cannot get a better corporate counsel" and that Suz "understands the big picture, could not be more responsive, and understands the business" (The Legal 500 US). She has extensive experience providing corporate and finance advice to companies and investors in connection with growth equity financings and secondaries, with particular experience in late-stage investments that have come to rival traditional strategic acquisitions in size and significance. Her experience includes leading some of the highest-profile late-stage investments over the past few years, including notable transactions for SoftBank Group (in the two largest private tender offers in history) in its \$7.7 billion investment in Uber, \$4.4 billion investment in WeWork, further \$10 billion investment in WeWork, \$1 billion investment in SoFi, and \$250 million investment in Kabbage. She has also advised Temasek on its \$800 million investment in Verily Life Sciences, Intel on its equity investment in Cloudera, and each of Fortress, TPG Rise, Vision Ridge Partners, Generation Investment Management, and Pontifax

AgTech in numerous mid-to late-stage investments in clean technology, sustainability, education, food, and agriculture technology. Social Enterprise and Impact Investing Suz is the go-to legal resource for social enterprises (for-profit and non-profit companies focused on social or environmental purpose), impact investors (investors interested in social or environmental returns), and mainstream companies developing environmental, social, and corporate governance policies. With deep expertise in the impact investing model, institutional investors exploring the space turn to her for creative solutions and her ability to structure both investments and companies to emphasize impact and returns. She represents a wide range of investors who are focused on impact, from foundations like the Gates Foundation, The Nature Conservancy, and The Rockefeller Foundation, to family offices like Armonia, Cornerstone Capital, Emerson Collective, New Island Capital, and Omidyar Network, to private equity funds like Goldman Sachs, TPG Rise, Vision Ridge Partners, and Generation Investment Management, in their equity investments in companies and projects that are focused on generating impact and returns for investors. She has deep experience and expertise ensuring energy, sustainability, and other investments have positive impact through the use of new corporate forms, hybrid or "tandem" structures with non-profits and for-profits, and alternative debt and equity instruments. Notable work in this space includes the establishment of a tandem structure, The Carbon Endowment, to retire coal assets at scale while securing a revenue stream for community reinvestment and job training in coal communities. Suz also advised on the structuring of Common Sense Growth as an extension of the non-profit Common Sense Media (to invest in companies that address issues related to children, education, and technology), the establishment of a fund for TPG Rise to provide debt financing to Echoing Green fellows, the spin-out of PRX from Public Radio International (to generate new revenue flows up to the non-profit), the establishment of a for-profit joint venture with non-profit Medicines360 (to allow the non-profit to distribute its healthcare products to women in the developing world), and the structuring of a for-profit evergreen fund that allows The Nature Conservancy to aggregate return-seeking and donor capital in order to invest in preserving our natural resources. She has also advised numerous clients on converting to a public benefit corporation or social purpose corporation model (which requires balancing traditional fiduciary duties against a social or environmental purpose), including This American Life, Revolution Foods, Rise Labs, and Beneficial State Bancorp. Suz also regularly advises boards of directors of private and public companies, special committees, and CEOs on corporate governance, particularly the

intersection of fiduciary duties with sustainability, and focuses on environmental, social, and governance issues. Unmatched Cleantech and Renewable Energy Experience In addition to founding and chairing the firm's Social Enterprise and Impact Investing Group, Suz serves as Chair of Morrison & Foerster's Energy Group and has extensive experience representing start-up to late stage private companies in the clean technology or sustainability space. She provides corporate and finance advice in connection with equity and debt financings, mergers, acquisitions, asset purchases and sales, reorganizations, and joint ventures. She has experience working with renewable energy start-up companies and renewable energy developers in the solar, wind, and biofuels industries. Suz has assisted renewable energy start up companies with raising venture capital and has advised renewable energy developers on project acquisitions. Suz's representative renewable energy, cleantech, sustainable, and social enterprise clients include Anaergia, Change.org, EDF Renewables, E.ON, Etsy, First Look, OneSun, Planet Labs, Rising Sun Energy, RSF Social Finance, SustainBio, Trelys, Inc., Wikipedia, and Xpansiv. Board Activity and Thought Leadership Ms. Mac Cormac was a founding board member of the Sustainability Accounting Standards Board (SASB), is a member of the board of directors of Business for Social Responsibility (BSR), the Ceres President's Council, and the Earth Genome Project, and is an advising board member of the Committee Encouraging Corporate Philanthropy's Strategic Investor Initiative. She has joined the faculty (teaching on the intersection of sustainability and fiduciary duties) at both the Stanford Director's College and the Northwestern Corporate Counsel Institute and is an adjunct professor at UC Berkeley School of Law, teaching a course on Social Enterprise.

MACDONALD, Scott

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Featured in Investment Funds (USA – Nationwide)

Practice Areas: SCOTT MACDONALD is a partner in Sidley's Investment Funds practice group in the New York office. Scott represents prominent institutional investors in connection with their investments in leading private investment funds, separate and/or managed accounts, co-investments and acquisitions of interests in fund sponsors and otherwise. In addition, Scott represents fund sponsors in the structuring, formation and operation of private investment funds, including private equity, real estate, infrastructure, natural resources, food and agriculture, hedge and hybrid funds, as well as funds of funds. He also advises fund sponsors in the formation, operation and regulatory compliance of their investment advisers and related entities.

MACKINNON, Ari D

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Ari D. MacKinnon's practice focuses on international arbitration in Latin America, with a particular emphasis on matters relating to the oil & gas, mining and infrastructure sectors, as well as ESG and corruption-related issues. Ari has successfully represented a number of major Latin American oil and gas, energy, infrastructure, and pulp and paper companies, as well as state-owned companies and sovereigns clients in disputes in the region. He speaks regularly in Latin America on topics related to arbitration and crisis management. Ari has experience conducting arbitrations in both English and Spanish.

Career: Ari joined the firm in 2009 and became a partner in 2015. J.D., New York University School of Law (2006); M.A., Middlebury College (2006); B.A., Grinnell College (2002).

Professional Memberships: Member, New York Bar. Member, Program Committee, New York International Arbitration Center. Member, Chartered Institute of Arbitrators Included on Arbitrator Roster, Arbitration Centre of the Lima Chamber of Commerce Member, New York City Bar Association Council on International Affairs Member, International Arbitration Club of New York Member, Association of International Petroleum Negotiators

Publications: U.S. Supreme Court Authorizes Foreign Plaintiffs To Use Domestic RICO Statute In Aid Of Enforcement Of Arbitral Awards In The United States Cleary Gottlieb Steen & Hamilton LLP, July 3rd 2023 An alert memo by Ari MacKinnon, Christopher Moore, Paul Leist, Katie Gonzalez, and Stanislaw Krawiecki titled, "U.S. Supreme Court Authorizes Foreign Plaintiffs To Use Domestic RICO Statute In Aid Of Enforcement Of Arbitral Awards In The United States". U.S. Supreme Court Rules That an Appeal of an Order Denying a Motion to Compel Arbitration Automatically Stays District Court Proceedings Cleary Gottlieb Steen & Hamilton LLP, June 29th, 2023 An alert memo by Ari MacKinnon, Jeffrey Rosenthal, Carmine Boccuzzi, Nowell Bamberger, Boaz Morag, Samuel Levander, Katie Gonzalez, Chihiro Isozaki, and Rathna Ramamurthi titled, "U.S. Supreme Court Rules That An Appeal Of An Order Denying A Motion To Compel Arbitration Automatically Stays District Court Proceedings". Investment Treaty Arbitration Corporate Disputes Magazine, June 8th, 2023 Ari MacKinnon co-authored the chapter, "Investment Treaty Arbitration", which was published in the Jul-Sep 2023 issue of Corporate Disputes Magazine. Commercial Arbitration: Brazil Global Arbitration Review, March 28th, 2023 Ari MacKinnon, Pedro Martini, Katie Gonzalez and Gustavo Vaughn wrote an article titled "Commercial Arbitration:

Brazil", which was published by the Global Arbitration Review. Strategies for Effective Brief Writing in International Arbitration Arbanza Investment Arbitration Guide, March 16th, 2023 Ari MacKinnon and Elisa Zavala co-authored the chapter, "Strategies for Effective Brief Writing in International Arbitration," which appears in the inaugural Arbanza Investment Arbitration Guide. Five International Arbitration Trends And Topics For 2023 Cleary Gottlieb Steen & Hamilton LLP, January 30th, 2023 An alert memo by Ari MacKinnon, Jeffrey Rosenthal, Carmine Boccuzzi, Nowell Bamberger, Jonathan Blackman, Boaz Morag, Katie Gonzalez, Elisa Zavala, Roberta Mayerle, Delany Sisiruca, Martin Vainstein, Gustavo Vaughn, Christopher Moore, Paul Kleist, Jean-Yves Garaud, Laurie Achtouk-Spivak, Ferdinando Emanuele, Carlo Santoro, Paolo Bertoli, Anna Chiara Amato, Alberto Favro, Rüdiger Harms, and Polina Lehman titled, "Five International Arbitration Trends And Topics For 2023". ESG-Related Disputes in Latin America: The Evolution of the Litigation and Arbitration Landscape Latin Lawyer, December 16, 2022 Ari MacKinnon, Katie Gonzalez, and Gustavo Vaughn wrote a chapter titled, "ESG-Related Disputes in Latin America: The Evolution of the Litigation and Arbitration Landscape," in The Guide to Environmental, Social, and Corporate Governance, which was published by Latin Lawyer. Amended ICSID Arbitration Rules Enter Into Force Association of Corporate Counsel, September 22, 2022 An alert memo by Christopher Moore, Ari MacKinnon, Ferdinando Emanuele, Laurie Achtouk-Spivak, Sarah Schröder, Robert Garden, and Alberto Favro titled, "Amended ICSID Arbitration Rules Enter Into Force," was republished by Association of Corporate Counsel. Arbitration of Corruption Issues in Latin American Disputes Latin Lawyer, September 15, 2022 Ari MacKinnon, Katie Gonzalez, Elisa Zavala, and Roberta Mayerle wrote an article titled, "Arbitration of Corruption Issues in Latin American Disputes," which was published by Latin Lawyer. Investment Treaty Arbitration: Ecuador Global Arbitration Review, August 1st, 2022 Ari MacKinnon, Katie Gonzalez and Elisa Zavala wrote an article titled "Investment Treaty Arbitration: Ecuador", which was published by the Global Arbitration Review. 2nd Circ. Ruling Offers Clarity for Annulled Arbitral Awards Law360, July 20, 2022 Ari MacKinnon, Katie Gonzalez, and Maria Manghi wrote an article titled, "2nd Circ. Ruling Offers Clarity for Annulled Arbitral Awards," which was published by Law360.

MACURDA, William

Alston & Bird LLP, Charlotte
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Bill focuses his practice on representing major financial institutions in their roles as trustee, paying agent, master servicer, servicer, and

custodian in mortgage-backed and asset-backed securitization transactions and disputes. He counsels clients on a broad range of transactional, litigation, bankruptcy, and regulatory compliance matters. He regularly counsels clients on a range of issues that affected global capital markets.

Professional Memberships: Structured Finance Association; CRE Finance Council.

MADAN, Raj

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Featured in Tax (District of Columbia), Tax (USA – Nationwide)

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MAHER, Kevin

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Featured in Franchising (USA – Nationwide)

Practice Areas: Kevin Maher currently leads the Dallas Office's International Commercial Practice Group and is a member of the management committee for the Texas Offices. Kevin has a broad-based business-transactional practice focusing on complex cross-border corporate and commercial contract matters, with a heavy emphasis on global brand expansion and international business growth via franchising, licensing, joint ventures and direct investment. His broad experience extends to multiparty cross-border joint venture transactions, international franchise, master franchise and development transactions, licensing and distribution transactions, international mergers and acquisitions, international regulatory compliance, IP and tax structuring, multijurisdictional corporate reorganizations, international corporate formation and maintenance and international real estate and finance. Kevin has been listed in both Chambers Global and Chambers USA as a leading franchise lawyer and was praised by clients as "a deal maker who is highly responsive and resourceful." Kevin is also a regular speaker and writer on topics dealing with international franchising and international joint ventures. Kevin is currently a member of the International Franchise Association's International Committee and has been named as a Leading Lawyer in Franchising by Who's Who Legal and as a Franchise Times Legal Eagle. Kevin routinely advises and counsels clients in various industries with respect to the myriad challenges and opportunities presented by expanding, acquiring, franchising, licensing, selling and financing brands and businesses on an international level.

Publications: • Co-author, "Animal welfare under the judicial spotlight – California issued new guidance for food industry following Supreme Court's recent ruling on California's Proposition 12," Baker McKenzie InsightPlus, June 14, 2023 • Co-author, "Changes to "Dual Distribution" relationships under the EU

Vertical Block Exemption Regulation are here – What it means for franchise relationships," Baker McKenzie Insights, May 23, 2022 • Co-author, "No Conflict! The Massachusetts Supreme Judicial Court Holds Franchisors Can Comply with both the FTC Franchise Rule and Massachusetts' ABC Test," The Employer Report, April 1, 2022 • Co-author, "Not Just Another M&A Deal," The Franchise Lawyer, Fall 2016 • Co-presenter, "Experts of The Americas: Opportunities for Expansion through Franchising in Latin America and the Caribbean," Baker McKenzie Insights, February 3, 2023

MAHON, John

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: John Mahon is a partner in Proskauer's Registered Funds group and a member of the Investment Management practice. John has nearly 20 years of experience working with asset management clients in structuring, launching and managing regulated fund products and other permanent capital vehicles. He represents private equity firms, credit managers and other financial sector participants in a wide range of fund formation, capital markets and securities law matters, including both public and private offerings of business development companies (BDCs) and other alternative vehicles, such as registered closed-end funds and interval funds. John also has extensive experience in advising asset managers on the unique regulatory complexities involved in launching and managing registered funds and BDCs, including as part of larger platforms, and has sought and obtained SEC exemptive relief on behalf of numerous clients. He has been involved with more than 100 debt and equity offerings, including over 20 initial public offerings (IPOs), reflecting an aggregate of over \$10 billion in total proceeds. John's work in securities law and mergers and acquisitions includes providing guidance to many New York Stock Exchange (NYSE) and Nasdaq-listed companies in connection with ongoing corporate governance and SEC reporting and compliance matters. He has routinely handled issues involving tender offers, proxy solicitations, going-private transactions, and beneficial ownership reporting obligations. John previously worked in the U.S. Securities and Exchange Commission's Division of Corporation Finance, where he earned the SEC Capital Markets Award. He is a prominent and engaged member of the investment management community. He has spoken and written on topics ranging from SEC regulations and disclosure obligations to public and private capital raising structures, 1940 Act regulated funds and M&A issues. John has served as an adjunct professor at the George Washington University Law School since 2009, and at the Georgetown University Law Center since 2023. He also formerly served as

the chair of the Corporate Finance Committee of the Corporation, Finance and Securities Law Section of the District of Columbia Bar.

MAHONEY, Christian

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Featured in eDiscovery (USA - Nationwide)

Practice Areas: Christian Mahoney is the global head of Cleary Gottlieb's eDiscovery and Litigation Technology group. Christian's practice focuses on eDiscovery, artificial intelligence, data analytics, and information governance. Christian advises clients on data preservation and collection for legal matters. He negotiates discovery procedures, prepares clients for depositions, revises collection processes, and utilizes advanced technology, including AI, for data identification. His role is crucial in antitrust, securities enforcement, and litigation matters. He also serves as discovery counsel for some of the world's largest corporations, advising clients on information governance and data retention as well as litigation preparedness. Christian is a leader in the application of artificial intelligence and GenAI for discovery. He has developed, negotiated, and implemented novel artificial intelligence technologies and workflows including the development of artificial intelligence to classify both attorney client privilege and sensitive health information. Because of his expertise in the area, he has been retained by large eDiscovery service providers to advise on technical and legal best practices in the implementation of artificial intelligence for eDiscovery.

Publications: Christian frequently speaks and writes on discovery related issues and has published numerous research papers on the application of artificial intelligence for discovery.

MAIERSON, Ryan

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas), Corporate/M&A (Texas)

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MAIMAN, Luke

A&O Shearman, New York

Featured in Capital Markets (USA - Nationwide)

Practice Areas: Luke is an Associate in the securitization practice of the international capital markets group. Luke focuses his practice on representing underwriters, issuers, asset managers and investors (both debt and equity) in broadly syndicated and middle-market collateralized loan obligations (CLO), debt fund financings and other structured loan facilities. Luke advises clients on CLO warehouses (rated and unrated), new issue public and private market transactions, risk retention facilities and refinancings, resets and other restructurings of CLOs. Luke also experience with regulatory matters, including the Volcker Rule, U.S. and

EU/UK risk retention rules and federal securities laws. Luke was named as an 'Associate to watch' in Chambers USA 2022: Capital Markets: Securitization: CLOs. They noted that "Luke has earned a reputation as a noteworthy CLO associate as a result of his flourishing practice, which involves supporting numerous parties in transactions, including lenders and arrangers, and collateral managers." "Luke is amazing. He is responsive, quick and extremely thoughtful with his drafting." Legal 500 2022 said that "Luke Maiman is also a huge asset to A&O and is able to work well with other law firms to make negotiations easier for his clients." Luke is widely recognized as a leading securitization lawyer, having been recognized in Chambers USA 2023 under "Associates to Watch" and Legal 500 2023 as a "Rising Star." Most recently, it was noted "Luke Maiman has earned a reputation as a noteworthy CLO associate as a result of his flourishing practice, which involves supporting numerous parties in transactions, including lenders and arrangers, and collateral managers."

MAISTO SMITH, Gina

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Featured in Education (USA - Nationwide)

Practice Areas: Gina Maisto Smith is the chair of Cozen O'Connor's Institutional Response Group and the founder of the nation's first practice dedicated to the institutional response to sexual and gender-based harassment, violence, child abuse, elder abuse, other forms of discrimination and harassment, workplace misconduct, and criminal conduct. Gina provides consulting, counseling, and legal advice on all aspects of the institutional response to misconduct with a particular focus on educational institutions. She assists institutions in designing effective institutional responses that integrate the complex federal and state regulatory framework with the unique dynamics of interpersonal misconduct and its impact on individuals, institutions, and communities. Gina is frequently called upon to conduct external investigations and advise institutional clients, including presidents, boards, senior management, and counsel on the intersection of trauma-informed, fair, and impartial processes with the intersecting legal landscape. Finally, integrating her more than 30 years of experience in root cause analysis of educational institution issues, Gina founded the first coordinated incident response management software built on the Salesforce platform. Meyestro efficiently orchestrates centralized and coordinated institutional responses that provide a 360-degree view to inform whole community care and compliance.

MAN, Pablo

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Featured in Hedge Funds (USA - Nationwide), Investment Funds (Massachusetts)
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Featured in eDiscovery (USA - Nationwide)

MANCUSO, Mario

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Featured in International Trade (USA - Nationwide)

Practice Areas: Mario leads Kirkland's CFIUS and National Security practice. A former CFIUS decision-maker and senior member of the President's national security team, Mario provides geopolitical and legal advice on CFIUS, Global FDI clearance regimes, and related national security and international risk matters. He is widely seen as a leading advisor to private equity sponsors across the lifecycle of their activities, including fundraising, investment, asset management, and exit.

Career: Former U.S. Under Secretary of Commerce, Industry and Security (U.S. Senate confirmed); Deputy Assistant Secretary of Defense; former US military officer and combat veteran.

Professional Memberships: Life Member, Council on Foreign Relations; International Advisory Board, Yale University, Jackson School of Global Affairs; Visiting Senior Fellow, Hudson Institute

Personal: NYU School of Law, J.D.; Harvard University, B.A.

MANDELL, Jeremy

Morrison Foerster, Washington, DC

Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Jeremy Mandell is the co-chair of our Financial Services Group. His practice focuses on financial services regulation, with particular attention to payment and emerging payment issues. Jeremy advises bank, non-bank, and fintech clients on financial services regulatory issues, including issues arising under the Electronic Fund Transfer Act, the Truth in Lending Act, and the Equal Credit Opportunity Act. He has particular experience working on issues related to interbank and emerging payments systems, including blockchain-based payment solutions and stablecoin platforms. He has counseled clients with award-winning apps and innovative products and services on complex issues, bringing a practical, broad-market perspective to product development, ongoing compliance needs, and regulatory engagement. He also has extensive experience working with banks and non-banks on strategic partnerships. As partnerships between banks and fintechs become more prevalent, Jeremy draws on this experience to advise clients on the financial services regulatory and commercial issues that arise in the context of these partnerships. Jeremy is co-editor of The Consumer Finance Law Review, surveying the legal and regulatory approaches to consumer finance law in jurisdictions around the world. Before joining Morrison Foerster, he served as

a senior financial services analyst at the Board of Governors of the Federal Reserve System in the Division of Reserve Bank Operations and Payment Systems, where he focused on policy issues related to large-value payments systems. Jeremy leverages this experience to advise clients on various legal and regulatory issues. Jeremy earned his J.D. from The George Washington University Law School in 2010. He earned his M.A. in applied economics from Johns Hopkins University in 2004 and his B.A. in economics and international relations from Lehigh University in 2001.

MANDELL, Joshua

Akerman LLP, Los Angeles

Featured in Cannabis Law (USA - Nationwide)

Practice Areas: With broad litigation experience in business and real estate disputes, Josh Mandell devotes his practice to all aspects of commercial litigation, including breach of contract matters, fraud claims, and business torts. He represents financial institutions, secured lenders, commercial landlords, property owners, and real property receivers in real estate litigation. Josh also has extensive experience resolving matters in state and federal court through arbitration.

MANGUM, Ray

Sidley Austin LLP, Washington, DC
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Featured in eDiscovery (USA - Nationwide)

Practice Areas: Ray Mangum, a partner in Sidley's eDiscovery & Data Analytics group, is nationally recognized for his work in complex eDiscovery and data analytics. Ray serves as discovery counsel in large-scale litigation, government investigations, and regulatory reviews, with a special focus on eDiscovery compliance with Second Requests from the Federal Trade Commission (FTC) and Department of Justice (DOJ) Antitrust Division. With a background as a professional software developer and Six Sigma practitioner at a Fortune 500 company, Ray brings a data-driven, technology-focused approach to his eDiscovery practice. He advises leading companies on cutting-edge eDiscovery issues, particularly those involving emerging technologies like ephemeral messaging, machine learning, and artificial intelligence (AI), including generative AI (GenAI). Ray also helps clients defensibly dispose of legacy data, achieve proportionality in legal holds, and implement best practices in eDiscovery and information governance.

MANLEY, Kwame

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Featured in FCPA (USA - Nationwide), Litigation (District of Columbia)

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MANN, Christopher L

Sullivan & Cromwell LLP, New York
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Featured in Projects (USA - Nationwide)

Practice Areas: Infrastructure; Project Development & Finance; Foreign Investments and Trade Regulations; Capital Markets; Africa; Latin America; Credit & Leveraged Finance; Environmental, Social and Governance (ESG); Mergers & Acquisitions; Private Equity

Career: Coordinates S&C's global infrastructure practice and its sovereign finance practice. Core member of the Firm's Latin America team and is co-head of both its international trade & investment/CFIUS practice and its Africa practice. Represents sponsors, PE funds, infrastructure funds and sovereign wealth funds in infrastructure and natural resources investments, including significant M&A, joint ventures, and project development and financings. Also counsels clients with respect to matters related to the Committee on Foreign Investment in the United States (CFIUS). Recent work highlights include: Electrify America in the \$450 million investment by Siemens; Ampliform and the Jones Family Office as the lead energy investor in a joint venture with Prospect14; Teck Resources and Compañía Minera Teck Quebrada Blanca in the project financing of the Quebrada Blanca copper project in Chile; Gateway Project; Wren House's acquisition of i3 Broadband and a minority stake in Phoenix Tower International; a member of a Macquarie-led consortium in the purchase of Long Beach Container Terminal from Orient Overseas; CPPIB's acquisition of stakes in Enbridge's renewables portfolio and the Camisea gas pipeline; bond offerings for LatAm sovereigns. Judicial Clerk, Hon Ralph K Winter, US Court of Appeals, Second Circuit, 1989-90

Professional Memberships: Former Chair, Project Finance Committee (NYCBA). Firm Representative, Global Infrastructure Investor Association. Former President, Harvard Law School Association.

Personal: Harvard Law (JD, 1989); Cambridge (MPhil, 1987); Harvard (AB, 1985)

MANN, Laura Katherine

White & Case LLP, New York

Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)

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MANNINO, Melissa B

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Featured in International Trade (USA – Nationwide)

Practice Areas: Melissa Mannino, co-leader of the International Trade and National Security Team and a Chambers ranked attorney, is an experienced export controls, foreign investment (CFIUS) and economic sanctions practitioner. Her broad based national security practice includes advising a range of companies, from start-ups to industry leading businesses, across a variety of sectors on compliance with the U.S. export control and economic sanctions laws and regulations and the CFIUS laws and regulations. She

also represents clients through each stage of proceedings before the U.S. Departments of Commerce, Treasury and State on export control, CFIUS and sanctions matters. Melissa previously served as the Chief of the Enforcement and Litigation Division, Office of Chief Counsel for Industry and Security, at the U.S. Department of Commerce. She leverages her government and private practice experience to provide strategic and practical legal advice to clients.

MANNON, Joseph M

Vedder Price PC, Chicago

Featured in Private Equity (USA – Nationwide)

Practice Areas: Mr. Mannon focuses his practice on legal and compliance matters for investment advisers, mutual funds, closed-end funds and unregistered vehicles such as hedge funds, hedge fund of funds and other investment entities. With regard to unregistered vehicles, he frequently counsels clients on fund formation and structuring matters for funds organized both in the United States and abroad. He also counsels clients on issues relating to commodity trading advisers and commodity pool operators. Mr. Mannon has substantial experience in regulatory and compliance matters affecting investment advisers, including registration and marketing, such as compliance with Global Investment Performance Standards (GIPS), as well as in drafting compliance policies and procedures. He counsels advisers on trading agreements, including brokerage and derivatives agreements. He also conducts mock Securities and Exchange Commission (SEC) examinations and represents clients before the SEC and other regulators in examinations and investigations. Mr. Mannon also spends significant time counseling registered and unregistered investment company boards. Prior to rejoining Vedder Price, Mr. Mannon was the Associate General Counsel for one of the world's largest hedge fund of funds advisers, where he was responsible for legal matters pertaining to various registered and unregistered products, including offering materials and international registration requirements, as well as overseeing the firm's day-to-day compliance program. Prior to that, Mr. Mannon was an associate in the Investment Services group of Vedder Price. In 2000, Mr. Mannon served as a judicial extern to the Honorable John W. Darrah, U.S. District Court for the Northern District of Illinois. From 2001 to 2004, Mr. Mannon served as a staff attorney for the Division of Enforcement of the Securities and Exchange Commission. At the Commission, he litigated federal district court actions and conducted numerous investigations, including complex financial fraud investigations. In addition, Mr. Mannon investigated mutual funds, investment advisers and broker-dealers for violations of the pricing, valuation and books and records requirements of the federal securities laws. Mr. Mannon was awarded the Securities and Ex-

change Commission Chairman's Award for Excellence in 2002.

Professional Memberships: Member, Chicago Bar Association Member, Association of the Securities and Exchange Commission Alumni

MANTER, Gregory A

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Featured in Outsourcing (USA – Nationwide), Outsourcing (California)

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Featured in Life Sciences (USA – Nationwide), Healthcare (District of Columbia)

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MARCUS, Phyllis

Hunton Andrews Kurth LLP, Washington, DC

Featured in Advertising (USA – Nationwide)

Practice Areas: Phyllis H. Marcus heads Hunton Andrews Kurth's advertising counseling practice. With 17 years of prior leadership experience at the FTC, Ms. Marcus brings a unique vantagepoint to her retail, consumer products and technology clients. Her practice focuses on all aspects of advertising, from pre-acquisition diligence, initial product development, claim creation and substantiation establishment, to dissemination in digital, streaming, social media, and online gaming channels. Ms. Marcus is the foremost expert on children's privacy in the United States, having led for many years the FTC's children's online privacy program, bringing COPPA penalty actions and spearheading the 2013 overhaul of the COPPA Rule. This experience provides her with a keen understanding of the Ad Tech and digital environments as they apply to children. Ms. Marcus was recognized as a Media and Advertisement Law Trailblazer by The National Law Journal, and as one of the Top 10 Advertising Transactional and Regulatory lawyers in the U.S. by Business Today. She is a sought-after speaker on advertising and children's privacy and has been interviewed countless times by national media outlets. Ms. Marcus is a regular contributor to Hunton's Retail Blog and Retail Year in Review and edits Hunton's quarterly "Hot Topics for Retail GCs" publication.

MARIANI, Michael E.

Cravath, Swaine & Moore LLP, New York

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Michael E. Mariani is a partner in Cravath's Corporate Department. He represents companies and major investment banks in a variety of public and private financing transactions, including initial public offerings, spin-offs, investment grade, high-yield and convertible debt offerings, and acquisition financing transactions. Mr.

Mariani also advises clients on public disclosure and corporate governance matters, as well as mergers and acquisitions.

Career: Columbia Law School (JD, 2009; Harlan Fiske Stone Scholar; Articles Editor, 'Business Law Review'); Columbia University (MBA, 2009); Tufts University (BA, summa cum laude, 2004; Phi Beta Kappa)

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MARIGO, Noiana

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: International Arbitration; Investor-State Arbitration; Energy; Mining; Telecommunications; Infrastructure; Financial services; Aviation and Airport Services; Sovereign Debt; Agriculture; and Food Production and Distribution.

Career: Noiana is a partner in Freshfields' international arbitration group, Global Co-Head of International Arbitration and Co-Head of the firm's Latin America practice. Her practice focuses on investor-state and commercial arbitrations across a variety of sectors such as energy, mining, telecommunications, infrastructure, financial services, aviation and airport services, sovereign debt, agriculture, and food production and distribution. Over the past 20 years, she has successfully led some of the most ground-breaking arbitration matters, collectively worth billions, and in the process, has quickly become the go-to partner for complex disputes in the Americas. She is recognized by Chambers (Global, USA, and Latin America) and Who's Who Legal as one of the top practitioners in the field of international arbitration, as one of the leading lawyers in the United States by Lawdragon and one of Latin America's "Top 35 Female Lawyers" by Latinex (2018-2023) for her achievements in international arbitration. She received the Law360 MVP Award for International Arbitration (2018), the National Women in Law Award for Thought-Leadership (2018), the Hispanic National Bar Foundation Latina Leadership Award (2019), the Minority Corporate Counsel Association (MCCA) Rainmaker Award (2021) and the Women In Business Law (WIBL) Commercial Arbitration Lawyer of the Year Award in 2023. Noiana is civil and common law trained. She received her law degree with honors from the Buenos Aires University, her master's degree with honors from the Université Paris I Panthéon, and her master's degree in International Legal Studies from New York University School of Law. She is admitted to practice in New York and in Argentina. She is fluent in English, Spanish, and French, and is conversant in German. For more information, visit <https://www.freshfields.us/contacts/find-a-lawyer/m/marigo-noiana/>

Professional Memberships: –

Founding member of the ERA Pledge for equal representation of women in arbitration – Member of the Global Steering Committee of the ERE Pledge (Equal Representation of Expert Witnesses in international arbitration) – Member of the Academic Council of Arbitration Channel. – Former Member of the International Council for Commercial Arbitration (ICCA) Drafting Committee on Protocols for Fair and Efficient Arbitration.

Publications: Noiana has authored and co-authored numerous publications on international arbitration, especially regarding arbitration in Latin America, and is a frequent speaker on this subject.

MARKS, Allan T

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Featured in Projects (USA – Nationwide)

Practice Areas: Allan Marks is a partner in the Los Angeles office of Milbank LLP and a member of the firm's Global Project, Energy and Infrastructure Finance Group, as well as the firm's Private Equity, Renewable Energy, Latin America, and Global Risk & National Security practices. Allan Marks is one of the world's leading project finance lawyers, with deep expertise for over 30 years across many sectors: power and renewable energy, transportation, airports, rail, port terminals, water, fuels, social infrastructure, and telecommunications and digital infrastructure. His practice encompasses private equity, mergers & acquisitions, acquisition finance, capital markets and private placements, international and cross-border business transactions, public-private partnerships, joint ventures, restructurings, construction, banking and regulatory matters. Mr. Marks advises sponsors, investors, lenders, underwriters, governments, and other sophisticated institutional clients on innovative financing structures, contractual risk allocation, and legal and commercial strategies to enhance the value and resilience of complex infrastructure projects worldwide.

Career: Allan is consistently ranked as one of the world's leading project finance lawyers by Chambers, IFLR1000, Who's Who Legal and Legal 500. He was named one of California's "Top 50 Development Lawyers" by the Daily Journal and serves on Law360's Project Finance Editorial Board. He has taught for over a decade as an Adjunct Lecturer at the University of California, Berkeley School of Law and the Haas School of Business. He was previously an adjunct lecturer for the post-graduate program in Derecho de Empresa at the Universidad Panamericana in Mexico City. He is a member of the Pacific Council on International Policy and was the founding co-chair of the State Bar of California Real Estate Section's Subsection on Public-Private Infrastructure. Allan created and hosts the podcast Law, Policy & Markets:

Milbank Conversations. He is a regular contributor to Forbes and frequently speaks and publishes. Mr. Marks is consistently ranked by many of the world's leading publications, including Chambers Global, Chambers USA and Chambers Latin America. He is also recognized as a "Leading Lawyer" for Project Finance in IFLR1000, an "Expert" by Who's Who Legal for Project Finance, and a "Leading Lawyer" in Energy: Renewable/Alternative in Legal 500. He was named one of California's "Top 50 Development Lawyers" by the Daily Journal and serves on Law360's Project Finance Editorial Board. Many of the transactions listed above were named "Deals of the Year" by leading industry publications. Mr. Marks has taught for over a decade as an Adjunct Lecturer at the University of California, Berkeley School of Law and the Haas School of Business. He was previously an adjunct lecturer for the post-graduate program in Derecho de Empresa at the Universidad Panamericana in Mexico City. He is a member of the Pacific Council on International Policy and for 11 years was the founding co-chair of the State Bar of California Real Estate Section's Subsection on Public-Private Infrastructure. Mr. Marks created and hosts the podcast Law, Policy & Markets: Milbank Conversations. He is a regular contributor to Forbes and frequently speaks and publishes on infrastructure, renewable energy, cross-border transactions, public-private partnerships, risk management, sustainability, and economic and regulatory policy.

MARQUARDT, Paul

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Featured in International Trade (USA – Nationwide)

Practice Areas: Paul is the head of Davis Polk's national security practice. He has over 25 years of experience in foreign investment reviews and in economic sanctions and financial crimes compliance and enforcement. He has been guiding companies through CFIUS since the 1990s. He also advises a wide range of clients, including sovereign and state-owned entities, around the world on the application of U.S. sanctions laws and in export control, anti-money laundering and anti-corruption matters. He deals regularly with CFIUS, OFAC, the U.S. Departments of Justice and State, the Bureau of Industry and Security, and other U.S. and international regulators. His practice includes advisory, transactional, compliance, internal investigation and enforcement matters. Paul is regularly rated among the nation's best foreign investment and national security lawyers.

MARRIOTT, Chad

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Featured in Projects (USA – Nationwide)

Practice Areas: Chad Marriott leads the firm's wind energy subgroup and

serves as counsel to sponsors, owners, and investors in the development, sale, acquisition, and financing of renewable generation projects throughout the United States. Representing project developers and sponsors across the renewable energy landscape, his practice focuses on equity transactions including both buy- and sell-side project M&A, joint ventures, cash equity investments and sell-downs, and tax equity. Chad has led teams advising on the acquisition of historic wind assets for repowering and served as lead counsel on transactions for both operational and development-stage wind, solar, hydro, and battery energy storage projects in the United States and Canada. His broad experience in finance, M&A, and state and federal utility regulation has proven valuable to clients at the various stages of project development, construction, operation, and repowering. In 2021, Chad was named to A Word About Wind's Top 100 Legal Power List 2020, a list of the 100 most influential lawyers working globally on the financing of wind energy projects. His background makes him an in-demand author and speaker on a wide range of topics in renewable energy nationwide and led to his appointment as an Adjunct Instructor of Renewable Energy Law and Regulation for the University of Oklahoma's Executive MBA program through the Michael F. Price College of Business in 2022-2023.

MARRIOTT, David R

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Featured in Litigation (USA – Nationwide), Antitrust (New York)

See under New York for profile.

MARRS, Nathaniel

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Featured in Private Equity (USA – Nationwide)

Career: Nathaniel Marrs is a partner in Willkie's Chicago office, where he is a member of the Asset Management Department and Private Funds practice. Nathaniel has over 25 years of fund formation experience and is a recognized leader in the market. His practice is focused on the structuring and formation of private funds and their management companies, particularly in the real estate, infrastructure and energy sectors. Nathaniel has formed many hundreds of private funds, including closed-end funds, open-end funds, hybrid funds, co-investment funds, funds of one, and semi-discretionary funds, representing sponsors of all types based in the United States and throughout the world, including Canada, the UK, Ireland, Japan, Singapore, China and India. The sponsors he has represented run the gamut of type and size and include some of the largest publicly-traded investment managers, public REITs, and other institutional sponsors, as well as a variety of principal-led firms. He has

helped establish a number of emerging managers following spin-offs from their original firms and has represented larger sponsors in connection with the acquisition of new management teams, assisting in each case with the establishment of new management companies, general partners and related vehicles. He has also represented a number of private fund sponsors and investors in connection with a variety of minority and majority GP stakes transactions. Nathaniel received a JD from the University of Michigan in 1996, a BA, summa cum laude, from the University of Michigan in 1993 and an MBA from the University of Chicago Booth School of Business in 2004.

Professional Memberships: Advisory Board Member of The University of Chicago Booth School of Business Real Estate Alumni Group. Member of PREA.

MARSHALL, Steve

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Steve Marshall is a trial and appellate litigator who focuses on medical, scientific, and technology issues. Steve has experience in federal and state courts and has directed all stages of litigation, including as lead trial counsel, coordinating counsel, and settlement counsel. He has tried cases involving product liability, insurance coverage, intentional tort, premises liability, and catastrophic accidents. His participation on science and expert development teams in mass tort pharmaceutical and vaccine litigation has given him considerable knowledge in the areas of cardiology, neurology, immunology, and epidemiology.

MARTEN, John S.

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Mr. Marten has extensive experience representing clients in the investment management industry, including representation of fund independent directors, counseling clients with respect to mutual fund, closed-end fund and exchange-traded fund regulation, compliance, product design and registration, and experience with investment adviser matters, derivative instruments and other investment management regulatory issues. Mr. Marten primarily focuses his practice on counseling boards of directors of investment companies and, in particular, independent directors, on their special responsibilities. Mr. Marten has represented clients on a broad range of matters, including the following: Advising fund independent directors on fiduciary duties and conflicts of interest and other governance matters and counseling fund clients on all aspects of board administration and meeting preparation Advising investment companies and investment advisers on all aspects of ongoing compliance matters, including

drafting and reviewing compliance policies and procedures and assisting clients in annual compliance reviews. Handling all aspects of the formation of funds, including corporate formation, SEC registration and initial securities issuance. Representing mutual fund clients in structuring complex alternative fund products, including negotiating derivative contracts. Leading a series of fund reorganizations to streamline legal entities within a client's mutual fund complex. Assisting a client in obtaining exemptive relief from the SEC to operate under an affiliated manager-of-managers structure. Counseling clients in connection with preparing for, and responding to, SEC examination requests. Mr. Martin is Co-Editor of the Investment Services Regulatory Update, a monthly publication that keeps clients updated on relevant regulatory developments. He is also co-author of two chapters on investment company contracts published in Mutual Fund Regulation.

Professional Memberships: Member, American Bar Association

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Featured in Litigation (USA - Nationwide), ERISA Litigation (USA - Nationwide), Intellectual Property (Illinois), Litigation (Illinois)

See under Illinois for profile.

MARTIN, David

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Featured in Securities (USA - Nationwide)

Practice Areas: David Martin advises companies, boards and senior management on corporate governance, securities regulation and transactions, business combinations, SEC enforcement, internal investigations and corporate compliance issues.

Career: Mr. Martin served for seven years at the SEC, including as Director of the Division of Corporation Finance and special Counsel to the Chairman.

Personal: Mr. Martin is the immediate past chair of the ABA's Corporate Laws Committee and a Fellow of the American College of Governance Counsel. He served as an officer in the US Navy and received his JD from the University of Virginia Law School and his BA from Yale University.

MARTIN, Dee

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Featured in Government (USA - Nationwide)

Practice Areas: Represents clients before the US Congress and federal agencies, developing and implementing policy and media strategies. Known for bipartisan, strategic counsel designed to address complex policy issues and achieve client objectives. More than 20 years of experience providing strategic advice to corporations, non-profit

organizations and trade associations. Work covers a broad range of issues, including energy and the environment; national security; manufacturing; and supply chain logistics, including allegations of forced labor. Leads efforts on a robust pro bono portfolio including women's rights and LGBTQ issues. Has successfully led clients through legislative, appropriations and oversight campaigns. Also represents clients involved in agency inquiries and Congressional investigations, including hearings and testimony. Recognized in numerous legal, government relations, public relations, and women's rights communities for outstanding leadership and client service. Creator and Host of Madam Policy podcast, which has been recognized as a top 10 podcast for "elevating women's voices in politics." Co-Founder of Minute Mentoring, a highly successful women's leadership organization.

Career: Co-Chair, Policy Resolution Group

Professional Memberships:

American Bar Association; Virginia Bar Association; Feminist Majority Foundation, President, Board of Directors; Calvary Women's Services, Board of Directors (fmr)

Personal: University of Virginia School of Law, J.D., 2001; University of Central Arkansas, B.S., 1994

MARTINEZ, Roman

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Roman Martinez, former Deputy Office Managing Partner of the Washington, D.C. office, represents clients in their highest-stakes appeals in the Supreme Court of the United States, as well as in federal and state appellate courts around the country. Mr. Martinez handles civil and criminal matters involving a wide range of constitutional, statutory, and administrative law issues. Mr. Martinez has argued 13 cases in the Supreme Court, including important cases in the fields of the First Amendment, administrative arbitration, copyright, patent law, criminal law, civil rights, employment, and civil and criminal procedure. In addition, he has argued dozens of appeals in the D.C. Second, Third, Fourth, Sixth, Eighth, Ninth, and Federal Circuits, as well as in New York, California, New Jersey, Ohio, and Tennessee appellate courts, among others. Mr. Martinez also regularly participates in district court litigation raising complex questions of federal law. Mr. Martinez is currently representing petitioners in *Relentless Inc. v. U.S. Dep't of Commerce*, addressing whether to overrule the *Chevron* deference doctrine. Last year, Mr. Martinez prevailed in *Perez v. Sturgis Public Schools*, in which the Court expanded legal protections for children with disabilities. His other recent victories in the Supreme Court include *ZF Automotive v. Luxshare*, in which the Supreme Court

clarified that US courts lack authority to grant discovery for use in private commercial arbitrations conducted abroad, and *Vega v. Tekoh*, in which the Court clarified the scope of civil liability for violations of *Miranda v. Arizona*. In the 2020 Term, Mr. Martinez was part of teams that successfully represented Facebook and the Government of Guam in unanimous Supreme Court victories under the Telephone Consumer Protection Act (TCPA) and Comprehensive Environmental, Response Compensation and Liability Act (CERCLA) statutes. Since November 2018, Mr. Martinez has persuaded the Supreme Court to grant certiorari in 10 cases. Mr. Martinez has prevailed in each of the last 20 cases he has argued in the federal courts of appeals. Over the past six years, his victories have included: •Ten victories in securities class actions or derivative lawsuits, in the Second, Sixth, and Ninth Circuits, including a 6-5 en banc victory upholding a forum-selection clause limiting derivative claims to Delaware court •Victory overturning a US\$37 million adverse jury verdict based on asbestos-related product liability claims, in the New Jersey Appellate Division •Victories overturning a US\$31 million adverse jury verdict based on fraud and contract claims, in Tennessee Supreme Court and Court of Appeals •Victory overturning a US\$23 million adverse jury verdict based on a defamation claim arising from a shareholder proxy fight, in the Fourth Circuit •Victory in an antitrust class action alleging extrajurisdictional violations of the Sherman Act, in the Second Circuit •En banc victory unanimously overturning (11-0) circuit precedent restricting veterans' rights to challenge unlawful action by the Department of Veterans Affairs, in the Federal Circuit In 2016, Mr. Martinez rejoined Latham after serving as an Assistant to the Solicitor General at the US Department of Justice. Earlier in his career, he served as a law clerk to Chief Justice John G. Roberts of the Supreme Court of the United States and to then-Judge Brett M. Kavanaugh of the D.C. Circuit. From 2002 to 2005, Mr. Martinez served as an advisor on the Iraqi political and constitutional process, in various roles at the White House, at the US Embassy and Coalition Provisional Authority in Iraq, and at the US Department of Defense. He received the Secretary of Defense Medal for the Global War on Terrorism and the US Department of Defense Distinguished Public Service Award for his service in Iraq. Mr. Martinez serves on the US Chamber of Commerce's Administrative Law & Government Litigation Advisory Committee, on the Advisory Council of the Federal Circuit, and the Federalist Society's Administrative Law & Regulation Practice Group. He previously served as a member of the D.C. Circuit's Advisory Committee on Procedures and the US District Court for the District of Columbia's Committee on Grievances. Mr. Martinez's commentary has appeared in *The Wall Street Journal*, *The Washington Post*, and other publications, and he

has appeared on PBS NewsHour and other television programs to discuss the Supreme Court.

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Featured in FCPA (USA - Nationwide), Litigation (New York)

See under New York for profile.

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/marco-v-masotti>

MASSEY, William

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: WILLIAM MASSEY is focused on securities offerings, equity derivatives and corporate law matters. He has been actively involved in the structured note market for many years, including the development of new structures with linkages to an array of underlying measures, such as equities, commodities, currencies and hedge funds. He has represented dealers in a variety of equity derivatives, including those employed by issuers in share repurchase programs. Mr. Massey regularly advises dealers on trading issues relating to various equity structures, such as convertible bonds and concentrated equity positions.

MASSEY, William L

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Handles matters before FERC, DOE, Congress, and state commissions. Advises investment firms, utilities, pipelines, transmission companies, and DR aggregators and marketers on M&A; electric/gas market structure, tariffs and rates; transmission/infrastructure investment; pipeline certification and LNG exports, and FERC enforcement investigations/audits. Provides expert testimony in litigation.

Career: Chair of Covington's energy practice (2004-2017). FERC Commissioner (1993-2003). Adjunct Professor, Georgetown University Law Center (2008-present); US Senator Dale Bump-

ers (D-AR), Chief Counsel (1980-89); Judge Richard S. Arnold, US Court of Appeals for the 8th Circuit, Law Clerk (1978-80).

Personal: LL.M., Georgetown University Law Center; J.D., University of Arkansas

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Featured in Insurance (USA - Nationwide), Insurance (District of Columbia)

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Featured in Litigation (USA - Nationwide), Litigation (New York)

See under New York for profile.

MATHENY, Richard

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Featured in International Trade (USA - Nationwide)

Practice Areas: Rich Matheny, a partner in Goodwin's Washington D.C. office, heads the firm's Global Trade practice. Rich advises clients on a broad range of US regulatory issues concerning international trade and investment, including the exportation of controlled goods and services from the United States; the provision of defense articles and services; transactions involving sanctioned countries, persons, and entities; and cross-border investments and transactions that may impact the national security or foreign policy of the United States. He is particularly adept at helping technology companies and private equity firms to successfully navigate these critical regulatory regimes, including national security reviews conducted by the Committee on Foreign Investment in the United States (CFIUS); the Export Administration Regulations (EAR) and the Antiboycott Regulations of the Commerce Department; the International Traffic in Arms Regulations (ITAR) of the State Department; the economic sanctions administered by the Office of Foreign Assets Control (OFAC) of the Treasury Department; and the Foreign Corrupt Practices Act (FCPA).

Personal: J.D., University of Pennsylvania Law School, 1999; M.A., University of California, 1996; B.A., Duke University, 1991

MATHER, Alva

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Partner Alva Mather is the head of the Firm's Alcohol Regulatory & Distribution Group and focuses her practice on alcohol beverage and cannabis regulatory and commercial matters. She represents companies in the alcohol beverage industry, including

brewers, distillers, wineries, importers and retailers. Additionally, she works with clients in the growing cannabis space and has in-depth knowledge of the evolving legal and regulatory issues facing this industry. A nationally recognized lawyer, Alva combines her extensive knowledge of the commercial and legal landscape as well as deep understanding of the beverage industry to help clients mitigate risk, respond to challenges, and capture and pursue new business opportunities. Her work spans a number of traditional areas of legal practice that affect alcohol beverage and cannabis companies, including litigation, governmental investigation, commercial agreements, alcohol beverage compliance, intellectual property, trade and tax. View more at: <https://www.mwe.com/people/mather-alva-c/>

Professional Memberships: Admissions: New Jersey and Pennsylvania; Distilled Spirits Council of the United States, member; American Bar Association Cannabis and Alcoholic Beverages Subcommittee, chair; Drexel University Center for Food and Hospitality Management, advisory board; Craft Beverage Lawyers Guild, founding member, treasurer; Tria Restaurant Group, board of managers; Tapp Technologies, advisory board.

MATHEWS, Kristen J.

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Privacy + Data Security; State + Local Government Enforcement

Career: Kristen Mathews is a partner in our Global Privacy + Data Security Group. For more than 20 years, Kristen's practice has focused on advising clients on the full spectrum of complex privacy and cybersecurity issues, including regulatory and compliance matters. An early leader in the privacy sphere, Kristen has developed comprehensive knowledge and long-term perspective, cultivated a client base across a broad range of industries, and established herself as one of the top lawyers in her field. Clients across the technology, financial, retail, consumer goods, health, insurance, media, education, auto, utilities, sports, and hospitality sectors seek Kristen's counsel for their most complex privacy and cybersecurity matters. Kristen's cybersecurity experience includes guiding clients on compliance with data privacy laws, such as the General Data Protection Regulation (GDPR) and California Consumer Privacy Act (CCPA); protecting data in critical transactional matters, such as commercial services agreements; and preventing, preparing for, and responding to cybersecurity breaches. She helps businesses build and mature their cybersecurity programs, and provides counsel on direct marketing via text, voice, and e-mail and online, telematics, employee, and workplace privacy.

Personal: J.D., Boston College Law School; B.A., Washington University in St. Louis

MATTHEWS, Philip R

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Featured in Insurance (USA - Nationwide), Insurance (California)

See under California for profile.

MATTSON, Eric S

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Featured in ERISA Litigation (USA - Nationwide)

Practice Areas: ERIC MATTSON is the co-leader of Sidley's ERISA and consumer class actions practice area. Over his 30 years of practice, he has defended clients in a wide range of industries against class actions, many of which challenged the management of 401(k) or pension plans. He has successfully tried cases, argued motions, and argued appeals in venues across the country. In 2023, he first-chaired the defense of a certified ERISA class action and secured a full defense verdict.

MATUSIC, Marla

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Marla Matusic is a partner in the Corporate & Securities practice. Marla advises clients on the structuring and trading of complex derivatives and structured financial products. Her practice focuses on bespoke structures designed for institutional and sophisticated investors, proprietary indices and structured product automation. She also counsels on issues arising under the federal securities laws, advises clients in the negotiation of ISDA and equity derivative transactions, and assists with the setup and ongoing operation of structured note, warrant, certificate of deposit and commercial paper programs and the ongoing maintenance of and issuances under covered bond programs.

MATZ, Joshua

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Appellate Litigation; Commercial Litigation; Congressional Investigations; Education; Employment, Discrimination and Sexual Misconduct; Investigations and Crisis Management; Public Interest Litigation

Career: Joshua Matz is a partner at Kaplan Hecker & Fink LLP. Joshua's practice includes complex commercial disputes, constitutional and civil rights law, and Supreme Court and appellate litigation. He litigates a wide array of commercial cases, ranging from contract, fraud and misappropriation disputes to consumer protection and sex discrimination matters. He advises

individuals, non-profits and companies on their response to congressional and state attorney general inquiries, participates in sensitive internal investigations and supports clients seeking to navigate complex legal questions. Along with several of his colleagues at KHF, Joshua has represented Brown University and Columbia University in Title IX litigation. Joshua is also an experienced defamation litigator. He was part of the legal team that successfully represented writer E. Jean Carroll in her sexual battery and defamation suits against Donald Trump, securing two substantial jury verdicts of \$5 million and \$83.3 million, respectively — both after under three hours of deliberations. Joshua previously represented Liz Mair in successfully defending against two defamation suits filed by Rep. Devin Nunes concerning her political criticism. And in September 2020, he successfully represented Stanford Medical School faculty who were threatened with a defamation suit for scientific criticism of policies advocated by former White House Coronavirus Advisor Dr. Scott Atlas. In addition, Joshua maintains a substantial civil rights and constitutional practice. He has developed particular expertise in election law and redistricting, LGBTQ rights, religious liberty and freedom of speech, though his representations have also addressed privacy rights, due process, racial justice, firearm regulation, the right to counsel and the separation of powers. In his constitutional matters, Joshua has represented individual clients, civil rights organizations, non-profits, companies, current and former government officials, cities, states and congressional committees. While many of these representations have involved litigation, Joshua also provides practical counsel to clients seeking to understand and strategize their options. Alongside his litigation experience, Joshua has written for diverse audiences about legal issues. His articles have appeared in The Washington Post, The Wall Street Journal, The Harvard Law Review Forum, The University of Chicago Law Review, The Fordham Law Review, The Daily Journal, The Guardian, The Atlantic and Wired, and he has been invited to speak at Harvard Law School, the 92nd Street Y, the ABA LGBTQ+ Forum, the National Constitution Center and Politics & Prose. In March 2012, Joshua and Larry Tribe of Harvard Law School published "The Constitutional Inevitability of Same-Sex Marriage," 71 Md. L. Rev. 471 (2012). In June 2014, they published an award-winning book, *Uncertain Justice: The Roberts Court and the Constitution* (Henry Holt). And in May 2018, they published their second book together, *To End a Presidency: The Power of Impeachment* (Basic Books). The Economist proclaimed this book "the definitive treatment of a vital subject." From October 2019 through February 2020, Joshua took leave from the firm to serve as counsel to the House Judiciary Committee for the first impeachment and trial of President Trump. Following

the events of January 6, 2021, Joshua again took leave to serve as Impeachment Counsel to the House Judiciary Committee for the second Senate trial of President Trump. In January 2021, Joshua was commissioned by Governor Andy Beshear as a Kentucky Colonel for successfully defending the Governor's COVID-19 public health measures at the Supreme Court. Beyond his work at the firm, Joshua also serves as an Adjunct Professor at Georgetown Law School, where he co-teaches "Constitutional Litigation and the Executive Branch." Additionally, Joshua serves on the Board of Directors for Citizens for Responsibility and Ethics in Washington and the American Constitution Society. Joshua has received widespread acclaim for his work. He was recognized by The American Lawyer as a "Young Lawyer of the Year," Law360 named him an "Appellate Rising Star," and Business Insider described him as a "Rising Star of the Courtroom." He was also named to Washingtonian Magazine's List of Most Influential People in Washington. In 2014, Forbes named Joshua to its "30 Under 30: Law & Policy" list, and in 2016 he was named an "Alumni All-Star" of past honorees. Joshua received his B.A., magna cum laude, from the University of Pennsylvania; his MST, with distinction, from Oxford University; and his J.D., magna cum laude, from Harvard Law School. While in law school, Joshua interned at the Public Citizen Litigation Group and the Federal Defenders of New York. He also served as Articles & Book Reviews Chair of the Harvard Law Review. Following law school, Joshua clerked for the Honorable J. Paul Oetken of the Southern District of New York, the Honorable Stephen Reinhardt of the Ninth Circuit Court of Appeals and Justice Anthony M. Kennedy of the United States Supreme Court.

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Belinda May is a partner in Dentons' Washington, DC, and St. Louis offices. As a member of the Litigation and Dispute Resolution group, she practices a unique blend of consumer product safety, products liability and accessibility law. Belinda's consumer product expertise is informed by her own experience, having been diagnosed with a life-threatening disability in 2019. This sparked what has become a professional approach to assisting clients through an even more informed lens on issues such as complex regulatory challenges, reporting, design/engineering/human factors science, corrective action, recalls, consumer product safety compliance plans, social media and product advertising claims. In short, she helps our clients improve brand loyalty and improve regulatory and litigation outcomes. Belinda has taken her lifetime career in consumer product safety—one that includes helping global

businesses fulfill their own mandates for continuously improving the customer experience—to an ever-evolving need for collective industry, customer and regulatory solutions.

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Theodore V.H. Mayer is senior counsel and former chair of Hughes Hubbard & Reed. He previously served as chair of the firm's Litigation department. His practice focuses on product liability and on complex litigation generally. Ted's product liability work has included leading successful defense efforts in many of the largest and most complex tort litigations in the U.S. over the past three decades, as well as in many individual cases. He has coordinated the national defense of several major pharmaceutical litigations and has led teams defending manufacturers of vaccines, blood products, automobiles, asbestos-containing products, toys and many other products. Chambers USA has consistently recognized Ted as one of the leading product liability defense lawyers in the United States, with sources telling Chambers "when you have a difficult strategic question, he's the person to ask....he [has] turned around really tough cases and gets outstanding results." Outside the products area, Ted's experience includes trials, appeals and coordination of commercial, professional liability and insurance litigation. Ted has chaired the Product Liability Committee of the Association of the Bar of the City of New York and has served on the association's Judiciary Committee and Committee on Professional Responsibility. He has lectured and published on topics relating to product liability, class actions and professional ethics. He is the author with Robb Patryk of the treatise "Product Liability," published by Law Journal Press.

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

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Featured in Appellate Law (USA – Nationwide), Intellectual Property (USA – Nationwide), Intellectual Property (District of Columbia)

Practice Areas: Appellate + Supreme Court; Antitrust Law; Litigation; Class Actions + Mass Torts; Patent Litigation; Financial Services; Global Risk + Crisis Management; Securities Litigation
Career: Deanne Maynard, co-chair of Morrison & Foerster's Appellate and

Supreme Court practice, is widely recognized as one of the nation's leading appellate advocates. She has argued 14 cases before the United States Supreme Court and more than 65 cases in appellate courts across the country. Deanne argues complex, high stakes cases in courts of appeals nationwide. Clients turn to Deanne for crisp, clear briefs and exceptional oral advocacy. Her appellate wins run a gamut of issues from arbitration to antitrust, class actions to contracts, copyright to Commerce Clause, infringement to invalidity, and securities law to statutory interpretation. Deanne has particular experience in the Federal and Ninth Circuits, where she has collectively argued dozens of appeals. In patent appeals in the Federal Circuit, she has successfully represented both patentees and defendants on a wide range of technologies. Deanne also serves as Chair of the Federal Circuit's Advisory Council, which is a conduit between the Court and the public.

Personal: J.D., Harvard Law School; B.A., University of Virginia

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)

See under California for profile.

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Michael A. Mazzuchi's practice focuses on corporate and securities matters, particularly domestic and international structured finance and derivatives matters. He has extensive experience in mortgage and asset securitizations, collateralized bond obligation transactions, synthetic debt securities and repackagings, credit derivative transactions and interest rate, currency and equity derivatives. He also advises on Dodd-Frank related provisions such as the Volcker Rule, swap and security-based swap regulation, ABS risk retention and related rules.

Career: Joined firm, 1992; became partner, 2001. J.D., magna cum laude, member of Law Review's editorial board, University of Michigan Law School (1992); B.A., Political Science, Phi Beta Kappa, University of Michigan (1989).

Professional Memberships: Member of the Bars in the District of Columbia and Virginia.

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Commodities, Futures & Derivatives Criminal Defense & Investigations Digital Assets Financial Services Investigations & Litigation

Latin America Litigation Securities & Commodities Investigations

Career: Kathleen S. McArthur, co-head of S&C's Securities & Commodities Investigations and Enforcement practice and the Firm's Commodities, Futures and Derivatives practice, has advised some of the world's biggest companies on major matters involving complex financial products and physical commodities, including enforcement inquiries, internal investigations and commercial litigation. Katy has a keen understanding of trading and markets that enables her to advocate effectively for clients facing even the most complex allegations of fraud or market manipulation, including proceedings brought by the CFTC, SEC, FERC and DOJ. Ms. McArthur has been recognized by leading publications, including Chambers USA and as a "Rising Star" by New York Super Lawyers, Who's Who Legal: Investigations and by The Legal 500 United States, and is a Fellow of the Leadership Council on Legal Diversity. She also was a member of the Sullivan & Cromwell team that was awarded The Legal Aid Society's 2018 Pro Bono Publico Award. She is a native speaker of Spanish and also is fluent in Portuguese.

Professional Memberships: American Bar Association New York City Bar Association

Personal: University of Texas, BBA (2002); Harvard Law School, JD (2007)

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Featured in International Trade (USA – Nationwide)

Practice Areas: Thad McBride advises public and private companies on the legal considerations essential to successful business operations in a global marketplace. He focuses his practice on counseling clients on matters involving economic sanctions and embargoes (OFAC), the Foreign Corrupt Practices Act (FCPA) and World Bank sanctionable practices, export and import controls (EAR, ITAR, and CBP), anti-boycott controls, and the Committee on Foreign Investment in the United States (CFIUS). Thad supports international companies across a range of industries, including aviation, automotive, defense, energy, financial services, manufacturing, medical devices, oilfield services, professional services, research and development, retail, and technology. Beyond advising on day-to-day compliance matters, Thad regularly assists clients in investigations and enforcement actions brought by government agencies, including the U.S. Department of Justice (DOJ), the U.S. Treasury Department Office of Foreign Assets Control (OFAC), the U.S. State Department Directorate of Defense Trade Controls (DDTC), Customs and Border Protection (CBP), the U.S. Commerce Department Bureau of Industry & Security (BIS), and the Securities & Exchange Commission.

Thad's practice includes: -International trade -Compliance and government investigations

Career: Joined Bass, Berry & Sims in 2015.

Personal: JD, Boston College Law School (2000) -cum laude BA, Princeton University (1995)

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Featured in Registered Funds (USA - Nationwide), Investment Funds (Massachusetts)

See under Massachusetts for profile.

MCCALL, Kara

Sidley Austin LLP, Chicago
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Featured in Products Liability (USA - Nationwide), Litigation (Illinois)

See under Illinois for profile.

MCCANDLESS, Jennifer Haworth

Baker Botts L.L.P., Washington, DC
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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Jennifer Haworth McCandless is an international disputes partner and serves as legal counsel in complex, high-stakes international arbitration cases, focusing, in particular, on investor-state arbitration. She has successfully advised and represented both private sector investors (the claimants) and sovereigns (the respondents) in international arbitral proceedings concerning more than US \$59 billion in claims before ICSID and its Additional Facility, the ICC, and other arbitral institutions around the world. She has also handled international commercial arbitrations, often involving state or state-owned entities. Her cases span the full range of economic sectors, including electricity, mining, oil and gas, infrastructure, real estate development, and financial services, and cover the globe, with a particular emphasis on the Americas. She has also advised and represented private parties and governments in WTO disputes. In addition, she counsels clients on the implications of investment rules for their global operations.

Career: Jennifer has worked for nearly 25 years in international arbitration, with a focus on investor-state arbitration. After interning at the US Trade Representative's Office in Washington, D.C. and in Geneva, Switzerland and clerking at the US Court of International Trade in New York, Jennifer joined the international trade and dispute settlement practice group at a US-based law firm in Washington, D.C. She moved with that group to Sidley Austin in 2001 focusing on international arbitration and WTO dispute settlement. While at Sidley, Jennifer served as a member of the Investment Subcommittee of the U.S. State Department's Advisory Committee on International Economic Policy Regarding the U.S. Model Bilateral Investment Treaty in 2009. She moved

with a Spanish-speaking team from Sidley to Baker Botts in 2023.

Professional Memberships: District of Columbia Bar; State Bar of California; American Society of International Law; American Bar Association; International Law Section; Arbitral Women; London Court of International Arbitration; International Council for Commercial Arbitration; International Bar Association
Personal: J.D., University of California, Hastings College of the Law 1997 M.A.L.D., Fletcher School of Law & Diplomacy, Tufts University 1997 Master of Education, Harvard University 1992 B.A., Whitman College 1988

MCCARROLL, Monica

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Featured in eDiscovery (USA - Nationwide)

Practice Areas: E-Discovery & Information Governance

Career: Monica McCarroll, Partner at Redgrave LLP, leverages her extensive background as a trial attorney to help clients navigate challenging information law issues in complex litigation. She focuses her practice on providing advice and counsel on eDiscovery and information governance issues to clients in a wide array of industries, including automotive, transportation, financial services, defense contracting, and pharmaceutical. Monica works with clients to identify and lead legal and discovery strategies in high-stakes and bet-the-company litigation and develop and implement practical solutions to mitigate risk. She has represented and advised clients engaged in state and federal litigation and regulatory investigations regarding all aspects of discovery, from preservation through production. She has litigated matters in some of the most complex areas of law, including high-stakes antitrust and False Claims Act cases, and is skilled at handling all stages of pre-trial litigation and discovery, including preparing, briefing, and arguing motions, preparing experts for deposition, and taking and defending depositions. Monica works with clients to manage eDiscovery and data preservation needs and leverages her understanding of how technology influences discovery strategy to implement cost-effective solutions. Monica's experience also includes successfully representing clients in multi-district litigation ("MDL") and navigating the unique challenges presented by these matters, including coordinating discovery across parties and implementing consistent strategies for productions, depositions, and review. Monica has counseled clients on developing and implementing eDiscovery best practices designed to manage current litigation, position the client for potential future litigation, and allow for the consistent and cost-effective management of information law practices across global business footprints. She also routinely provides information governance counsel to several Fortune 500 clients, including analyzing and updating

policies regarding the generation, use, retention, and disposition of data.

Professional Memberships: Member, Science and Technology Section of the American Bar Association Member, International Association of Privacy Professionals Member, Women in eDiscovery

Publications: Publications "Act Now or Pay Later: The Case for Defensible Disposition of Data" Thomson Reuters Practical Law, December 2022 (co-authors: Diana Fasching, Charles Ragan, Benjamin Redgrave, Tara Emory, Michael Kearney) "Modern Attachments: Pointers Are Not the Problem When It Comes to Preservation" Legaltech News, September 2022 (co-authors: Staci Kaliner, Ben Barnes) "Learning from Trump and Bannon Discovery Strategies" Law 360, September 2022 (Mathea Bulander) "Let's Start by Calling Them What They Are for Discovery: 'Pointers' Not 'Modern Attachments'" Legaltech News, August 2022 (co-authors: Staci Kaliner Ben Barnes, "2020 Amendment to Federal Rule of Civil Procedure 30(b)(6) Echoes the Aspirations of the 2015 Amendments" (Redgrave LLP, January 2021) (co-author: Mathea Bulander) "Act Now or Pay Later: The Case for Defensible Disposition of Data" Thomson Reuters Practical Law, April 2015 (co-authors: Diana Fasching, Benjamin Joffe) Speaking Engagements Co-Presenter, "2022 Lookback on Top eDiscovery Decisions and Trends," Washington, D.C. and Richmond Chapters of Women in eDiscovery (January 2023) Presenter, "The Top Ten eDiscovery Cases of 2021," Women in eDiscovery - D.C. Chapter 2021 Case Law Retrospective (January 2022)

MCCARTHY, Catherine

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Provides advice and counsel on energy regulatory and policy matters, focusing on representing asset owners, including owners and developers of renewable and conventional generation and electric transmission. Lead Counsel on: regulatory approvals for renewable energy projects for developers and investors, including passive investors; generation developer and transmission owner interconnection process support; Federal Energy Regulatory Commission (FERC) and state authorizations for mergers and acquisitions, equity investments and related transaction diligence; FERC compliance and enforcement matters; Independent System Operator centralized markets and transmission issues; and FERC transmission services and power sales rate, tariff and refund matters. In addition to FERC and state public utility commission regulatory advice, including the Public Utility Commission of Texas, experience includes representing energy clients on Department of Energy, Federal Communications Commission

and Nuclear Regulatory Commission matters.

Career: Chair, Energy Regulatory Department

Professional Memberships: American Bar Association, Past Section Chair, Infrastructure and Regulated Industries Section and Chair, Renewable Energy Committee, Infrastructure and Regulated Industries Section

Personal: JD, Georgetown University, 1993; BA, Yale University, 1989

MCCARTHY, Colman

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Privacy and Data Security; Biometric Privacy; Business Litigation; Intellectual Property; Intellectual Property Litigation; Product Liability

Career: Colman advises clients across the country on their obligations under both domestic and international privacy and data security laws, including all 50 state data breach notification laws, the California Consumer Privacy Act (CCPA), Gramm-Leach-Bliley Act, HIPAA/HITECH, Telephone Consumer Protection Act, CAN-SPAM, Fair Credit Reporting Act and the GDPR. He provides practical advice that goes beyond simple compliance with the letter of the law, to understand the unique circumstances and considerations for each client, having worked with government, private industry and nonprofit entities nationwide. Colman is a Certified Information Privacy Professional/United States and has been recognized by Chambers USA and Chambers Global in Privacy & Data Security for multiple years.

Professional Memberships: The Sedona Conference, Working Group 11: Data Security and Privacy Liability International Association of Privacy Professionals (IAPP)

Publications: For a comprehensive list of publications and presentations, visit <https://www.shb.com/professionals/m/mccarthy-colman>

Personal: Colman formerly served as executive director for the Johnson County First Amendment Foundation.

MCCLAFFERTY, Eric R

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Featured in International Trade (USA - Nationwide)

Practice Areas: Eric McClafferty focuses his practice on counseling, compliance programs, internal investigations, and enforcement matters related to economic sanctions and denied parties; export controls; the Foreign Corrupt Practices Act (FCPA); customs, reviews, and investigations before the Committee on Foreign Investment in the United States (CFIUS); and antidumping and countervailing duties. His substantive knowledge of the law and

insights into how regulators approach and address issues implicated by his clients' activities allow him to develop effective approaches aligned with their objectives. Eric's clients include producers of industrial, aerospace, high-technology and agricultural products such as chemicals, chemical processing equipment, pharmaceuticals, software, electronics, unmanned vehicles and military items, satellite technology and components, semiconductors, nuclear power plant components and specialty metals, powders and alloys. He works with all export control agencies of the U.S. government, including the Department of Commerce's Bureau of Industry and Security (BIS); Department of State's Directorate of Defense Trade Controls (DDTC); and counterparts at the Department of Defense (DOD), the Nuclear Regulatory Commission (NRC) and the Department of Energy (DOE). Eric has managed hundreds of export control internal and external investigations, bringing a large number of voluntary self-disclosures and other export enforcement matters to successful conclusions.

MCCLURE, Daniel M

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Featured in Litigation (USA - Nationwide)

Practice Areas: Dispute resolution and litigation; Energy; Oil and gas; Antitrust; Class actions; Life sciences; Commercial

Career: Dan McClure has extensive first-chair jury trial experience in civil litigation. His practice currently focuses on complex commercial litigation and arbitration, including class actions, energy, oil and gas, antitrust, business torts, qui tam False Claims Act actions, contract disputes, and government investigations. He has represented clients in all segments of the energy industry — upstream, midstream, and downstream. He has defended numerous class actions in many industries. He has been lead lawyer for numerous oil and gas companies defending royalty class actions. He has twice been named to the national BTI Client Service All-Star Team for delivering "the absolute best client service" based on a survey of corporate clients. In 2016, he received the Institute for Energy Law's Lifetime Achievement in Energy Litigation Award.

Professional Memberships:

Institute for Energy Law; Texas Board of Legal Specialization—certified in Civil Trial Law.

Personal: JD, cum laude, Harvard Law School (1978); BA, highest honors, University of Oklahoma (1974).

MCCOLM, Elizabeth

Paul, Weiss, Rifkind, Wharton & Garrison LLP, New York
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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

MCCONKEY, Matthew J

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Featured in International Trade (USA - Nationwide)

Practice Areas: Matthew, a partner in our Washington DC office, advises clients on a wide range of international trade matters, with particular emphasis on trade remedies such as antidumping and countervailing duty cases, as well as Section 201 (global safeguards), Section 232 (national security), and Section 301 (unfair trade investigation) actions. In antidumping and countervailing duty matters, Matthew both defends foreign producers and US importers against US unfair trade allegations and assists US industries facing unfair import competition or surges. He has extensive experience in Asia, having lived and worked there for six years as an international trade lawyer, gaining firsthand, in-depth knowledge around Vietnamese, Indonesian and Chinese companies and their business practices. Matthew leverages this invaluable experience for clients, whether defending manufacturers in those countries or assisting US manufacturers facing injurious imports from them.

MCCOOL, Steven

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Featured in Litigation (USA - Nationwide), Litigation (District of Columbia)

See under District of Columbia for profile.

MCCOWN, Steven R

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Featured in Occupational Safety and Health (USA - Nationwide)

Practice Areas: Class Action; Construction; Litigation and Trials; Occupational Safety and Health; Wage and Hour

Career: Steven has extensive experience in traditional labor law, while also having the unique background of representing employers in numerous employment law jury trials in state and federal courts. He has defended several complex employment law class actions. He has successfully defended wage and hour collective actions, defeating class certification in several national collective actions. McCown has more than 35 years of experience representing employers in Occupational Safety and Health Administration (OSHA), and Mine Safety and Health Administration (MSHA) matters and is nationally recognized for his expertise. He has successfully litigated more than 200 OSHA and MSHA citation contests for employers. McCown also has handled numerous investigations and administrative proceedings. Among his notable accomplishments, he successfully defended an OSHA fatality inspection of a refinery explosion involving 17 fatalities, resulting in no OSHA citations issued to the employer. Additionally, McCown

counsels and advises employers on safety compliance and the preparation of safety policies and procedures. He has on-the-ground experience dealing with catastrophic and accident/fatality investigations. As a frequent speaker before business and professional associations throughout the country, McCown has made numerous speeches and presentations on labor and employment law, litigation strategies, and Occupational Safety and Health Law. He also is a contributing author to several treatises and publications on occupational safety and health law. McCown is Board Certified in Labor and Employment Law by the Texas Board of Legal Specialization. McCown is a co-founder and former office managing shareholder of Littler's Dallas office and previously served as a member of the firm's Management and Executive committees and Board of Directors. He is also co-chair of the Occupational Safety and Health Practice Group and is actively involved with many other committees. Additionally, McCown helped open Littler's office in Austin, Texas.

MCCUE, Robin

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Featured in Advertising (USA - Nationwide)

Practice Areas: Robin McCue is a partner in Kirkland's Chicago office who specializes in advertising and trademark litigation. Robin has extensive courtroom experience on such matters, and in particular has considerable experience litigating advertising matters in the context of requests for expedited relief as well as bringing these matters to trial. In connection with that work, Robin has worked extensively with survey and damages experts, and has been the lead for litigating multi-million dollar damages claims in such litigation matters. In addition, Robin has significant experience at BBB National Programs National Advertising Division ("NAD") and has been the attorney primarily responsible for both bringing and defending actions before the NAD. As a result of her experience at NAD, Robin has been asked to serve on NAD's planning committee for its annual conference. Robin also regularly counsels clients on national advertising campaigns, including advising on claim substantiation and compliance with legal and industry regulations. In acknowledgement of her experience and work, Robin has been recognized as a Leading Lawyer in Advertising by Chambers, as well as ranked as a Leading Lawyer by the World Trademark Organization for many years.

MCCUSKER, Anthony

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Featured in Startups & Emerging Companies (USA - Nationwide), Corporate/M&A (California: San Francisco, Silicon Valley & Surro), Venture Capital (California)

Practice Areas: Anthony McCusker serves as Chair of Goodwin. He previ-

ously co-chaired the firm's Technology practice and chaired the firm's Silicon Valley office. Widely recognized as a preeminent adviser in Silicon Valley, Anthony specializes in all areas of corporate, securities, and partnership laws, with a primary focus on advising technology companies and their investors. Anthony's company representation spans the entire corporate life cycle, including pre-incorporation planning, general corporate representation and counseling, venture capital financings, corporate governance, joint ventures, mergers and acquisitions, and public offerings. He also works with venture capitalists, private equity investors, and investment banks involved in private and public stock offerings.

Personal: JD, University of California Hastings College of the Law 1995; BA, University of California, Berkeley 1992

MCDONALD, James

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Artificial Intelligence Commodities, Futures & Derivatives Digital Assets Financial Services Litigation National Security Securities & Commodities Investigations

Career: Jamie McDonald is a litigation partner and a member of the Firm's Securities & Commodities Investigations and Enforcement Practice and its Commodities, Futures and Derivatives group. His practice focuses on advising clients on regulatory enforcement matters, white-collar criminal matters, and internal investigations, as well as on corporate governance and compliance related to commodities and derivatives laws. In addition, he has represented entities and individuals across the cryptocurrency ecosystem in government investigations, civil litigation, and regulatory matters.

Personal: Harvard University, AB (2004); University of Virginia School of Law, JD (2007)

MCDOWELL, Stewart L

Gibson, Dunn & Crutcher LLP, San Francisco

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Featured in Capital Markets (California), Capital Markets (USA - Nationwide)

See under California for profile.

MCENROE, Diane

Sidley Austin LLP, New York
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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: DIANE MCENROE has established long-standing relationships with domestic and international companies in the food, dietary supplement, drug, medical device, and cosmetic industries. She leads the New York Healthcare and Food, Drug and Medical Device practice group and is a member of the firmwide Food, Drug and Medical Device Regulatory practice. As an industry expert, Diane provides clients with strategic counsel on Food and Drug Administration (FDA)

regulatory questions on a broad range of issues, including product formulation and positioning, ingredient safety, claims substantiation, and post-marketing obligations, including adverse event reporting and food registry postings. With Diane's deep knowledge of foods, including functional and medical foods, and dietary supplements, she has guided clients through the implementation of significant legislative amendments over the years. She regularly trains in-house counsel and regulatory teams on FDA compliance issues and assists companies in strengthening internal procedures to minimize compliance risks. Diane supports clients in responding to FDA Warning Letters, during facility inspections and recalls, and in addressing product integrity issues. In addition to her FDA advisory role, she has also assisted clients with Federal Trade Commission investigations and claims substantiation obligations relating to the full range of consumer products.

MCGAAN, Andrew R.
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Featured in Products Liability (USA – Nationwide)

Practice Areas: Andy is a veteran trial lawyer who has tried cases in various areas, including prominently product liability, in-court corporate restructurings, and commercial cases generally. His trial work is nationally recognized, including successful defenses of high-profile clients in situations involving significant damage claims, primarily in the areas of tobacco, asbestos, bankruptcy, energy, and healthcare. He is a Fellow of the American College of Trial Lawyers.

Personal: Cornell Law School, J.D., magna cum laude; Cornell University, A.B., Honors in All Subjects.

MCGILL, Matthew D.
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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Matthew serves as Co-Chair of the firm's Judgment and Arbitral Award Enforcement and Betting and Gaming practice groups. He also is a member of the firm's Appellate and Constitutional Law and Sports Law practice groups. He also maintains an active pro bono practice. An accomplished appellate advocate, Matthew has participated in 23 cases before the Supreme Court of the United States, prevailing in 17, including several high-profile triumphs over foreign sovereigns.

Career: Prior to joining Gibson Dunn, Matthew served as a Bristow Fellow in the Office of the Solicitor General at the U.S. Department of Justice. He clerked for the Hon. Joseph M. McLaughlin of the U.S. Court of Appeals for the Second Circuit and the Hon. John G.

Roberts, Jr. of the U.S. Court of Appeals for the D.C. Circuit.

Personal: BA degree, magna cum laude, from Dartmouth College in 1996. In 2000, he graduated from Stanford Law School, where he was elected to the Order of the Coif.

MCGOWAN, Patricia
Venable LLP, Baltimore
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Featured in Corporate/M&A (Maryland), REITs (USA – Nationwide)

Practice Areas: Patsy McGowan is chair of the Baltimore Corporate Group. Patsy focuses her practice on a wide range of corporate law matters, including corporate governance, securities transactions, corporate finance, and mergers and acquisitions, with a particular emphasis on Maryland corporation law as it relates to real estate investment trusts (REITs), financial institutions, and healthcare companies. She has provided counsel to issuers in multiple stock and debt offerings, including initial public offerings; and provided advice to companies, boards of directors, and board committees regarding corporate governance, takeover defense issues, and change of control transactions, including many valued at more than \$1 billion.

MCGRATH, Jenna
Milbank LLP, Washington, DC
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Jenna McGrath is a partner in the Washington, DC office of Milbank LLP and a member of the firm's Global Project, Energy and Infrastructure Finance Group. Ms. McGrath focuses her practice on both transactional and litigation work in the energy regulatory space. She advises developers, lenders, private equity, utilities and large industrial electricity customers (e.g., data centers and mining operations) on laws and regulations governing development of electric generation and transmission projects, and revenues for wholesale and retail electricity and transmission services. She regularly appears before the Federal Energy Regulatory Commission (FERC), state public utility commissions and courts in matters concerning regulatory compliance, project development and ratemaking, generator interconnection, RTO/ISO market rules and energy market behavior investigations. Her prior representations include extensive work with transmission and generation project developers, electric cooperative utilities and private equity investments in the domestic energy space. Ms. McGrath is experienced in emerging technologies and non-traditional business models, including merchant transmission, distributed generation and demand response aggregation, microgrids, all scales of electric storage and fuel cells.

Personal: Ms. McGrath received her J.D. in 2014 from the Boston University School of Law, where she was the pres-

ident of the Energy and Environmental Law Society and a participant in BU's Asylum and Human Rights clinic. She received her B.A. in English, magna cum laude, from the University of Florida.

MCGRATH, Melinda (Mindy)
Troutman Pepper, Charlotte
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Featured in Energy & Natural Resources (North Carolina), Energy & Natural Resources (USA – Nationwide)
See under North Carolina for profile.

MCGUINNESS, Sean M
Butler Snow LLP, Denver
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Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: Gaming

Career: Sean McGuinness is highly experienced in gaming regulatory matters and represents clients throughout the USA. His practice focuses primarily on commercial gaming and sports betting matters in Nevada, Colorado, Iowa and Mississippi, as well as tribal gaming matters. He also has experience with gaming bankruptcy matters. Sean also represents banking clients with respect to public financing transactions in the State of Nevada. Sean has represented clients with licensing and regulatory matters before the Nevada Gaming Control Board, the Nevada Gaming Commission, the Colorado Division of Gaming, the Colorado Limited Gaming Control Commission, the Iowa Racing & Gaming Commission, the Mississippi Gaming Commission and the National Indian Gaming Commission. He has also participated in gaming related matters in other jurisdictions such as Arizona, California, Canada, Hungary, Illinois, Kansas, Louisiana, Maryland, Michigan, Missouri, New Mexico, North Dakota, Ohio, Oklahoma, Virginia, Switzerland, Tinian and Washington. Sean has represented clients in gaming bankruptcy matters, including the Herbst Gaming, Station Casinos, Fitzgeralds Gaming Corporation, the Aladdin Hotel and Casino, and the Resort at Summerlin proceedings. Sean is frequently asked to comment on the Commercial Gaming industry. Sean appeared on Nevada Newsmakers in November 2016 to discuss recent Gaming industry trends. He is also a regular pundit on the program. In 2011, Sean was featured in a Q&A with In Business Las Vegas (now Vegas Inc.) where he provided an overview of his practice and the Gaming Industry in Nevada. Prior to joining the firm, Sean practiced gaming law for 15 years at a law firm in their Reno, Las Vegas and Denver offices. Sean was Vice President and General Counsel for The Resort at Summerlin, which was owned by Swiss Casinos (1997-2001), and had a private gaming law practice in Mississippi (1994-1997) and served as Compliance Director for the Mississippi Gaming Commission (1992-1993). Sean got his start in the gaming industry as a law clerk for the Iowa Racing & Gaming Commission. Sean is also experienced in communications law (FCC broadcast

licensing and compliance). He has done work for radio stations in Colorado (KDEN, KNUS), Mississippi (WORMS, WUSM) and Nevada (KSVL).

Professional Memberships: American Bar Association (Business Law Section – Past Chair of the Gaming Law Committee); International Association of Gaming Advisors; International Masters of Gaming Law (Co-Chair, 2016 IMGL Autumn Conference); State Bar of Nevada (Past member of Gaming Law Section Executive Committee); the Mississippi Bar; Iowa State Bar Association and the Colorado Bar Association.

Publications: Presenter, "IMGL Masterclass, National Council of Legislators From Gaming States Conference," Denver, CO, July 15, 2023; Moderator "Antitrust and Regulatory Divestment: The Future of Consolidations," International Masters of Gaming Law Masterclass® at G2E, Las Vegas, Nev., October 2022; Moderator "U.S./Canada Updates," International Masters of Gaming Law Conference, London, England, September 15, 2022; Speaker, "Legal Ethics and Data Privacy," International Association of Gaming Advisors, Boston, MA, June 2022; Moderator, "Brick and Mortar Gaming in a Post-COVID World," International Masters of Gaming Law 2021 Spring Conference, March 8, 2021; Speaker, "Sports Betting Jurisdictional Update-Colorado," IMGL Masterclass, March 2021; Panelist, "The Law of Regulated Gambling: An Intro for Business Lawyers," American Bar Association, Webinar, September 18, 2020.

Personal: Drake University, B.A., 1986; M.A., 1989; and J.D., 1989

MCINTOSH, David M.
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Featured in Life Sciences (Massachusetts), Life Sciences (USA – Nationwide), Intellectual Property (Massachusetts)
See under Massachusetts for profile.

MCKENZIE, John F
Baker McKenzie, San Francisco
1 415 706 7762
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Featured in International Trade (USA – Nationwide)

Practice Areas: Mr. McKenzie's practice is focused on cross-border transactions and international trade regulation, including: –Export Controls, Economic Sanctions Regulation, Customs and Import Regulation –Integrated Corporate Compliance and Anti-Corruption Compliance: Advisory and Investigations –International commercial and technology development and transfer transactions. Mr. McKenzie was articles editor at the Harvard Law Review from 1975-1976. Between college and law school Mr. McKenzie served in the Peace Corps in the northwestern mountains of Guatemala. He joined Baker & McKenzie in 1976. Since that time, he has worked in Baker & McKenzie offices in Caracas, Venezuela and Taipei, Taiwan, in addition to San Francisco. For the past 40 years, Mr. McKenzie has arranged and chaired the annual Baker

McKenzie Import/Export Conference, the leading international trade regulation and compliance conference in the West Coast of the United States.

Professional Memberships: American Bar Association – International Law Section

Publications: Mr. McKenzie has written and spoken extensively on United States export controls, import trade regulation, anti-boycott regulation, the Foreign Corrupt Practices Act and the international distribution and protection of computer software. His most recent publications include: • “U.S. Export Controls on Internet Software Transactions,” 44 International Lawyer, 857 (2010). • “Foreign Corrupt Practices Anti-Corruption Issues for Import/Export Corporations,” 47 International Lawyer 43 (2013). • “Section 301 Duty Mitigation Strategies,” Bureau of National Affairs (2019).

MCLEAN, Sarah

Willkie Farr & Gallagher LLP, Houston
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Featured in Energy & Natural Resources (USA – Nationwide), Private Equity (Texas)
See under Texas for profile.

MCMANUS, Brian

Latham & Watkins LLP, Boston
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Featured in Tax (USA – Nationwide)

Practice Areas: Brian McManus, Chair of Latham & Watkins’ Boston Tax Department, advises companies and high net-worth individuals in all phases of civil and criminal tax disputes. Widely recognized as one of the nation’s leading tax litigators, Mr. McManus helps clients confidentially resolve a range of controversies — from Internal Revenue Service (IRS) audits and appeals to litigation before federal and state courts throughout the United States. He delivers clear and technically astute counsel to a diverse mix of American and international clients, including multinational and Fortune 500 corporations from diverse industries (such as technology, banking, insurance, energy, pharmaceuticals, airlines, entertainment, and retail), global professional services firms, international charitable organizations, trust companies, and offshore corporate providers. Drawing on nearly two decades of “inside the Beltway” experience, Mr. McManus regularly handles controversy matters with broader tax policy implications. His Washington ties include serving as an Adjunct Professor of Law at Georgetown University Law Center where he currently teaches IRS Practice and Procedure in the graduate tax (LLM) program. Mr. McManus brings a winning track record in court handling some of the nation’s largest tax disputes. His work encompasses all areas of federal and state taxation, with an emphasis on disputes involving cross-border and international tax matters, sophisticated corporate transactions, enterprise and asset valuations, transfer pricing, partnerships, tax-exempt organizations, oil and gas taxation, tax shelters, promoter

penalty defense, and cryptocurrency. He also frequently handles sensitive tax matters involving allegations of fraud and potential criminal tax charges, as well as voluntary disclosures of domestic and offshore filing errors. Mr. McManus is admitted to practice before the US Court of Appeals for Federal Circuit, the US Tax Court, the US Court of Federal Claims, and the US District Court for the District of Massachusetts. Mr. McManus, who serves as a Vice Chair of the American Bar Association (ABA) Tax Section’s Civil and Criminal Tax Penalties Committee, regularly speaks at national tax conferences and on podcasts. He is also the author of numerous tax controversy-focused articles.

MCNELLIE, Elizabeth

BakerHostetler LLP, Washington, DC
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Featured in Transportation (USA – Nationwide)

Practice Areas: Beth McNellie serves as counsel for foreign and domestic manufacturers and distributors that are subject to motor vehicle franchise statutes that regulate the manufacturers’ and distributors’ relationships with their dealers. She has extensive experience with the relevant statutes and case law and the motor vehicle industry. Beth is actively involved in client counseling aimed at preventing litigation, although she is often called upon to take matters to court when necessary. She uses her knowledge of the industry to approach problems with a practical, business-driven mindset. Beth also serves as the Columbus office’s Litigation Leader, with management responsibility for the development of young lawyers and department productivity.

MCNICHOLAS, Edward R

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Edward McNicholas is a co-leader of Ropes & Gray’s data, privacy & cybersecurity practice. He represents technologically sophisticated clients facing complex data, privacy, and cybersecurity issues in litigation, investigative, and counseling matters. His clients include financial institutions, technology companies, insurance companies, branded pharma companies, healthcare providers, data brokers, and e-commerce retailers. In connection with COVID-19, Ed is advising clients across industries on issues of data protection, opportunistic cyber attacks, and contact tracing technologies. Ed has significant experience with investigations and class action litigation related to cybersecurity incidents, as well as enforcement actions by the FTC, state Attorneys General, the SEC, OCR, Data Protection Authorities outside of the U.S., and other government agencies. He leads internal investigation and litigation matters that frequently involve complex, multi-jurisdictional, and multi-national litigation issues, par-

ticularly federal court jurisdictional and constitutional concerns related to the First and Fourth Amendments. Ed has experience dealing with Internet and information law matters involving data breaches, ransomware, online brand protection, trade secrets, social media, e-commerce, Internet governance, and national security issues. Ed also advises clients on the full range of federal, state and foreign privacy and data security requirements including in the areas of financial privacy, health care privacy, communications privacy, ad-tech, data analysis, cybersecurity, and national security. Ed’s counseling practice also includes other areas of technology law, such as electronic surveillance, cloud computing, the Internet of Things, trade secrets, online advertising, social media and big data/data science. He frequently helps companies design global data governance programs to allow for efficient data transfers across corporate entities governed by multiple privacy regimes, such as US privacy laws, including the Gramm Leach Bliley Act, FCRA, HIPAA, TCPA, and the California Consumer Privacy Act (CCPA), as well as the EU’s General Data Protection Regulation (GDPR) and the various privacy and cybersecurity regimes in China and across Asia. Ed previously served as an Associate Counsel to President Clinton. In that capacity, he advised senior White House staff regarding various Independent Counsel, congressional and grand jury investigations. Ed has developed unique experience representing clients in the midst of media-driven legal challenges. His crisis management skills are particularly useful in coordinating the swirl of complex litigation, congressional hearings, and federal and state investigations that can follow from major privacy and cybersecurity incidents. Ed is a frequent commentator on privacy, data security, and information law issues and has written extensively on various information law and civil liberties topics for a variety of publications. He is the lead editor of the PLI treatise, *Cybersecurity: A Practical Guide to the Law of Cyber Risk*.

MCWILLIAMS, Jelena

Cravath, Swaine & Moore LLP, Washington, DC

Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Jelena McWilliams is Managing Partner of the Washington, D.C. office and Head of the Financial Institutions Group (FIG) Practice. She is a former Chairman of the Federal Deposit Insurance Corporation (FDIC). Ms. McWilliams focuses her practice on advising public and private companies, financial institutions, fintechs, and early-stage and venture companies on regulatory and corporate matters, as well as on mergers and acquisitions, IPO and other capital markets transactions.

Career: University of California, Berkeley, School of Law (JD, 2002); University of California, Berkeley (BA, with Highest Honors, 1999)

Personal: For more information: <https://www.cravath.com/people/jelena-mcwilliams.html>

MCWILLIAMS, Keri

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Featured in Franchising (USA – Nationwide)

Practice Areas: Keri McWilliams is co-leader of the Franchise & Distribution team. She represents franchisors across numerous industries, including restaurants, retail, education, cannabis, and health and wellness, in all aspects of their corporate relationships. Keri is also a member of the Health and Wellness initiative, a member of the Cannabis team, and a deputy co-leader of the Food, Beverage, and Agribusiness team. Keri is also a leader in the franchise industry, serving as an associate editor of *The Franchise Lawyer* from 2015–2021 and the current vice-chair of the International Franchise Association Legal Legislative Committee. She is a regular writer and presenter on franchise law topics, including as a recurring speaker and presenter for the International Franchise Association Legal Symposium, the American Bar Association Forum on Franchising, and the Georgetown University Franchise Management program. FRANCHISING COMPLIANCE I represent a variety of franchise systems on compliance matters, ranging from emerging brands developing their franchise programs to well-established concepts with more than 1000 units. I work with franchisors to prepare and update franchise agreements and disclosure documents, to obtain and manage franchise registrations in the United States, and to provide guidance regarding compliance with state, federal, and international franchise laws. FRANCHISE COUNSELING AND TRANSACTIONS I counsel franchisors regarding ongoing franchise system issues, such as franchisee defaults, vicarious liability, joint employer liability, and franchisee associations. In addition, I provide strategic counsel on franchise transactions and system evolution, such as negotiation of large multi-unit development deals, sales of franchise systems to strategic investors, and conversions of businesses to and from the franchise model. INTERNATIONAL FRANCHISING I routinely advise U.S. franchisors regarding international development. I have a trusted network of local counsel with whom I regularly collaborate and have helped U.S. franchisors expand into more than 25 countries around the world. In addition, I regularly assist international concepts entering the U.S. market by advising on local compliance and strategic expansion. I see continued growth in domestic and international franchising as franchisors look for new opportunities to expand and business owners see franchising as an investment that complements their business goals.

Career: Georgetown University Law Center, J.D. Washington University, B.F.A.

Professional Memberships: Member, American Bar Association's Forum on Franchising and the International Franchise Association Associate Editor, The Franchise Lawyer, an American Bar Association publication American Bar Association Forum on Franchising Nominating Committee, 2017 Committee member, American Bar Association Forum on Franchising, Young Lawyers Division, September 2014–September 2015 NASAA Franchise and Business Opportunity Advisory Committee Member June 2022–December 2023

MEADE, Daniel

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/daniel-s-meade>

MEADE, John

Davis Polk & Wardwell LLP, New York
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: John is co-head of Davis Polk's Capital Markets practice. He represents issuer and underwriter clients in public and private securities offerings, including IPOs and other equity offerings, investment-grade and high-yield debt offerings, and liability management transactions. He also advises U.S. and non-U.S. corporations across a variety of industries on general corporate matters, including strategic and separation transactions, corporate governance, and SEC reporting and compliance matters. He is a member of the Financial Reporting Committee of the New York City Bar Association.

MEARS, Stephen

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Featured in Private Equity (Massachusetts), Venture Capital (USA – Nationwide)

Practice Areas: Stephen T. Mears is a partner in Proskauer's market-leading Private Funds Group and was co-head of that practice for several years. He concentrates on private investment funds, including venture capital, growth equity and buyout funds. He represents fund sponsors in all aspects of fund formation, operation and management, including fund structuring, portfolio investments, sales and distributions, internal governance and management, regulatory compliance and ongoing maintenance and administration. Stephen also represents institutional investors in connection with their participation in private investment funds. Stephen has recently represented sponsors in raising funds ranging in size from under \$100 million to over \$2.5 billion. Representative clients include: – GenCap America – General Catalyst Partners – New Enterprise Associates – Sterling Partners – Thrive Capital Partners

MEDVINSKY, Larry P

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Featured in REITs (USA – Nationwide)

Practice Areas: Corporate Finance | Capital Markets, Corporate Governance, Financial Services, Mergers + Acquisitions, Private Equity Investments + Buyouts

Career: Larry Medvinsky is widely recognized as a creative, commercially focused attorney who guides clients through complex transactions. Larry has nearly 30 years of experience advising boards of directors, public and private companies, and executive management teams on a broad range of corporate transactions. His practice focuses on representing issuers and underwriters, particularly in the REIT and Specialty Finance spaces, in IPOs and securities offerings, private equity and other sponsors in the raising of capital for funds, private REITs, and permanent capital vehicles and other private companies in transactions such as mergers and acquisitions (including UPREIT and DownREIT, and real estate acquisitions), joint ventures, dispositions, and other exit transactions, among others. Larry has been ranked in Chambers USA and Legal 500 USA since 2009 for his work in the REIT Capital Markets. Prior to joining the firm, he was a partner at another international law firm in New York.

Personal: University of Florida, B.S., 1990; New York University School of Law, J.D., 1993

MEHTA, Prabhat K

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Featured in Derivatives (USA – Nationwide)

Practice Areas: PRABHAT MEHTA's practice focuses on domestic and international capital markets, mergers and acquisitions, and investment transactions. Prabhat has extensive experience in a range of securities transactions, including initial public offerings and offerings of high-yield debt, convertible and exchangeable securities, hybrid securities, equity derivatives and structured products. He has worked with sovereign wealth funds and major financial institutions on several landmark recapitalization transactions. Prabhat regularly advises investment banks, issuers and other clients on equity derivatives and structured products. His work in equity derivatives includes structuring and executing transactions involving issuers, affiliates and other holders of concentrated positions. The equity derivative products Prabhat regularly structures and executes for clients include convertible and exchangeable securities and related derivative overlays, SEC-registered forward sales of equity securities, equity hedges and monetizations, margin loans and accelerated and other structured equity repurchases.

MELAMED, Don

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Don Melamed advises asset managers and institutional investors across the full spectrum of investment fund matters. He specializes in advising fund managers across asset classes, including real estate, buyout, growth equity, impact and distressed debt. Don has a significant practice advising investment firms on the formation and operation of their asset management businesses, including incentive arrangements, co-investment transactions and spin-outs. He also focuses on representing institutional investors and family offices in connection with both primary and secondary transactions. Leveraging his extensive experience in the investment management space, Don advises executive management teams, operators and money partners on structuring joint ventures and operating businesses that have an investment or fundraising component.

MELMED, Jonathan MA

King & Spalding LLP, New York

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Featured in Projects (USA – Nationwide)

Practice Areas: Jonathan Melmed is Co-Chair of the firm's Global Corporate Department as well as its Global Private Equity and M&A practice with over 25 years of experience. Jonathan represents private equity funds, pension plans, sovereigns, family offices, hedge funds, corporate clients and investment banks re U.S. and international M&A, private equity and complex corporate transactions. Jonathan has extensive M&A and PE experience across many sectors, including in the energy, power, infrastructure, financial services, media, telecommunications, fiber, telecom, technology, life sciences, health care, pharma, and real estate/REIT sectors, and has extensive SPAC M&A experience. Mr. Melmed is also the Co-Chair of the firm's Global Energy Power & Infrastructure practice, leads the Canada practice and co-leads the Energy Transition practice. Jonathan has one of the most active renewable energy/clean tech and infra Private Equity and M&A practices in the country. Jonathan has served on the firm's policy/management committee.

MELNICK, Jed

JAMS, New York

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Featured in Mediators (USA – Nationwide)

Career: Jed D. Melnick, Esq. serves as a Mediator and Special Master in complex business litigation pending throughout the United States and internationally. Jed is highly respected for his ability to successfully resolve disputes with patience, persistence, and creativity. Since becoming a full-time mediator in 2005, Jed has resolved over one thou-

sand disputes, with an aggregate value in the billions of dollars. Specifically, Jed has extraordinary skill in resolving multi-party complex disputes, especially when they involve highly sensitive issues and difficult parties. Jed often utilizes a team approach to mediation, which allows him to maintain a practice with the highest level of responsiveness, performance, and results. As part of Jed's team approach, and when appropriate, Jed relies on respected neutral experts to complement him and assist the involved parties by providing efficient and effective feedback on intricate accounting, insurance, economic, appraisal and environmental issues.

MELSHEIMER, Tom

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Featured in Litigation (USA – Nationwide), Litigation (Texas), Intellectual Property (USA – Nationwide), Intellectual Property (Texas), Litigation (Texas), Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Described as "one of the most sought after trial lawyers in the country" by American Lawyer's publishers, "a celebrated storyteller" by the magazine's founder, and a "game-changing ringer" by another national legal publication, Tom is a true trial lawyer — one who can try any case, whatever the claims or subject matter. He serves as co-chair of the litigation department and has remarkably broad and extensive jury trial experience. He has tried civil cases involving breach of contract, business torts and fraud, trade secret, patent, antitrust, securities, product liability/mass tort, and qui tam claims. He also has tried criminal cases involving antitrust, health care fraud, bank fraud, public corruption, and kidnapping. Tom is the author of a widely acclaimed book on trying cases before a jury, *On the Jury Trial*. Tom tries lawsuits in state and federal courts before both judges and juries and involving civil claims and criminal charges. His trial experience is unusually broad and extensive. On the civil side, he has tried to verdict cases involving commercial, business tort, fraud, product liability, mass tort, securities, antitrust, patent infringement, trade secrets, and qui tam/FCA claims. On the criminal side, he has tried to verdict cases involving health care fraud, bank fraud, public corruption, copyright infringement, aggravated sexual assault, and kidnapping. Tom's jury trials include successfully representing plaintiffs and defendants all over the U.S. and throughout Texas. Prior to joining private practice, Tom served as a federal prosecutor in Dallas. He successfully prosecuted the largest bank fraud case ever undertaken in Texas, involving more than US\$200M in fraud, and he obtained one of the largest RICO verdicts in Texas history. The Justice Department honored Tom as one of the nation's top prosecutors.

MENDELSON, Mark F

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Featured in FCPA (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/mark-f-mendelson>

MENDELSON, Barbara R

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Financial Services

Career: Barbara Mendelson is the co-chair of our Financial Services Group. Her practice involves advising foreign and U.S. banks in a variety of complex regulatory matters, including sales and acquisitions of U.S. banking and non-banking firms, Dodd-Frank Act issues, applications to federal and state bank regulators for expansion of activities and new products, Bank Secrecy Act and OFAC matters and over-the-counter and exchange-based trading of various instruments and derivatives. She has represented foreign banks in their U.S. operations for more than 30 years. Barbara has also been instrumental in forming a number of commercial banks and other subsidiaries of foreign banks. In addition to her bank regulatory practice, Barbara works with sovereign entities and multilateral organizations with respect to the investment of their foreign currency reserves and other assets. Barbara has been recognized in the industry for her exceptional legal work, including being named by Crain's NY Business as one of the Notable Women in Law in both its 2021 and 2019 editions, and in 2020 she was named "Compliance Lawyer of the Year" by C5's Women in Compliance Awards.

Professional Memberships: NYC Bar Association, Banking Law Committee; Board of Trustees of Big Brother Big Sisters of NYC

Personal: University of Michigan Law School, J.D.

MENDENHALL, James

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Featured in International Trade (USA – Nationwide)

Practice Areas: JAMES MENDENHALL is a partner in Sidley's Global Arbitration, Trade and Advocacy group in Washington, D.C., concentrating on proceedings before the Committee on Foreign Investment in the United States (CFIUS), international arbitration, international trade policy, and international trade litigation. Jim has advised private strategic investors, private equity funds, sovereign wealth funds, pension funds, and U.S. businesses in connection with CFIUS-related matters. Jim has also served as counsel in numerous investor-state arbitration proceedings, including under ICSID and UNCITRAL arbitration rules. He has advised clients

on international trade negotiations, market access issues, intellectual property policy, product standards, trade policy, national security regulations and U.S. legislative matters. He has represented clients across many sectors, including e-commerce, high-tech, pharmaceuticals, financial services, telecommunications and consumer goods.

MENDEZ, Mark

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(212) 450-4829

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Featured in Capital Markets (USA – Nationwide), Derivatives (USA – Nationwide)

Practice Areas: Mark is the head of Davis Polk's Derivatives & Structured Products practice and a member of the firm's Capital Markets practice. He advises investment banks, corporations and hedge funds in the structuring, negotiation and execution of a wide variety of financial transactions and securities offerings. Mark's work on securities offerings includes all types of exchangeable, convertible and equity-linked securities. Mark's work in the equity derivatives space includes all types of over-the-counter derivatives, including forward sale agreements, structured stock buyback transactions, variance and correlation swaps, and other hedging transactions. He also advises clients on affiliate margin loans.

MENDOZA, Kristin

Kirkland & Ellis, Chicago

Featured in Energy & Natural Resources (USA – Nationwide), Projects (USA – Nationwide)

Practice Areas: Kristin L. Mendoza is an M&A/private equity partner in the New York office of Kirkland & Ellis LLP. Kristin advises private equity firms and strategic investors in connection with domestic and cross-border mergers and acquisitions, dispositions, joint ventures, growth equity investments, and other complex equity holder arrangements, reorganizations and other general corporate matters, focusing in the energy and infrastructure sector. She regularly represents leading private equity infrastructure and impact funds, including ArcLight Capital Partners, BlackRock Global Infrastructure Funds, TPG Rise and Rise Climate Funds, JP Morgan Asset Management – Infrastructure Investments Fund and Copenhagen Infrastructure Partners.

Personal: University of London, LL.M., 2009; Columbia Law School, J.D., 2008, Parker School Recognition of Achievement in Comparative and International Law; Harvard University, A.M., 2004; Yale College, B.A., 2001

MENNA, Gilbert G

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Featured in Capital Markets (Massachusetts), REITs (USA – Nationwide)

See under Massachusetts for profile.

MENSİK, Michael S

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Featured in Outsourcing (USA – Nationwide), Technology (USA – Nationwide), Technology (Illinois)

Practice Areas: As one of the lead attorneys for Baker McKenzie's IT/ Outsourcing/Privacy practice, Michael counsels companies on how to structure, negotiate and manage their internal and external sourcing arrangements, from IT infrastructure to various business processes. He has spoken at numerous conferences — both local and international — on IT-related topics including outsourcing and offshoring, marketing and protecting software as well as computer and telecommunications products and services. In his recent presentation, Michael's practice focuses on information technology, sourcing and privacy. He regularly advises IT and e-commerce companies on various aspects of their domestic and foreign operations, including IP and data protection, antitrust issues and tax planning. Michael also helps clients establish their global operations — whether on the web, indirectly through independent agents and distributors or directly through subsidiaries — and form domestic and joint ventures and other strategic alliances at home and abroad.

Professional Memberships: International Association of Outsourcing Professional – Outsourcing Hall of Fame

MENTING, Mark J

Sullivan & Cromwell LLP, New York
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Bank Regulatory Financial Services Financial Services Mergers & Acquisitions Fintech Investment Management Mergers & Acquisitions

Career: Partner since 1994. Partner in financial services and mergers and acquisitions groups. Mark Menting is a partner in Sullivan & Cromwell's Mergers and Acquisitions and Financial Services Groups and a member of the Firm's Managing Partners Committee. For over 35 years Mark Menting has been at the forefront of providing a broad range of strategic advice to some of the most sophisticated financial services and FinTech firms and assisting them in meeting their strategic objectives in the ever-evolving financial services industry. The depth and breadth of Mark's expertise and experience, including industry specific expertise and experience, allow him to serve as a one stop resource for many of the matters and issues that financial services firms face. His wide ranging practice covers mergers and acquisitions, securities, corporate and corporate governance, regulatory, enforcement, product development and strategic matters for both U.S. and non-U.S. firms and investors, including individuals and private equity firms. He

regularly advises and represents boards of directors in many of these types of matters as well. He was recognized in 2013 by The American Lawyer with its coveted "Dealmaker of the Year" award for his work with ING Groep on a series of multi-billion dollar post-crisis divestitures involving its U.S. and Canadian internet banks, and by Law360 as a "Banking MVP" in 2017. He has advised on over 200 mergers and acquisitions (with an aggregate value well in excess of \$200 billion) and advised clients on some of their most significant transactions of this century

Professional Memberships:

American Bar Association New York City Bar Association New York State Bar Association

Personal: University of Wisconsin (BS with honors, 1979); University of Pennsylvania Law (JD, 1983).

MERON, Daniel

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Featured in False Claims Act (USA – Nationwide), Healthcare (District of Columbia)

See under District of Columbia for profile.

MERSERAU, Dwight

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Featured in Tax (District of Columbia), Tax (USA – Nationwide)

See under District of Columbia for profile.

MERTENS, Alexandra

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Featured in Projects (USA – Nationwide)

Practice Areas: Alex Mertens is a partner in the Corporate practice group and co-chair of the Energy & Natural Resources Industry Group. Alex is experienced in energy finance matters and advises project sponsors, financial institutions and investors on issues concerning the acquisition, development, financing and sale of energy projects. Alex regularly advises clients on structuring and negotiating tax equity partnerships, cash equity investments, construction and term loan financings, note purchase agreements, development loan facilities, joint ventures and M&A transactions. In 2022, Alex was listed in The Best Lawyers in America® in Energy Law. In 2020, Alex was named a Law360 Rising Star, and in 2019, she was selected by the Puget Sound Business Journal as a 40 Under 40 honoree.

Professional Memberships: – American Bar Association – Washington State Bar Association – The District of Columbia Bar – WRISE (Women of Renewable Industries and Sustainable Energy)

MESERVE, Richard

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Meserve advises clients on issues at the intersection of law, science, and policy, focusing on nuclear regulatory issues.

Career: Meserve was a Chairman of the United States Nuclear Regulatory Commission, serving as the principal government official with responsibility for regulating nuclear power plants and nuclear materials. He is President Emeritus of the Carnegie Institution for Science and Chairman of the International Nuclear Safety Group (chartered by the International Atomic Energy Agency). He serves as an International Adviser to Japan's Nuclear Regulation Authority and as an Executive Adviser to Japan's Nuclear Risk Research Center. He served on the Secretary of Energy Advisory Board, as co-chair of DOE's Nuclear Energy Advisory Committee, and as a member or chairman of numerous studies undertaken by the National Academies of Science, Engineering, and Medicine.

Personal: Meserve has a PhD in applied physics from Stanford University and a JD from Harvard Law School. He is a Fellow the American Academy of Arts and Sciences, the American Physical Society, and the American Association for the Advancement of Science; a member of the National Academy of Engineering and the American Philosophical Society; and a foreign member of the Russian Academy of Sciences.

METCALF, Jane

Patterson Belknap Webb & Tyler LLP, New York

Featured in Advertising (USA - Nationwide)

Practice Areas: Jane Metcalf is a Partner in Patterson Belknap's Litigation department. Her practice focuses on complex commercial litigation, with an emphasis on class action defense, false advertising, intellectual property, and litigation involving FDA-regulated products. Ms. Metcalf has defeated numerous consumer class actions at the motion-to-dismiss stage, and has obtained favorable decisions from both the Second and Ninth Circuits on key legal issues in class action defense. She also routinely represents clients in false-advertising disputes with competitors. Beyond the false advertising realm, Ms. Metcalf also maintains a diverse commercial litigation practice.

Career: Prior to joining Patterson Belknap, Ms. Metcalf served as a law clerk to the Hon. Paul G. Gardephe in the United States District Court for the Southern District of New York, and to the Hon. Raymond J. Lohier, Jr. in the United States Court of Appeals for the Second Circuit.

Personal: J.D., magna cum laude, University of Michigan Law School, member of the Order of the Coif, Clarence Darrow Scholar, and Associate Editor of

the Michigan Journal of Race and Law; B.A., magna cum laude, Yale University, Phi Beta Kappa

METZGER, Robert

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Featured in Government (USA - Nationwide)

Practice Areas: Cyber and Supply Chain Security; Breach Response; National Security Matters; Litigation; U.S. Government Contracts (Federal, State, and Local).

Career: Recognized subject matter leader in cyber and supply chain security, information and communications technology contracting, cloud computing, national security matters, bid protests. Counsel of record for Microsoft Corporation in "JEDI" litigation at the U.S. Court of Federal Claims. Linkedln "top Voice".

Professional Memberships: ABA Science & Technology Section (Vice-Chair, Risk and Trust Management Committee; Vice-Chair, Information Security Committee); ABA Public Contracts Law Section.

MEYER, Robert

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Featured in FCPA (USA - Nationwide)

Practice Areas: Partner in the Litigation Department and member of the Compliance, Investigations & Enforcement Practice Group. Nationally recognized for his experience conducting internal investigations and in government enforcement matters involving the Foreign Corrupt Practices Act, government ethics, accounting fraud, false claims, whistleblower allegations and white collar criminal defense. Former federal prosecutor with substantial trial experience, frequently called upon to defend criminal and civil enforcement matters involving all of these subject matter areas.

Personal: JD, University of Virginia School of Law, 1985. MA and BA, Boston University, 1982. See: <http://www.willkie.com/professionals/m/meyer-robert-j>

MICHALCHUK, Daniel J

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Featured in Projects (USA - Nationwide)

Practice Areas: Daniel J. Michalchuk is a partner in the New York office of Milbank LLP and the practice group leader of the firm's Global Project, Energy and Infrastructure Finance Group. Mr. Michalchuk represents project sponsors and financial institutions in a variety of domestic and international project financings in the energy and infrastructure space. Mr. Michalchuk is ranked Band 1 in Chambers USA for Projects (USA). He received a B.A. from Queen's University, Canada, an M.A. in International Relations from Carleton University, Canada, an LL.B. from

University of Ottawa, Canada and an LL.M. in International and Comparative Law from Georgetown University Law Center. He is top ranked by Chambers USA in Projects-Nationwide. Mr. Michalchuk is admitted to practice in New York.

MICKISCH, Sven

Simpson Thacher & Bartlett LLP, New York

Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Managing Partner of Simpson Thacher's Financial Institutions Practice, Sven Mickisch advises on complex, high profile and often groundbreaking transactions and corporate matters across the financial services space. He has significant experience advising financial institutions in mergers, acquisitions, strategic investments, consortia and financing transactions and has handled numerous restructurings and recapitalizations of financial institutions. He also regularly advises private equity firms transacting in the financial services sector. Sven has been repeatedly recognized by New York Law Journal, Who's Who Legal, Law360 and Euromoney.

Career: Joined Firm as Managing Partner, 2024.

Personal: Columbia Law School (J.D., James Kent Scholar, Harlan Fiske Stone Scholar, 2005); London School of Economics and Political Science (LL.B., Sir Morris Finer Memorial Prize, 2004).

MICOVIC, Andrej

Hunton Andrews Kurth LLP, Miami

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Featured in Projects (USA - Nationwide)

Practice Areas: As a partner in the Hunton Andrews Kurth's energy and infrastructure practice, Mr. Micovic focuses on complex public and privately-owned projects in the US and Latin America. With a strong background in transportation project finance, he has expanded his practice to include the representation of sponsors on university energy, renewable natural gas, passenger rail, airport, maritime port, digital and social infrastructure projects. Mr. Micovic routinely represents financial sponsors, lenders, and governments in innovative projects, particularly traditional and progressive public-private partnerships and other alternative delivery models. He has broad experience in both capital markets and bank finance, and regularly advises on projects with public financing support, including private activity bonds, TIFIA loans, and state and federal grants. He also frequently represents clients in secondary market transactions in the infrastructure space. Mr. Micovic represents pro bono clients in connection with asylum matters, and partners with the University of Michigan in its review of voting rights caselaw. He also represented a higher learning institution, as borrower, in the construction financing of a new university campus in the Kyrgyz Republic on a pro bono basis.

MIERNICKI, Jennifer

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Featured in Native American Law (USA - Nationwide)

Practice Areas: Jennifer Miernicki partners with clients to book deals that achieve business goals and improve the bottom line. She relies on a firm grasp of the financial markets and legal documentation to craft workable solutions. Jennifer represents commercial lenders and borrowers in syndicated, club, and single-bank transactions and leverages extensive market knowledge to the advantage of her corporate and tribal clients. View more at: <https://www.faegredrinker.com/en/professionals/m/miernicki-jennifer-d#tab-Overview>

MIGLIORI, Donald

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Anti-Terrorism
Antitrust Asbestos Exposure Aviation Consumer Fraud Protection Diabetes Lawsuit Human Rights Medical Devices Medical Drugs Personal Injury and Wrongful Death Public Client Securities Class Actions Technology and Media Transportation Whistleblower

Career: Building upon his experience in complex asbestos cases, the historic tobacco lawsuits and the September 11, 2001 terrorist attacks litigation, Don Migliori is a multifaceted litigator who can navigate both the courtroom and the negotiating table. He represents victims of defective medical devices and drugs, occupational diseases, terrorism, aviation disasters, antitrust, and securities and consumer fraud in mass torts and other cutting-edge litigation that spans the country. Don serves in leadership roles for a number of multidistrict litigations, including being a key member of Motley Rice's team that represents dozens of cities, towns, counties and townships in the National Prescription Opiate MDL against opioid manufacturers and distributors. He also represents states in similarly filed litigation. He played a significant role in negotiations on behalf of tens of thousands of women allegedly harmed by pelvic mesh/sling products and served as co-liaison counsel in the N.J. Bard pelvic mesh litigation in Atlantic County. Hundreds of cases have been filed in federal and state courts against multiple defendants. He is also co-lead counsel for In re Ethicon Physiomesher Flexible Composite Hernia Mesh Products Liability Litigation, a member of the Plaintiffs' Steering Committee for In re Bard IVC Filters Products Liability Litigation, as well as the Depuy® Orthopaedics, Inc. ASR™ and Pinnacle® Hip Implant MDLs. Don has litigated against both Ethicon, a Johnson & Johnson subsidiary, and C.R. Bard previously in pelvic mesh litigation and also against C.R. Bard in the Composix® Kugel® hernia mesh multidistrict litigation, In re Kugel Mesh Hernia Patch Products Lia-

bility Litigation, the first MDL before the federal court of Rhode Island. Don also serves as co-lead plaintiffs' counsel and liaison counsel in the federal MDL, and as liaison counsel for the Composix® Kugel® Mesh lawsuits consolidated in Rhode Island state court on behalf of thousands of individuals alleging injury by the hernia repair patch. As liaison counsel for all wrongful death and personal injury cases in the September 11th aviation security litigation, Don played a central role in the extensive discovery, mediations and settlements of more than 50 cases of aviation liability and damages against numerous defendants. He also represented families of the victims who opted out of the Victim Compensation Fund to seek greater answers, accountability and recourse. Additionally, he manages associated litigation as a lead attorney for In re Terrorist Attacks on September 11, 2001, MDL #1570, a groundbreaking case designed to bankrupt the financiers of al Qaeda. Don contributed his experience in connection with the commencement of and strategy for shareholder derivative litigation brought on behalf Chiquita Brands International, Inc., alleging the defendants breached their fiduciary duties by paying bribes to terrorist organizations in violation of U.S. and Colombian law. He also served as trial counsel for PACE Industry Union-Management Pension Fund in a securities case against Forest Laboratories, Inc., and was involved in the initial liability discovery and trial strategy in an ongoing securities fraud class action involving Household International, Inc. Don is a frequent speaker at legal seminars across the country and has appeared on numerous television and radio programs, as well as in print media to address legal issues related to terrorist financing, aviation security, class action litigation, premises liability and defective medical devices. A "Distinguished Practitioner in Residence" at Roger Williams University School of Law for the 2010-2011 academic year, Don taught mass torts as an adjunct professor for more than ten years.

Professional Memberships: Law360 Product Liability Editorial Advisory Board, 2019, 2021 American Association for Justice, Board of Governors; former Executive Committee member American Bar Association Rhode Island Association for Justice, former President The Fellows of the American Bar Foundation

MILES, Craig
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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Craig Miles specializes in domestic and international arbitration of investment disputes and commercial matters. A partner in the firm's International Arbitration practice, Craig represents clients before arbitral tribunals worldwide. He represents foreign investors in disputes

with host governments, primarily before the World Bank's International Centre for Settlement of Investment Disputes (ICSID), and private parties in commercial disputes before the International Chamber of Commerce (ICC), the American Arbitration Association (AAA), and other domestic and international arbitral institutions. Mr. Miles has first- or second-chaired dozens of arbitration hearings involving disputes throughout North and South America, Europe, Asia, Africa and the Middle East, with particularly strong experience in bilateral investment treaty (BIT) disputes in the oil and gas, mining and infrastructure sectors, as well as in Latin America. He is regularly called upon to handle the quantum aspects of clients' most significant disputes.

MILES, Melissa
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Featured in Political Law (USA - Nationwide)

Practice Areas: Melissa Miles advises major corporations from a wide range of industries on matters relating to government affairs at the federal, state and local levels. Having practiced political law for 25 years at Skadden, Ms. Miles advises clients on anti-corruption, campaign finance, pay-to-play, lobbying, gifts and entertainment and conflict-of-interest laws. She also counsels clients on establishing and maintaining comprehensive policies and systems to ensure compliance with those laws, including advising on the requirements and restrictions on PAC giving at the federal level and in all 50 states. Ms. Miles also represents clients facing investigations and government enforcement actions and is routinely tapped to perform internal political law audits for clients and counsel them on recommendations based on the audit findings. She regularly presents on political law issues and best practices, including the intersection of political giving and ESG implications, to in-house counsel trade associations and other large membership organizations.

Career: J.D., George Washington University, 1997; B.A., Emory University, 1993

MILES, Steven
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Featured in Projects (USA - Nationwide)

Practice Areas: Steven Miles is a Senior Counsel with Baker Botts. He also serves as a nonresident fellow for the Baker Institute's Center for Energy Studies at Rice University. For much of his 35 years as a lawyer he headed the Chambers Global Band One ranked LNG practice at Baker Botts L.L.P. He received the highest personal ranking awarded by Chambers USA, Legal 500, and other leading publications. His practice also focused on natural gas, electric power and renewable energy. While a partner at Baker Botts, Miles chaired the firm's Energy Sector Com-

mittee and served for six years on the firm's Executive Committee.

Career: Founded Saudi Arabia office; managed Middle East practice.

Professional Memberships: LNG17, LNG18, LNG19 and LNG 2022 - Member, Program Committee, 2010-; World Gas Conference Financial Advisory Board, Co-Chair, 2017-18; AIPN - Director, 2010-2014, VP, Model Contracts, 2014, LNG Committee, Co-Chair, 2005-; ABA, Committee on International Energy and Natural Resources, Vice-Chair, 2001; Clean Economy Network, Legal Adviser, 2009-11.

Publications: 2021 - Low-Carbon Fuels: How to Use U.S. Infrastructure and Exports to Deliver Cleaner Energy to the World; 2020 - "Green LNG" A Pathway For Natural Gas In An ESG Future?

Personal: JD, Cornell Law School, 1984; MBA, Cornell University, 1984; BA (summa cum laude), Union College, 1980.

MILLER, Brett H
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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

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Featured in Antitrust (Illinois), Antitrust (USA - Nationwide)

See under Illinois for profile.

MILLER, David
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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

MILLER, David C
Linklaters, New York
david.miller@linklaters.com
Featured in Investment Funds (USA - Nationwide)

Practice Areas: David is a partner in Linklaters' New York office and co-head of the U.S. Investment Funds practice.

David focuses his practice on advising asset managers and institutional investors with respect to investments in managed accounts, funds of one and private investment funds, including private equity funds, real estate funds, credit funds, venture capital funds and hedge funds, both domestically and internationally. He has vast experience with all stages of the investment process, including the initial due diligence review, the analysis, prioritization and presentation of commercial and legal comments, the negotiation and finalization of all related documentation, and the coordination of the subscription process. He also routinely advises his clients with respect to a wide range of post-closing and portfolio maintenance matters. David also regularly advises buyers and sellers on their secondary market transactions, including traditional portfolio sales, structured second-

aries, stapled secondary offerings and other complex secondary transactions. In addition, he advises fund sponsors in connection with matters related to the formation, operation and governance of private investment funds. David has represented a diverse group of asset managers and institutional investors, including Aflac Asset Management, AIG Asset Management, DuPont Capital Management, FCA U.S. LLC Master Retirement Trust, GE Asset Management (now State Street Global Advisors), Lilly Retirement Plan Master Trust, Intel Corporation Retirement Plans Master Trust, The National Railroad Retirement Investment Trust, and U.S. Steel & Carnegie Pension Fund.

MILLER, Madalyn M
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Featured in Transportation (USA - Nationwide)

Practice Areas: Madalyn's asset finance experience involves representing underwriters, lenders, and lessors in a variety of asset finance transactions, including portfolio securitizations, acquisition financing, and secured and unsecured lending transactions. She has also expertise advising on transactions involving the acquisition or disposition of aviation leasing companies and large portfolios of aircraft assets.

Personal: Columbia University, JD, 2011. Oakland University, BA, 2008.

MILLER, Nicholas R.
Seward & Kissel LLP, New York
Featured in Hedge Funds (USA - Nationwide)

Practice Areas: Nicholas R. Miller is a partner in the Investment Management group at Seward & Kissel LLP. Nick regularly advises sponsors and managers of private investment funds, including hedge, private equity, private credit and venture capital funds, regarding formation, structuring and capital raising matters. He has extensive experience structuring onshore and offshore investment vehicles, such as special purpose vehicles, co-investment vehicles, separately managed accounts and funds-of-one. In addition, Nick frequently counsels registered and unregistered investment advisers on regulatory compliance matters. Nick also regularly represents both seeders and investment managers in connection with seed and anchor investments, and is a frequent contributor on the topic. Nick received a B.A. from Colby College, cum laude, and a J.D. from Boston College Law School, magna cum laude, where he was a member of the Order of the Coif. Nick also served as a Note Editor on the Boston College Law Review.

MILLER, Paul
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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Paul M. Miller is a partner in Seward & Kissel's Investment Management Group and is located in Seward & Kissel's Washington D.C. office. Paul joined Seward & Kissel in 1998 and became a partner in 2008. Paul's practice focuses primarily on registered investment companies and registered investment advisers. He has worked extensively on matters affecting registered funds and ETFs, including their formation, their registration with the Securities and Exchange Commission (SEC) under the Investment Company Act of 1940, their service provider arrangements with investment advisers, distributors, transfer agents and custodians and their ongoing regulatory reporting and compliance obligations. He has also worked on the full range of matters affecting registered investment advisers, including their formation, their registration with the SEC under the Investment Advisers Act of 1940, their participation in managed account and wrap programs and their ongoing regulatory reporting and compliance obligations. He regularly advises registered funds, ETFs, and registered advisers on matters relating to their periodic examination by the staff of the SEC. He has advised the independent directors/trustees of mutual funds concerning their responsibilities under the Investment Company Act of 1940 and state law.

MILLS, Charles R
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Featured in Derivatives (USA - Nationwide)

Practice Areas: Mr. Mills focuses his practice in the areas of derivatives, commodities, crypto and securities trading law. Exchanges, market intermediaries, advisors, traders, end users and product developers turn to him for his deep knowledge of the regulatory agencies, the law, trading and the markets. He represents these clients in law enforcement investigations and actions, internal investigations, federal court litigation and regulatory compliance counseling involving the Commodity Futures Trading Commission (CFTC), the Federal Energy Regulatory Commission (FERC), the Securities and Exchange Commission (SEC), the Department of Justice, the regulated futures exchanges, the National Futures Association and FINRA. Mr. Mills has tried over 60 court cases, administrative proceedings and arbitrations to successful outcomes and prevailed for clients in many appeals. He is the former Chair of the Derivatives & Futures Law Committee of the American Bar Association and a co-author of the treatise *Derivatives Regulation* (Wolters Kluwer). Mr. Mills taught derivatives and securities law courses for 21 years as an adjunct professor in the LLM program at The Georgetown University Law Center.

Professional Memberships: American Bar Association; Bar Association of the City of New York; Energy Bar Association; Futures & Derivatives

Law Report, Board of Editors; Futures Industry Association Law & Compliance Committee; American Bar Foundation, Lifetime Fellow

Personal: Georgetown University Law Center, J.D., 1977, Dean's List Occidental College, B.A., 1974, cum laude President of the Board of Trustees of the Foundation for the Benedictine School for Exceptional Children, Inc.

MINTZER, Sydney
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Featured in International Trade (USA - Nationwide)

Practice Areas: Sydney Mintzer helps clients to comply with US import regulations, optimize global sourcing options and eliminate barriers to market entry. Major US and foreign corporations turn to Sydney for his experience as a licensed customs broker in cases involving customs audits, focused assessments, enforcement matters and other proceedings before US Customs & Border Protection (CBP).

MIR, Sami
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Featured in Projects (USA - Nationwide)

Practice Areas: Sami is in the Projects, Energy and Infrastructure Group and ECA Group and serves as the Firm's relationship partner for a number of IFIs, including IFC, IDB Invest, DFC, U.S. Exim Bank, NADB and EDC. Sami's practice is predominantly focused on advising lenders (including ECAs, MLAs, other official credit agencies and commercial lenders) and sponsors on project finance and PPP transactions, as well as equity and fund investments, in Latin America and emerging markets around the world. He is a native English speaker and is fluent in Spanish. Sami is ranked Band 1 for Agency Financing 2020-2023 and band 2 for Projects by Chambers USA 2022. Sami has been ranked Band 2 for Project Finance by Chambers Latin America 2024. Legal 500 has noted him as "an up and coming name amongst lending agencies." In addition, Sami was named a 2016 Law360 "Rising Star," which recognized his work as a top project finance attorney under the age of 40.

MITCHELL, Claire
Stoel Rives LLP, Portland
Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Claire Mitchell guides retail and non-retail food and beverage alcohol businesses through the complexities of state and federal regulation, finding thoughtful solutions to both legal and business challenges. Clients such as grocers, restaurants, hotel operators, e-commerce retailers, entertainment venues, alcohol brand owners, and beer, wine, and spirits producers seek Claire's counsel on state and federal liquor licensing strategies, tied house compliance, trade practice regulation, promotional advertising and sponsorship assessments, and contract

negotiation. Claire makes it a priority to build strong connections with state and federal regulators, consultants, and trade associations and leverages that network of relationships to help clients overcome regulatory obstacles.

MITCHELL, Nathan
Paul, Weiss, Rifkind, Wharton & Garrison LLP, Washington, DC
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Featured in International Trade (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/nathan-mitchell>

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Featured in Startups & Emerging Companies (USA - Nationwide), Private Equity (Massachusetts)
See under Massachusetts for profile.

MOCEK, Gregory
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Gregory Mocek's practice involves legal and strategic guidance on a broad range of issues, including regulatory, government investigations, internal investigations, the Dodd-Frank Act, litigation, legislation, compliance, global financial regulatory and operational risk. Gregory is one of the top commodity and derivatives lawyers in the United States, and has advised clients and led investigations in more than a dozen countries. In addition to recognition by Chambers, Washington D.C. Super Lawyers, and The Legal 500, he was selected for inclusion in The Best Lawyers in America since 2012 in the area of Derivatives and Futures Law. He also was honored as Lawyer of the Year in The Best Lawyers in America 2013 for Derivatives and Futures Law. Chambers USA said Gregory is a lawyer who has "encyclopedic knowledge of the CFTC." As a former member of the Board of Directors of the Commodity Markets Council, Gregory was involved in rulemaking and policy discussions with industry and regulators. Gregory remains on the frontline of domestic and cross-border regulatory issues, investigations, and litigation in the commodity and derivatives markets. He is regularly retained to advise and defend executives and corporations in bet-the-company regulatory matters, inquiries and investigations that require significant appreciation of markets, trading dynamics, and regulatory scope. His advisory work and defense of clients in the physical, swaps, futures, and options markets has covered multiple commodities including agriculture, energy, metals, interest rates, virtual currency, and foreign currency. Over more than twenty years, Gregory handled regulatory matters, investigations and litigated cases related to price reporting and commodity benchmarks,

manipulation, fraud, wash trading, false reporting, unlawful trading practices, supervision, spoofing, position limits, capitalization and many other issues. He has advised clients related to registration issues associated with designated contract markets, swap execution facilities, swap dealers, futures commission merchants, introducing brokers, commodity trading advisors, and commodity pool operators. Given his extensive regulatory background, Gregory was also called to testify during the rulemaking process at the CFTC, offering comments and insight on the disruptive trading practices and the spoofing provisions of the Dodd-Frank Act. As a former Director of Enforcement for the U.S. Commodity Futures Trading Commission, Gregory rose through the organization to provide leadership as one of the longest serving enforcement directors in Commission history. Leading 175 professionals in the Division of Enforcement, he was responsible for managing the Commission's investigations, policies and related litigation in the U.S. and abroad. During the Bush administration, Gregory directed a wide variety of domestic and international cases at the CFTC involving complex OTC, physical and on-exchange transactions. He also worked closely with the President's Corporate Fraud Task Force, the Enron Task Force, FERC, SEC, DOJ, and multiple other U.S. and foreign regulatory bodies. Furthermore, he played a key role in high-profile CFTC actions against Enron, Amaranth, and in hundreds of other complex cases. Gregory and his investigation and litigation teams developed techniques, theories, and case law in the energy markets that ultimately were the backbone of the commodity benchmark cases. Prior to his appointment as the Director of Enforcement, Gregory held several titles at the CFTC, including Special Counsel to Chairman Dr. James Newsome and Senior Trial Attorney. Before joining the CFTC, he was in private practice and focused on securities, commodities and commercial litigation. Gregory advises a broad spectrum of clients, including domestic and international banks, proprietary trading firms, commercial companies, producers, commodity merchants, foreign and domestic trading houses, major oil companies, and hedge funds. He has represented corporations, boards of directors, and individuals in investigations involving the CFTC, Securities and Exchange Commission, Department of Justice, Financial Industry Regulatory Authority, National Futures Association, Federal Trade Commission, Financial Conduct Authority, BaFin, CME Group, ICE Futures, and other regulatory and enforcement authorities. A frequent speaker on compliance, risk, fintech, and Dodd-Frank regulatory and enforcement issues, Gregory is a member of the Futures Industry Association, and the Commodities & Derivatives Section of the American Bar Association.

MOGILNICKI, Eric

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Combining his four years' experience at the center of some of the nation's most critical public policy debates as Chief of Staff to Senator Edward M. Kennedy, and his more than 20 years of experience advising and representing financial institutions, Eric Mogilnicki focuses his practice on assisting clients with investigations, examinations and enforcement actions by the CFPB, FTC, OCC and FDIC.

Personal: Yale Law School, J.D., 1986, Yale University, B.A., 1982

MOHLER DUFILHO, Brit

Hunton Andrews Kurth LLP, New York (212) 309-1027
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Ms. Dufilho's practice focuses on the representation of servicers, investment banks, funds and other lenders in connection with securitizations and other financings of residential mortgage servicing rights (including the related servicing income and advance receivables) as well as purchases of excess servicing spread. She also counsels sponsors, underwriters and other market participants in connection with residential mortgage and other asset-backed securitizations. Prior to joining the firm, Ms. Dufilho served as a judicial clerk for the Honorable Liam O'Grady of the United States District Court for the Eastern District of Virginia and also spent time at a law firm in Manama, Bahrain.

MOJICA, Richard A.

Miller & Chevalier Chartered, Washington, DC

Featured in International Trade (USA – Nationwide)

Practice Areas: Richard Mojica leads the Customs & Import Trade Practice at Miller & Chevalier. He counsels companies on customs investigations, audits, and enforcement actions. He is also a leading practitioner on matters concerning the intersection between trade and human rights, including supply chain due diligence laws.

Career: Member and Customs & Import Trade Practice Lead at Miller & Chevalier Chartered; former attorney with U.S. Customs and Border Protection's (CBP's) Office of Regulations; former U.S. delegate to the World Customs Organization in Brussels while at CBP.

Personal: J.D. DePaul University College of Law 2007; B.A. University of Michigan cum laude 2004; fluent in Spanish

MOJTABAE-ZAMANI, Reza

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Featured in Capital Markets (USA – Nationwide), Derivatives (USA – Nationwide)

Practice Areas: Reza Mojt

jtabae-Zamani is a partner in the New York office of Latham & Watkins. Mr. Mojtabae-Zamani is a member of the firm's Corporate Department with a focus on equity derivatives and equity-linked products, including convertible notes and related equity derivatives, structured share repurchase transactions, hedging and monetization transactions, and margin loans and other equity-based finance transactions. Mr. Mojtabae-Zamani serves as the current Chair of Latham's New York Recruiting Committee.

MOLESWORTH, Rita

Willkie Farr & Gallagher LLP, New York
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Featured in Investment Funds (USA – Nationwide), Derivatives (USA – Nationwide)

Practice Areas: A seasoned practitioner with unparalleled experience with the U.S. Commodity Exchange Act and CFTC regulations. In 2021, appointed by the U.S. Department of Justice and the CFTC as an Independent Compliance Monitor in connection with settlements between those agencies and the Bank of Nova Scotia. Advises all types of futures and swaps market participants, including CFTC registrants and a variety of other businesses on derivatives law matters, including regulatory compliance, reporting and examinations. Recognized leader on CPO and CTA regulatory matters; 25+ years of experience structuring complex hedge funds and related management entities. Early career experience as an examiner with the National Futures Association (NFA); worked with energy companies (open outcry years) on the trading floor of the New York Mercantile Exchange (NYMEX). Serves on, and has chaired, multiple committees in the financial services arena. Co-Chairs Willkie's Financial Institutions/Regulatory Practice Group. Past Chair, American Bar Association's Derivatives and Futures Law Committee and New York City Bar's Futures and Derivatives Regulation Committee.

Personal: Seton Hall University School of Law, J.D., 1995, University of Massachusetts, B.B.A., 1984. See: <https://www.willkie.com/professionals/m/olesworth%20rita%20m>

MOLL, Kelli

Proskauer Rose LLP, New York
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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Kelli Moll is a partner of Proskauer's Private Funds Group and Co-Head of the Hedge Funds practice. With over 25 years of experience amassed advising large institutional asset managers to independent sponsors across the spectrum of asset classes, Kelli is considered a leading lawyer in the funds industry. Kelli's practice particularly focuses on counseling investment advisors on the formation and ongoing operations of hedge funds, credit funds and growth equity funds.

Kelli regularly advises fund sponsors on fund formation, co-investment arrangements, upper tier arrangements, seed capital arrangements, asset manager M&A, complex fund restructurings, funds-of-one, managed accounts and various regulatory issues. Kelli is passionate for the arts and serves as a member of the American Ballet Theatre charitable board.

MOLOO, Rahim

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Rahim Co-Chair's Gibson Dunn's Global International Arbitration practice. He has extensive experience in international commercial arbitration, investor-state arbitration and transnational litigation. He often appears as lead counsel before tribunals and courts around the world, while developing and coordinating global dispute resolution strategies for his clients in their most complex disputes. That often involves working with public relations consultants, investigators and local counsel in various jurisdictions. He also advises clients on matters of international law and sits as arbitrator in complex international cases. Rahim has experience conducting arbitrations under all of the major arbitration rules (including ICSID, ICC, LCIA, UNCITRAL, ICDR, SIAC, SCC, CPR and HKIAC), litigating related matters in various courts, and working across numerous industries (including energy, mining, telecommunications, financial services, infrastructure, construction, electronics and consumer products).

Career: Rahim is a member of the adjunct faculty at Columbia Law School and has published several books and articles on matters of international dispute resolution and international law.

MONACO, Stephanie

Mayer Brown LLP, Washington, DC
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Featured in Investment Funds (USA – Nationwide)

Practice Areas: Stephanie Monaco advises investment management firms, investment companies and hedge funds across a broad range of investment management needs. Formerly an attorney with the US Securities and Exchange Commission, Stephanie brings a deep understanding of the regulatory environment to counseling clients on issues of compliance and product development.

MONAHAN, William

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Litigation; Antitrust; Artificial Intelligence; Corporate Governance Litigation; Criminal Defense & Investigations; Crisis Management; Environmental Litigation; Environ-

mental, Social and Governance (ESG); International Arbitration and Global Dispute Resolution; Labor & Employment; Products Liability & Mass Torts; Securities Litigation; Supreme Court and Appellate

Career: Bill Monahan is head of the Firm's Products Liability & Mass Torts Group and a partner in the Firm's Litigation Group. He focuses on "bet-the-company," products liability/mass tort, securities, shareholder/corporate governance, complex commercial, employment, ESG, and M&A litigation, as well as related governmental and internal investigations. For almost 20 years, Bill has represented prominent corporations and individuals in their most challenging cases, including at jury and bench trials, before arbitration panels, and on appeal in federal and state courts across the United States. His corporate clients have included prominent automotive, pharmaceutical, healthcare, telecom, financial services, and computer companies. Bill is currently spearheading the defense of Koninklijke Philips N.V. and its affiliates in its litigation across the globe relating to the June 2021 recall of certain CPAP, Bi-Level PAP, and mechanical ventilator devices, including consumer class actions, personal injury lawsuits, and shareholder litigation, as well as related regulatory inquiries.

Personal: University of Pennsylvania Law School, J.D., (2003); Cornell University, B.S., (1999); Mr. Monahan clerked for Magistrate Judge Gabriel W. Gorenstein, United States District Court, Southern District of New York, (2003-2004).

MONASTYRSKAYA, Tatiana

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Featured in Projects (USA – Nationwide)

Practice Areas: Tatiana represents private equity sponsors and their portfolio companies in a variety of energy and infrastructure financing transactions. The financing transactions include commercial bank debt, Term Loan B, private placements, project bonds, and bank-bond deals. She works across the spectrum of energy transition and renewables industries, including battery storage, RNG, carbon sequestration and storage, and hydrogen. Other infrastructure classes she works on include transmission, LNG, and data centers. Her financing transactions range from single-asset project financings to back leverage and mezzanine financings for portfolios of projects in the context of joint ventures with tax equity or pref. In addition to representing private equity sponsors and their portcos in infrastructure financings, she also represents developers in energy transition development projects, and sponsors in tax equity and tax credit transfer transactions. She advises clients on financeability aspects of the Title XVII DOE Loan Guarantee Program.

Career: Admitted to New York Bar.

Personal: The George Washington University Law School, J.D., 2004; City University of Hong Kong, Ph.D., 2001; Moscow State University, M.A. (Highest Honors), 1999; Moscow State University, B.A. (Highest Honors), 1997

MONFORT, Jason

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Jason Monfort is an investment funds partner in the Washington, D.C., office of Kirkland & Ellis LLP. Jason represents mutual funds, exchange-traded funds, independent directors/trustees of mutual funds and exchange-traded funds, registered investment advisers, banks, broker-dealers, private investment funds, insurance companies, and other financial institutions in the full spectrum of financial services regulation applicable to developing, marketing, and offering financial products. He advises clients on new product offerings, mergers and acquisitions, regulatory filings, reorganizations, compliance policies, regulatory investigations, exemptive applications and other innovative regulatory issues. Jason is a frequent speaker on financial industry topics and is a contributing author to PLI's treatise entitled "Mutual Funds and Exchange Traded Funds Regulation."

Personal: J.D., 2008 Boston College Law School B.S., 2005 Northeastern University

MONIRI, Aryan

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, Washington, DC
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Featured in Projects (USA – Nationwide)

Practice Areas: Global head of Skadden's Energy & Infrastructure Projects Group; advises clients in developing, financing, acquiring and selling energy and infrastructure projects, both in the U.S. and internationally. His clients include sponsors, strategic investors, and financial institutions, and his representations cover the entirety of the energy and infrastructure spectrum, with a particular focus on renewables, power and, digital infrastructure and traditional infrastructure transactions. He regularly represents industry leaders in some of the most innovative transactions in the sector.

Career: J.D., University of Virginia School of Law, 2008; B.A., University of Virginia, 2004

MONROE, Ramona

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Featured in Mining & Metals (USA – Nationwide), Natural Resources (Alaska)

See under Alaska for profile.

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Allan B. Moore is the most senior partner in Covington's Arbitration Practice Group, which he co-chaired for 10 years (2008-2018), and currently co-chair of the firm's Energy Industry Group. He has particular expertise in energy, insurance, mining, and corporate transactional disputes, and he has served as lead counsel before tribunals and courts throughout the U.S. and in disputes in Europe, Canada, the UK, East Asia, the Middle East, Australia, and Africa. Mr. Moore has helped clients recover more than \$2 billion in damages awards, fee awards, and settlement payments in various commercial, investment, and insurance coverage disputes. He has served as lead counsel for successful parties in ICC, ICSID, UNCITRAL, DIFC-LCIA, SCC, AAA, CPR, and ad hoc arbitrations involving both common law and civil law systems, as well as in ICC expert proceedings.

Professional Memberships: He is a member of the LCIA Court; a former member of the Executive Committee of the Institute for Transnational Arbitration (ITA); a peer-selected "Distinguished Neutral" for arbitration and mediation in "Energy, Oil & Gas," "Insurance," and "Insurance-Policyholder Coverage," with the International Institute for Conflict Prevention and Resolution (CPR); and a rostered arbitrator with the Institute for Energy Law (IEL).

Personal: Harvard Law School, J.D., 1990.

MOORE, Bridget

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Featured in Securities (USA – Nationwide)

Practice Areas: Bridget focuses on securities enforcement, internal investigations, corporate compliance and white collar defense. She regularly defends her clients in investigations that cover all areas of the securities laws, including potential accounting issues, disclosure concerns, FCPA/anticorruption issues, unregistered initial coin offerings, Securities and Exchange Commission (SEC) sweeps, insider trading, and a wide variety of whistle-blower allegations. She also audits and develops compliance programs in these areas. Bridget is Chambers ranked in Securities Regulation: Enforcement and is recognized by Legal 500 for her work in corporate investigations and white collar defense. In addition, Bridget was named to Securities Docket 2020 "Enforcement 40," and was recognized as one of the world's top 100 "Women in Investigations" by Global Investigations Review.

Career: Serves as Co-Chair of firmwide Litigation Department. Previously worked in the SEC's Division of Enforcement, where she conducted investigations involving the antifraud provisions of the federal securities laws, proxy violations, insider trading, disclosure and reporting violations. Recipient

of the Enforcement Division Director's Award for Trial Work.

Professional Memberships: Women's White Collar Defense Association; DC SEC Enforcement Group; Catholic University of America, Columbus School of Law, Securities Law Alumni Group.

Publications: Publications can be accessed by copy and pasting the link below: <https://www.bakerbotts.com/people/m/moore-bridget?tab=thought-leadership>

MOORE, Matthew John

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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (District of Columbia)

See under District of Columbia for profile.

MOORE, Reilly

Hunton Andrews Kurth LLP, Richmond
Featured in Occupational Safety and Health (USA – Nationwide)

Practice Areas: Reilly counsels employers on OSHA compliance, traditional labor matters and complex employment law issues. His practice focuses on workplace safety and labor union issues, including safety policy development, OSHA citation defense, union organizing campaigns, and unfair labor practice litigation. Reilly also enjoys working with employers to solve every day employment law counseling issues and handles traditional employment litigation, including state and federal employment discrimination and wage and hour matters. Reilly regularly assists companies across energy, healthcare, manufacturing, and retail industries defending OSHA citations and developing preventative workplace safety policies and programs. Reilly played a key role on his firm's COVID-19 advisory task force, assisting nationwide clients with CDC, OSHA and state and local COVID-19 compliance issues. In his traditional labor practice, Reilly represents clients throughout the life cycle of union campaigns, from responding to petitions to developing campaign strategy and ultimately defending against election objections. Reilly regularly handles unfair labor practice litigation before the National Labor Relations Board, and has written administrative comments and amicus briefs related to proposed Board rules or changes in law.

MOORE, Rodney L

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Rodney Moore has over 35 years of experience representing public and private companies, private equity firms, and management teams in transactions and other corporate matters, primarily in the energy and infrastructure space. Rodney represents private equity firms and public and private companies in M&A, joint venture, financing, and other com-

mercial transactions across the energy spectrum, including in the traditional upstream and midstream sectors as well as in the evolving transition energy sectors such as hydrogen, renewable fuels, and carbon capture. Rodney also advises clients on corporate governance matters, as well as transactional and corporate matters in restructurings and chapter 11 reorganizations.

Personal: Austin College (B.A., 1984); Washington & Lee University School of Law (J.D., cum laude, 1987).

MORAN, Colm

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Featured in Transportation (USA – Nationwide)

Practice Areas: Litigation; Business Litigation; Automobile Franchise Law and Dealer Relations; Class Action and Complex Litigation

Career: Colm is an experienced trial lawyer whose practice focuses on motor vehicle franchise law and class action defense. Colm has handled litigation for motor vehicle manufacturers in more than 25 jurisdictions. These clients also rely on his industry knowledge for counsel regarding state motor vehicle franchise laws in all 50 states. He has also represented motor vehicle manufacturers in international arbitration, with a particular focus on disputes in the Middle East. Colm's representation of motor vehicle manufacturers in litigation and counseling has involved letters of intent, franchise terminations, warranty and incentive fraud, the implementation of new standard forms of dealer agreements, the introduction of new brands or distribution networks, add-points, relocations, allocation issues, post-termination matters, dealer bankruptcies and the interpretation of state franchise statutes. He has represented automobile manufacturers in actions involving the Racketeer Influenced and Corrupt Organizations Act (RICO) allegations arising from dealership fraud, has defended putative class actions filed against motor vehicle manufacturers, and has argued numerous appeals before state and federal appellate courts. In addition, he has handled general commercial litigation and arbitration in California and throughout the United States.

MORE, Donna

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Featured in Gaming & Licensing (USA – Nationwide)

Practice Areas: Donna provides compliance, regulatory, corporate and transaction services to clients in Illinois and throughout the United States in highly regulated industries such as gaming, liquor, sweepstakes, and medical and adult-use cannabis. Drawing on her experience as general counsel to the Illinois Gaming Board (IGB) and her tenure as an Assistant U.S. Attorney for the Northern District of Illinois and Assistant Cook County

State's Attorney, Donna advises clients on all licensing and regulatory issues in hearings before administrative agencies. She also represents clients in commercial and regulatory disputes involving competitors. Donna regularly represents casinos, video gaming terminal operators, manufacturers and distributors, game developers and other companies involved in the gaming industry in Illinois and nationwide. As the first general counsel to the IGB, she was involved in the process of legalizing gaming in Illinois and helped write the regulations governing the state's gaming industry that remain in place today. This first-hand knowledge enables Donna to provide extensive insight and counsel to companies in the gaming industry in Illinois regarding licensing, compliance, investigations and commercial disputes. Additionally, she advocates for clients before agency boards and commissions, litigates compliance issues in administrative and disciplinary hearings, and negotiates settlements. Donna also helps clients comply with Illinois' Compassionate Use of Medical Cannabis Pilot Program Act. This includes working with clients to secure cultivation licenses from the Illinois Department of Agriculture and dispensary licenses from the Illinois Department of Professional Regulation. In addition to helping them comply with regulations, Donna assists growers and dispensaries with general business matters, shareholder agreements and operational plans. For banking clients, she provides counsel regarding U.S. Department of Treasury issues related to medical cannabis. Donna has sat on the board of directors of two publicly traded companies. She is a past president of the International Association of Gaming Advisors and is a current member of the International Masters of Gaming Law (IMGL). Donna formed and is the current co-chair of the Chicago Bar Association's Gaming Law Committee. She participates as a speaker in numerous gaming conferences each year.

Career: Donna was previously a partner at Nixon Peabody and at Ungaretti & Harris. She was an adjunct faculty member at Chicago-Kent College of Law, where she taught a Trial Advocacy Course and a Gaming Law Seminar.

Professional Memberships: International Association of Gaming Advisors (Past President) | International Masters of Gaming Law | Chicago Bar Association Gaming Practice Committee (Founder and Co-chair) | Chicago Hope CEO | Chicagoland Chamber of Commerce Board of Directors

Personal: Georgetown University (J.D.) | Northwestern University (M.A.) | Tufts University (B.A.)

MORELL, Avram E
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Featured in Immigration (USA - Nationwide), Immigration (New York)

See under New York for profile.

MORGAN, Charles H
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Featured in Occupational Safety and Health (USA - Nationwide)

Practice Areas: Charlie represents employers in all aspects of disputes, lawsuits, and investigations regarding employees, including employment litigation, occupational safety and health, internal investigations, and union matters. Charlie's focus is delivering a rapid response and a lasting solution to any employer problem. Charlie represents companies in employment, occupational safety and health, and traditional labor matters. He defends manufacturers, restaurants, retailers, and mining companies in jury trials and administrative proceedings across the U.S. in all disputes and investigations regarding their workers. Charlie focuses on understanding his client's business, delivering a rapid response to any problem, and keeping clients informed to limit risks going forward.

MORGAN, Claudia
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Featured in eDiscovery (USA - Nationwide)

Practice Areas: Claudia T. Morgan focuses her practice on electronic discovery and information management, both domestically and abroad. She has significant experience in responding to and advising on litigation in federal and state courts, regulatory requests for information, and internal investigations.

Career: Ms. Morgan received a B.S.F.S. from Georgetown University and completed her J.D., with honors, from George Mason University School of Law.

Personal: Ms. Morgan is a member of the Steering Committee for The Sedona Conference Working Group 1 (Electronic Document Retention and Production), as well as a member of Working Groups 6 (International Electronic Information Management, Discovery and Disclosure), and 11 (Data Security and Privacy Liability). Ms. Morgan is a member of the American Bar Association and the New York State Bar Association.

MORIN, Michael
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Featured in Life Sciences (USA - Nationwide), Intellectual Property (District of Columbia)

See under District of Columbia for profile.

MORRIL, Mark C.
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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Sole arbitrator, co-arbitrator, or chair in more than sixty-five international and domestic arbitrations, including complex commercial contracts, patents, distribution/licens-

ing agreements, insurance, telecom, pharmaceuticals, oil/gas, construction, M&A, commodities, partnerships, joint ventures, copyrights, trademarks, media/entertainment, executive employment, Internet domain names, technology. Numerous merits hearings and full reasoned awards; has served as emergency arbitrator. Disputes ranging from medium-sized to those exceeding \$1 billion. Also serves as mediator in high-stakes commercial disputes.

Career: Earlier, General Counsel, Simon & Schuster; Deputy General Counsel, ViacomCBS, (television, motion pictures, large legacy industrial operations); Senior disputes lawyer and extensive business experience as a senior manager at ViacomCBS, Simon & Schuster Executive Committee, manager of ViacomCBS's worldwide law department and outside counsel; law firm litigation partner, worked in public policy, and as a judicial law clerk.

Professional Memberships: ICC Commission on Arbitration/ADR NYC Bar Arbitration, International Commercial Disputes Committees College of Commercial Arbitrators Silicon Valley Arbitration/Mediation Center AAA-ICDR Council

Publications: A Call to Cyberarms: International Arbitrator's Duty to Avoid Digital Intrusion, 40Fordham ILJ 981(2016)(co-author) ICCA-NYC Bar-CPR Protocol on Cybersecurity in International Arbitration (working group) ICC Leveraging Technology for Fair, Effective, Efficient International Arbitration (working group) Artificial Intelligence and Arbitration, IBA Dispute Resolution Journal 2022 (co-author) **Personal:** Columbia Law School/Kent Scholar, Law Review Tufts University

MORTIMER, Ann Marie
Hunton Andrews Kurth LLP, Los Angeles
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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Named "MVP" in Cybersecurity & Privacy by Law360 and recognized as leading one of the Daily Journal's Top Verdicts in California stemming from her precedent-setting California Consumer Privacy Act victory for Walmart, Ann Marie Mortimer heads Hunton Andrew Kurth's commercial litigation practice and served as first chair defending Yahoo! in class actions stemming from reportedly the largest data breach in history. She is also the founder and managing partner of the firm's Los Angeles office. Ms. Mortimer is at the forefront of cutting-edge cybersecurity litigation threatening the fundamental business of global brands, counseling Fortune 50 companies on the novel challenges and regulations in an increasingly virtual world. She has advised on multiple privacy claims, including mass arbitrations, related to unauthorized access to personal data by third parties or bad actors, user disclosure and consent, and tracking technology. She successfully

pursued platform abusers for a social media giant, to protect digital uses. As regulation tries to keep pace with the acceleration of technology, Ms. Mortimer is engaged in challenging privacy and data breach cases critical to her clients at every stage of the information life cycle.

MORTLOCK, David
Willkie Farr & Gallagher LLP, New York
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Featured in International Trade (USA - Nationwide)

Practice Areas: Chair, Global Trade & Investment Practice Group and Managing Partner of the Washington office. Advises clients on international trade and regulation of cross-border transactions, particularly the intersection of economic regulation and national security, including sanctions, export controls, and CFIUS. Works with financial institutions, funds, media companies, and many other institutions to navigate acquisitions, build compliance programs, conduct internal investigations, and address government investigations and enforcement actions. **Personal:** JD, Georgetown University Law Center (magna cum laude), 2004; Cornell University, 2001. See <https://www.willkie.com/professionals/m/mortlock-david>.

MORTON, Jennifer
A&O Shearman, New York

Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Jennifer represents global investment banks, financial institutions, private banks, investment advisers, hedge funds, private equity funds, trade associations (SIFMA) and other market participants on matters involving the regulation of broker-dealers and securities markets. She advises clients on a wide range of regulatory and transactional matters, including in connection with mergers and acquisitions, SEC registration and SRO membership (FINRA, DTCC and the exchanges), restructuring and expansion of business operations, and trading and markets issues. She also has extensive experience representing U.S. and non-U.S. corporate and investment banking clients in public offerings and private placements and assisting clients on internal investigations and enforcement matters. In this regard, Jennifer regularly counsels clients on a wide range of federal, state, and SRO rules and regulations governing the activities of broker-dealers, including net capital, customer protection, cross-border requirements under SEC Rule 15a-6, cybersecurity, books and records, SEC Regulation Best Interest and Form CRS, FINRA corporate financing and conflicts of interest, new issues/IPO allocation, trade reporting, and the preparation and distribution of research. She also advises financial services firms and fintech companies on securities and broker-dealer regulatory matters relating to digital assets and blockchain

technology, including broker-dealer and ATS registration and custody issues.

MOUSAVI, Nader A

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Featured in Technology (USA - Nationwide), Technology (California)

See under California for profile.

MOUTON, Jeremy

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Jeremy Mouton focuses on advising E&P companies, private equity and direct investment firms, and lenders on a variety of corporate, transactional, and other commercial matters, with an emphasis on upstream and midstream oil and gas transactions and a variety of other energy matters. Jeremy has advised clients on some of the oil and gas industry's larger conventional and unconventional acquisitions, divestitures, joint ventures, farmouts, DrillCo, and asset-backed securitization (ABS) transactions in recent years, including deals with a combined value of more than \$45 billion.

Professional Memberships: Jeremy is a member of the State Bar of Texas and Oklahoma Bar Association.

Personal: J.D., University of Texas School of Law, with honors B.A., University of Texas at Austin, Government and English

MOWREY, Robert T

Locke Lord LLP, Dallas
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Featured in Financial Services Regulation (USA - Nationwide), Litigation (Texas: Dallas, Fort Worth & Surrounds)

Practice Areas: Rob Mowrey handles complex business-related and financial services litigation. He is well known and highly regarded within the financial services industry with more than 35 years of first-chair experience in jury and non-jury trials, arbitrations, mediations and appeals. He represents banks, non-banks and other financial institutions in the consumer financial services industry in individual suits and nationwide and state class action litigation. Rob regularly litigates cases arising under the Real Estate Settlement Procedures Act (RESPA), Truth in Lending Act (TILA), Fair Credit Reporting Act (FCRA), Fair Debt Collection Practices Act (FDCPA), False Claims Act (FCA) and cases involving lender liability, mortgage fraud, predatory lending, and unfair and deceptive acts and practices statutes. Rob was named the 2023 Dallas Litigation-Banking and Finance Lawyer of the Year by The Best Lawyers in America®

Personal: J.D., cum laude, Southern Methodist University Dedman School of Law, 1977; Order of the Coif; Editor, Southwestern Law Journal A.B., cum laude, Princeton University, 1974

MUDGE, Amy Ralph

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Featured in Advertising (USA - Nationwide)

Practice Areas: Amy Ralph Mudge, leader of BakerHostetler's Advertising, Marketing and Digital Media team, has successfully counseled major advertisers through bet-the-company enforcement investigations and competitor challenges for over 20 years. She is a Band One Chambers USA-ranked advertising regulatory lawyer, and a respected thought leader in the advertising law field. Amy routinely represents top-tier companies before the Federal Trade Commission (FTC), the National Advertising Division (NAD) and the Children's Advertising Review Unit (CARU), as well as in private, federal and state class action defense, consumer protection and antitrust litigation. From the nation's best-known food brands, major toy manufacturers and health and wellness names to digital media influencers, cutting-edge internet companies and consumer products giants, the range of industries in which Amy works reflects the strength and breadth of her practice. A comprehensive counsel, Amy is also skilled at establishing effective compliance programs as well as providing antitrust and marketing law training. Her work includes counseling in all manner of endorsements, including native advertising, influencers, consumer reviews and review websites; the emerging use of AI in advertising; the advertising of NFTs; loyalty programs; e-commerce website and app design, including avoiding dark patterns; subscription marketing; social media marketing; green marketing and environmental, social and governance (ESG) commitments; marketing to children; "Made in USA," health claim substantiation and other claim support requiring competent and reliable scientific evidence; comparative advertising; pricing claims; and email and text message marketing.

MUELLER, Ronald O.

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Featured in Securities (USA - Nationwide)

Practice Areas: Ronald Mueller advises public companies and boards on a broad range of SEC disclosure and regulatory compliance matters, proxy and executive compensation issues, and corporate governance and shareholder engagement, including financial reporting, shareholder proposals and activism, sustainability, diversity, and climate-related governance and disclosures, and corporate crisis response.

Career: As a founding member of firm's Securities Regulation and Corporate Governance practice, Mr. Mueller has been advising on corporate governance and SEC matters for over 35 years and helped develop many widely adopted governance and disclosure practices. Former legal counsel to SEC Commissioner Edward Fleischman.

Publications: Frequent speaker and author on securities and corporate governance matters, including developments in SEC and sustainability reporting, proxy statements and proxy contests, corporate governance, Section 16 rules, and executive compensation issues.

Personal: JD, Columbia Law School, 1986, Harlan Fisk Stone Scholar, James Kent Scholar.

MULCAHY, Benjamin R

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Featured in Advertising (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/m/mulcahy-benjamin>

MULLEN, Kevin

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Featured in Government (USA - Nationwide)

Practice Areas: Kevin is former Co-chair of Morrison Foerster's Government Contracts & Public Procurement practice. Kevin has broad experience in numerous facets of government contracts matters including agency procurements, subcontracting, teaming and joint venture relationships, contract performance issues, intellectual property, compliance matters, due diligence for mergers and acquisitions, and procurement fraud matters. He represents clients in the preparation and litigation of contract adjustment claims and terminations for both government contracts and construction projects. Over the course of his 30-year career, Kevin has handled more than 300 bid protest cases, representing both protesters and contract awardees before the U.S. Government Accountability Office, the U.S. Court of Federal Claims, federal district courts, and state protest forums. Kevin is active in the Public Contract Law Section of the American Bar Association, where he has served as a Co-Chair of the Contract Claims and Disputes Resolution Committee and the Bid Protest Committee, and a Vice-Chair of the Acquisition Reform and Emerging Issues Committee, as well as a member of the Section's Council and its Interim Membership Director. He also served on the Board of Governors of the U.S. Court of Federal Claims Bar Association.

MULLINS, Todd

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Former Office Managing Partner, Washington, D.C.; Chair, Power Sector Member; Board of Partners. Represents energy clients in enforcement, compliance matters involving Federal Energy Regulatory Commission, Commodity Futures Trading Commission, North American Electric Reliability Corporation, others. **Career:** Branch Chief, Federal Energy Regulatory Commission's Office of Enforcement, Division of Investiga-

tions, 2006-10; 30 years of experience in private practice and government with litigation, enforcement on energy matters

Professional Memberships: Board Member, George Washington University Energy Law Advisory Board (ELAB); American Bar Association, D.C. Bar Association, Maryland Bar Association, Energy Bar Association

Personal: Active, present and past leadership roles in Foundry United Methodist Church, Boy Scouts of America

MURANOVIC, Lana

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Featured in International Trade (USA - Nationwide)

Practice Areas: Lana Muranovic counsels U.S. and foreign companies regarding a wide scope of international trade matters and currently serves as co-leader of BakerHostetler's Aerospace and Defense Industry team. She has extensive experience related to U.S. import and export controls, sanctions, anti-bribery laws and regulations, and foreign investment, including the International Traffic in Arms Regulations (ITAR), the Export Administration Regulations (EAR), U.S. economic sanctions and embargo programs, the Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act, and laws and regulations pertaining to foreign investment in the United States. Lana's practice has placed her in front of a variety of federal agencies, including the U.S. Department of State's Directorate of Defense Trade Controls (DDTC), the U.S. Department of Commerce's Bureau of Industry and Security (BIS), and the U.S. Department of Treasury's Office of Foreign Assets Control (OFAC) and Committee on Foreign Investment in the United States (CFIUS). Among other matters, Lana generally assists clients with compliance, export jurisdiction and classification issues, licensing determinations, voluntary and mandatory submissions, regulatory disclosures, the design and implementation of export and import compliance programs, and enforcement actions. She conducts audits and internal investigations of existing international trade compliance procedures, and has done so as both outside counsel and a seconded in-house compliance attorney. Lana also drafts, advises and trains corporate clients on the design and practical implementation of corporate compliance procedures and processes. In her practice, Lana has assisted clients across a myriad of industries, including aerospace, agribusiness, biotechnology, communications, information technology, education, electronics, entertainment, healthcare and manufacturing. Her technical expertise and knowledge of industry, coupled with a practical and business-minded approach, make Lana an effective and efficient counsel for clients navigating complex regulatory

schemes while doing business on a domestic and/or international scale.

MURPHY, Allison

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Featured in Government (USA – Nationwide)

Practice Areas: Having served in the White House Counsel's Office and on Capitol Hill, Allison brings her strong government experience to bear when guiding clients through high-stakes congressional and federal government investigations. Some of the world's largest public and privately-held companies have relied on Allison for responding to investigations and crisis management environments. She is well-versed in handling parallel inquiries by congressional committees and government agencies, as well as in litigation. She has prepared chief executive officers, senior executives, and members of the Board of Directors for public testimony. Her broad practice has covered matters where health care, financial, consumer, energy, and technology issues are under scrutiny.

Career: Allison served as Associate Counsel in the White House, providing legal advice to senior Executive Branch officials and dealing with congressional investigations. Also, she was Chief Oversight Counsel of the House Select Subcommittee on the Coronavirus Crisis, as well as Counsel for the Senate Permanent Subcommittee on Investigations. She also previously served as an enforcement attorney with the Federal Energy Regulatory Commission. Allison began her legal career as an associate at a large law firm.

Personal: The George Washington University Law School, J.D., with Honors Ohio University, B.A., Phi Beta Kappa

MURPHY, Brendan

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Product Liability Law Aviation & Transportation Litigation Internet & E-Commerce Retail & Consumer Products Autonomous & Uncrewed Vehicle Systems (AUVS) Internet of Things (IoT) Interactive Entertainment Immersive Technology Digital Media & Entertainment, Gaming & Sports

Career: Brendan Murphy focuses on product liability and commercial litigation, including defending manufacturers of aviation, automotive, industrial, high-tech, and consumer products in all phases of lawsuits throughout the United States; representing manufacturers and operators of uncrewed aerial vehicles; representing manufacturers, importers, and sellers in CPSC matters, including reporting and recalls. Counseling on contracts and understanding and managing product liability risk; and presenting product liability, risk management and CPSC compliance training to clients.

MURPHY, Brian

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Featured in Advertising (USA – Nationwide)

Practice Areas: Advertising, Marketing & Public Relations Advertising Technology Artificial Intelligence Branded Entertainment Celebrity Branding Entertainment Fashion Intellectual Property Charitable Organizations Hospitality Law Social Media

Career: Brian G. Murphy counsels advertising agencies, advertisers, and entertainment companies as they develop and produce advertising and entertainment properties across all media. Mr. Murphy has been named 2018 Attorney of the year for Advertising Law by Best Lawyers in America. His practice focuses on copyright, trademark, right of publicity/right of privacy, false advertising, unfair competition, and defamation. Mr. Murphy negotiates and structures celebrity talent agreements, agency-client contracts, sponsorship arrangements, product integration deals, and music, film, and other content licenses. He assists clients in the development and execution of complex contests, sweepstakes, and charitable promotions and programs, including those involving user-generated content that are developed for social media, interactive, and mobile platforms. In addition, Mr. Murphy regularly advises clients on the development and production of branded entertainment projects, such as television shows, films, live events, electronic games, webisodes, mobisodes, and websites. Mr. Murphy is a frequent and popular speaker on advertising, entertainment, and intellectual property issues. In the recent past, he has given presentations at the 2009 American Bar Association Annual Meeting ("Listen to the Sound of Music: Anatomy of a Copyright Infringement Lawsuit"), the New York City Bar Association's Current Developments in Copyright Law Program ("The Wonderful World of User Generated Content"), the Significant Developments in Intellectual Property Law of Computers and Cyberspace at the University of Dayton School of Law ("Fair Use 2009: Should the Internet, Digital Media and User Generated Content Change Our Analysis?"), the Copyright Society ("Copyright, Lanham Act, Right of Publicity, and Contract Claims Arising from the Use of Music in Commercials"), the New York State Bar Association ("Keeping it Real: The Use of People, Places, and Things in Works of Entertainment"), the American Conference Institute's (ACI) "Branded Integration Deals" conference ("Working with Talent and Talent Unions"), ACI's 21st Corporate Counsel Forum on Advertising Law ("Leveraging Rights and Maximizing Bargaining Power When Negotiating the Agency/Client Agreement"), and New York Law School ("The Slinky Dress: Secondary Liability and the Future of Digital Innovation"). Mr. Murphy previously taught courses on entertainment,

copyright and intellectual property at Fordham University Law School and New York Law School and has lectured at the Parsons School of Design. He is a member of the Copyright Society of the U.S.A.; the Entertainment, Arts & Sports Law Section of the New York State Bar Association; the Promotion Marketing Association; and the American Bar Association Intellectual Property Section's Special Committee on Promotions and Marketing Law. Mr. Murphy clerked for the Hon. Leonard B. Sand, United States District Judge in the Southern District of New York. He is admitted to practice in New York.

MURPHY, Ted

Sidley Austin LLP, Washington, DC
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Featured in International Trade (USA – Nationwide)

Practice Areas: TED MURPHY counsels companies and trade associations on international trade and customs law. In particular, he advises clients on international trade, trade policy, and customs compliance issues, including actions brought under Sections 201 and 301 of the Trade Act of 1974, Section 232 of the Trade Expansion Act of 1962, the Uyghur Forced Labor Prevention Act, and other customs-related laws. Ted is a frequent speaker and author on international trade and customs compliance issues, and he is routinely recognized by Chambers and other legal ranking publications as a leading practitioner. Ted advises clients on all substantive issues handled by U.S. Customs and Border Protection (CBP), including complex customs valuation matters, free trade agreement qualification, tariff classification, special program, and forced labor issues. He assists clients in developing and implementing effective compliance programs to help ensure that reasonable care is exercised over import matters. Ted regularly conducts internal compliance reviews, prepares detailed prior disclosures and compliance improvement plans, and represents clients in customs compliance audits and enforcement actions, including both CBP and Homeland Security Investigations. Ted also advises clients on related requirements administered by other agencies, including "Made in USA" claims governed by the Federal Trade Commission regulations and government procurement origin determinations under various statutes, including the Buy American Act of 1933, the Trade Agreements Act of 1979, the Infrastructure Investment and Jobs Act, and others.

MURPHY, Toren

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Featured in Projects (USA – Nationwide)

Practice Areas: Toren's practice focuses on infrastructure projects, with substantial experience in public-private partnerships (PPPs) and related concessions or leases of infrastructure

assets between public grantors and private sector developers and operators, with expertise in transportation infrastructure, including roads, bridges, rail, airports and seaports, as well as social infrastructure and campus utility system PPPs. His experience covers project procurement, concession and lease documentation, construction contracts, and project finance, including project bonds and TIFIA loan financings, as well as secondary market acquisitions and divestitures of infrastructure assets. He also has significant regional expertise working on various types of structured and corporate financing transactions in various jurisdictions across Latin America.

Personal: JD, Syracuse University, 2007.

MURR, Ryan A

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide), Life Sciences (USA – Nationwide), Life Sciences (California)

Practice Areas: Co-chair, global life sciences practice, Ryan focuses on representing operating companies and investors in the biotechnology, pharmaceutical, diagnostics and medical device industries in connection with securities offerings, corporate governance matters and business combination transactions. He serves as principal outside counsel for publicly-traded companies and venture-backed companies, advising management teams and boards of directors on general corporate matters, securities offerings, SEC reporting, corporate governance, royalty financings and mergers & acquisitions. He also advises investment funds (private equity funds, hedge funds, venture funds and royalty buyout funds) in connection with investments in life sciences companies and assets.

MURRAY, Anne E.

McDermott Will & Emery LLP, Washington, DC

Featured in FCPA (USA – Nationwide)

Practice Areas: Anne Murray is an experienced white-collar defense, corporate investigations and compliance lawyer who helps clients navigate the most sophisticated ethics, fraud and corruption issues. She defends companies and individuals in investigations by the US Department of Justice (DOJ), the US Securities and Exchange Commission (SEC) and other government agencies. Anne also conducts internal investigations on behalf of companies or their boards into allegations related to bribery, corruption, accounting fraud, earnings management, improper revenue recognition, embezzlement and other misconduct. Read full biography on website: <https://www.mwe.com/people/anne-murray/>

MURRAY, Jordan C

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Jordan Murray, a partner in Kirkland's Investment Funds Group, is widely recognized as one of the world's leading investment funds lawyers and is the co-founder and co-head of Kirkland's industry-leading Strategic GP Solutions practice. His multi-dimensional and mature practice focuses on advising sponsors in every aspect of the private equity and asset management fund space. Jordan is a well-known leader in advising premier private investment firms on complex strategic minority and preferred equity investments. He has led the representations of firms selling interests to each of the prominent buyers in this rapidly evolving market, including AE Industrial Partners, Arlington, Carnelian Energy, Centre Lane, Collier Capital, Cortec Group, Francisco Partners, GI Partners, Golub, I Squared, Iron Park, Kayne Anderson Real Estate, Martis, MSouth, Marlin, Oak Street, Peppertree, Siris, Spear Street, Synova and Veritas as well as a number of other clients on closed (unannounced) and active transactions. In his fund formation practice, Jordan has led the representations of sponsors offering open- and closed-ended private securities covering a wide spectrum of sectors, geographies and strategies, such as buyout, credit, real estate, infrastructure, growth equity and hedge, raising well in excess of \$100 billion for funds and separate accounts. Jordan is recognized annually as a leading lawyer by Chambers USA and Chambers Global. He was a member of the 2018 class of the David Rockefeller Fellows Program, a highly selective New York City leadership program established by the Partnership for New York City as a tribute to the civic contributions and leadership of the Partnership's founding chairman, David Rockefeller. "He's a very strong practitioner. He's had a big impact on how private equity firms are structured and how compensation works. He's one of the most talented young lawyers out there, especially when handling cutting-edge issues." (Chambers Global 2022).

MUTCHNIK, James H

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Featured in Antitrust (Illinois), Antitrust (USA - Nationwide)

See under Illinois for profile.

MUTH, Allison

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Featured in Hedge Funds (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/allison-muth>

MYERS, Ingrid A.

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Featured in Projects (USA - Nationwide)

Practice Areas: Ingrid A. Myers is a partner in the firm's construction and energy transaction practice. She counsels clients on project development and decommissioning projects, particularly in the nuclear industry. Her project development practice focuses on construction-related matters, and particularly on advising clients on engineering, procurement, and construction (EPC) arrangements for energy and other infrastructure projects. She has worked on decommissioning projects utilizing both contractor and license transfer structures. Ingrid also represents clients in an array of industries on business transactions, mergers and acquisitions and general corporate law. Ms. Myers regularly counsels clients in connection with the acquisition and disposition of energy industry companies and projects, including coal mining companies as well as power generating facilities and projects.

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Featured in Insurance (USA - Nationwide), Insurance (California)

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MYERS LIMA, Courtenay

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Courtenay Myers Lima is a partner in the New York office of Latham & Watkins. Ms. Myers Lima is a member of the Capital Markets Practice and Financial Institutions Industry Group. She has broad US and international experience advising financial institutions on public and private capital markets offerings, regulatory matters, financial technology platforms, and corporate governance. She also advises global financial institutions in connection with capital raising activities, including structuring and execution of innovative financial instruments. Ms. Myers Lima also has experience in initial public offerings, bank note issuance programs, commercial paper, and collateralized fund obligations.

MYHRE, William N.

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Featured in Transportation (USA - Nationwide)

Practice Areas: Bill Myhre has 40 years experience in a wide range of federal regulatory, policy, and legislative matters focusing on domestic and international maritime issues among others. He is experienced in cargo and cruise shipping matters and the commercial fishing industry including regulatory limitations on foreign investment in the

U.S. maritime industry as well as the construction, conversion, documentation, and financing of vessel assets. He has represented industry coalitions and individual companies in complex legislative initiatives and their subsequent implementation and judicial defense. In addition, Bill also advises clients with respect to international trade, customs administrative and regulatory matters, natural resource management issues, immigration, manning, vessel inspection and equipment requirements, and compliance with safety and maritime security regulations. Additionally, Bill works with colleges and universities on a range of federal policy issues.

Professional Memberships: American Architectural Foundation, Board of Regents SS United States Conservatory, Executive Committee Seatrade Cruise Global Conference, Annual Delegate Maritime Law Association of the United States

Publications: Federal Regulation of Foreign Investment in the Commercial Fisheries of the United States, Manual of Foreign Investment in the United States - Third Edition, Thompson-West, 2009

NADOLNA, Andrew

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Featured in Mediators (USA - Nationwide)

Practice Areas: Andrew Nadolna is a mediator and arbitrator with experience in a wide range of matters including accounting and finance, lending, aviation, business and commercial, construction, class action/mass tort, cryptocurrency, cybersecurity & privacy, employment, environmental, insurance coverage, insurance subrogation, reinsurance, international and cross-border, personal injury and torts, and professional liability.

Career: Mr. Nadolna has a particular interest in insurance related matters. He has deep in-house insurance experience, including having served as Global Head of Casualty Claims at American International Group (AIG) and has mediated and arbitrated cases involving nearly every form of first party and third-party insurance matter including cyber, primary and excess policies (all layers), Commercial General Liability (CGL), professional liability, directors and officers, employment practices liability, kidnap and ransom, errors and omissions, Bermuda form, London form, occurrence, claims made, integrated occurrence, fronted and captive insurance, supply chain, commercial property (including business interruption), and reinsurance and transactional insurance (representations and warranties).

NAKAYAMA, Granta Y

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Featured in Transportation (USA - Nationwide), Environment (District of Columbia)

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NALE, Lucia

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Lucia Nale, a Litigation & Dispute Resolution Partner in our Chicago office, is a member of Mayer Brown's firm-wide governing Partnership Board and founded and serves as a chair of the firm's Consumer and Class Action practice. Lucia focuses her practice on complex commercial and consumer litigation on behalf of financial services and other industry clients, with a particular emphasis on defending banks and mortgage lenders in consumer class actions and enforcement matters, lender liability litigation, and the provision of related regulatory and compliance advice. Lucia was ranked by Chambers USA for Financial Services Regulation: Consumer Finance (Litigation) in 2021 and 2022. One client commented, "I am really impressed by her. She is brilliant and is regarded as one of the top consumer finance litigators in Chicago and in the country." Lucia was recognized in 2018 by Crain's Chicago Business as a Chicago's Notable Women's Lawyers for her precedent setting results fending off class actions. Lucia is currently on the Mortgage Bankers Association's Legal Issues & Regulatory Compliance Committee.

NALLENGARA, Lona

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Lona focuses on advising companies, financial institutions and their boards on corporate governance, disclosure, and securities law compliance matters and on the financial regulatory process. He also advises companies and financial institutions on all aspects of public and private offerings of equity, equity-linked, high yield debt and investment grade debt securities. Prior to returning to the firm in 2017, Lona served in senior positions at the Securities and Exchange Commission for over four years. From 2013 to 2015, he served as Chief of Staff to SEC Chair Mary Jo White, where he was the top advisor to the Chair on all issues, including policy development, rulemaking, strategy and management. During this time, he led the rulemaking and implementation efforts related to all mandates under the Dodd-Frank and JOBS Acts and directed the SEC's asset management, market structure, public company disclosure effectiveness and private offering reform programs. He also served as the SEC deputy to the Financial Stability Oversight Council and was the primary SEC liaison with other financial regulators. Lona joined the SEC in 2011 as Deputy Director of the Division of Corporation Finance and later became its Acting Director. In this role, he was responsible for the division's overall activities and operations, including rulemaking, interpretive

guidance and the public company filing review program. Following his SEC tenure, Lona joined Bridgewater Associates, LP, where he was the Chief Governance Officer and a senior advisor to founder Ray Dalio. Lona first joined the firm in 1998 and became a partner in 2007. Lona is the Head of the U.S. Public Company Advisory practice and a member of the Board of A&O Shearman.

NAM, Hoyoon

Vedder Price, New York

Featured in Transportation (USA - Nationwide)

Practice Areas: Mr. Nam focuses his practice on maritime and transportation finance. Mr. Nam frequently represents banks, investment funds, corporate borrowers and financial sponsors in connection with financing and restructuring transactions. He also works on direct lending and other private credit matters, representing private debt providers in connection with acquisition debt, special situations, rescue and bridge financings as well as working capital and liquidity-enhancing credit transactions. He has extensive experience in asset finance matters, including lending transactions involving clients in the maritime and transportation industry sectors. Mr. Nam is qualified in New York, England and Wales and the Marshall Islands.

NANAVATI, Jay R

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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

Practice Areas: White Collar Criminal Defense; Tax Fraud; Tax Controversy

Career: Jay Nanavati is a criminal tax defense attorney and a fellow of both the American College of Trial Lawyers and the American College of Tax Counsel. Jay represents individuals and entities facing investigations and prosecutions by the IRS, the FBI, state investigative agencies, U.S. Attorney's offices, and the Department of Justice Tax Division. His clients rely on his ability to analyze cases from the government's perspective and trust his sound judgment to guide them through their most difficult challenges. Jay has defended clients against federal investigations and charges throughout the country. He regularly handles matters involving allegations of offshore tax evasion, employment tax violations, cryptocurrency reporting violations, use of shell companies, currency reporting violations, and underreporting of business income. He also has substantial experience representing clients accused of promoting or participating in so-called tax shelters, including captive insurance programs, conservation easements, and Puerto Rico's Act 20/Act 22 program. In many instances, Jay represents tax professionals facing such accusations. Jay spent more than a decade as both a federal and a state prosecutor. At the Department of Justice's Tax Division, he supervised more than 30 federal tax prosecutors and oversaw criminal tax

enforcement for a region covering 22 states. He investigated and prosecuted, among many other tax offenses, an e-commerce tax fraud scheme, a thoroughbred race horse tax fraud scheme, an abusive trust scheme, and numerous individuals and businesses engaged in tax evasion. In addition to the cases that he prosecuted, he was also responsible for reviewing and authorizing criminal tax grand jury investigations and prosecutions in the various U.S. Attorney's Offices in his 22-state region. He is a veteran trial lawyer, having conducted dozens of jury trials and hundreds of bench trials. Jay is a member of the ABA's Section of Taxation, Civil and Criminal Tax Penalties Committee, as well as of the ABA's Criminal Justice Section, White Collar Crime Committee, and a member of the Edward Bennett Williams Inn of Court.

NANCE, Russell

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Featured in Capital Markets (USA - Nationwide), Tax (New York)

Practice Areas: Russell Nance focuses his practice primarily on structured finance and securitization transactions, as well as financial products. As a partner in our New York office, he has extensive experience represented sponsors, managers, issuers, and underwriters in virtually every manner of asset-backed transaction, including account receivable; auto loan; auto lease; collateralized bond, loan, and debt obligation; commercial and residential mortgage, including REMICs; credit card receivable; excess mortgage servicing; life settlement; solar loan; student loan; and supply chain receivable, among other asset classes. He also frequently advises on the issuance of equity-linked notes, swap transactions, and other derivative instruments.

NAREFSKY, David

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Featured in Projects (USA - Nationwide)

Practice Areas: David Narefsky has had an active role in high-profile PPP transactions, with particular responsibility for governmental and regulatory aspects. David was recognized as a 2022 "Lawyer of the Year" for Government Relations Practice in The Best Lawyers in America and has also been referred by Chambers USA as "one of the best public-sector lawyers in Chicago." He advised the Puerto Rico Public Private Partnerships Authority on the proposed long-term concession and lease of Luis Muñoz Marín Airport in San Juan and the City of Chicago on the proposed long-term concession and lease of Midway Airport.

NARESH, Ragan

Kirkland & Ellis, Chicago

Featured in Litigation (USA - Nationwide)

Practice Areas: Ragan Naresh litigates complex civil disputes nationwide, with a focus on Multi-District Litigation (MDL) and class action practice. Ragan

has played a leading role in key energy cases in states across the country, including Ohio, Pennsylvania, West Virginia, Virginia, Oklahoma, Texas, North Dakota and Wyoming—both at the trial and appellate levels. Ragan has taken numerous oil & gas cases to trial, both before juries and arbitration panels, and appeared before state Supreme Courts and federal courts of appeals in oil & gas matters. These cases include royalty class actions; tort claims alleging mineral trespass and conversion; and disputes between working interest owners regarding the reasonableness of production and post-production costs, among others.

Personal: Georgetown University Law Center, J.D. (magna cum laude), 2007, Order of the Coif; Tulane University, B.A., Political Economy & German Studies, 2001

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Featured in Technology (USA - Nationwide), Technology (California)

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Featured in Bankruptcy/Restructuring (Illinois), Bankruptcy/Restructuring (USA - Nationwide)

See under Illinois for profile.

NASSIHI, Amir

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Product Liability, Automotive Litigation, Pharmaceutical and Medical Device Litigation, Appellate, Mass Tort, Class Action and Complex Litigation, Food and Beverage Litigation, Employment Litigation and Policy

Career: Amir is co-chair of Shook's Class Action and Appellate Litigation Practice Group. Amir dedicates his national practice to defending food, beverage, consumer product, drug, medical device and automobile manufacturers in individual, mass tort and class actions throughout the country. With wide-ranging experience, Amir serves as trial, class action and appellate counsel. He also regularly serves as lead counsel in mass and aggregated litigation, including JCCP and MDL proceedings, where his strategic leadership has helped secure numerous favorable outcomes. He has handled more than 100 class actions throughout the country, in states that include California, Connecticut, Florida, Hawaii, Illinois, Maryland, Massachusetts, Missouri, New Mexico, New Jersey, New York, North Carolina, Louisiana, Tennessee, Texas and Washington. Amir has also helped defend parallel class actions in Australia, Canada and Israel. In securing numerous favorable results, Amir has helped positively develop the law. In

addition to class litigation matters, Amir also counsels and represents clients in other forms of mass and aggregated actions. Some of Amir's leadership roles in recent years have included serving in lead roles in both federal MDLs and California JCCPs. His JCCP work has included lead roles in JCCPs throughout California, including in Alameda, Los Angeles, Orange County, Sacramento and San Francisco. Amir has also served both as trial counsel and as trial legal issues counsel in cases in federal and state court cases throughout California. At the same time, he has handled numerous appeals in California state court and the Ninth Circuit. Appeals in the last few years have included complex issues related to product defect, innovator liability, expert admissibility, and JCCP procedural issues.

Professional Memberships:

Amir has held a number of bar and civic leadership positions. For example, he has served as chair of the ABA Tort, Trial, and Insurance Practice Section's Products Liability committee, and was the founding chair of the ABA TIPS Pharmaceutical, Medical Device, and Biosciences committee. Regionally, Amir is part of the California Minority Counsel Program and involved in local bar groups.

NAVARRO, Chandri

Baker McKenzie, Washington, DC

Featured in International Trade (USA - Nationwide)

Practice Areas: Chandri Navarro is a Senior Counsel in the Firm's International Commercial & Trade Practice Group, based in Washington DC. Chandri has extensive experience advising companies, multinationals, trade associations and governments on customs and trade law and policy, trade compliance matters, free trade negotiations, litigation and legislation. Chandri helps clients effectively resolve trade issues before the US Customs and Border Protection (CBP), the myriad government agencies impacting imports/export and the US Congress and the Court of International Trade. Chandri advises clients on complex customs and trade issues in the US and abroad and before foreign trade and customs agencies, routinely guiding clients through problem identification, risk evaluation and efficient resolution strategies. Chandri's advisory services include tariff classification, customs value, country of origin, labeling, trade preference programs, free trade agreements and comprehensive trade compliance strategies including forced labor compliance.

Professional Memberships:

• Customs and International Trade Bar Association • Board of Directors Member and Co-Chair Customs Committee • Court of International Trade Bar Association • Member • Hispanic Bar Association • Member • International Law Section of the American Bar Association • Member • Phillips Academy-Andover Alumni Council Member • Washington International Trade Association • Member • Women in International Trade • Member

NAZARETH, Annette

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Annette is senior counsel after 12 years as a partner in Davis Polk's Financial Institutions practice.

NAZIF, Omar

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Featured in Projects (USA - Nationwide)

Practice Areas: Omar Nazif is the Managing Partner of the firm's San Diego office and the former Local Chair of the Finance Department. Prior to joining the San Diego office, Mr. Nazif was an associate in the firm's Dubai, London, and San Francisco offices. Mr. Nazif represents financial institutions, sponsors, and developers in connection with all phases of the development and financing of domestic and international energy and hospitality projects, including gas, wind, solar, and geothermal energy projects. Mr. Nazif's experience includes structuring and negotiating financing arrangements, project contracts, and joint ventures, as well as advising on mergers and acquisitions of energy projects. Mr. Nazif holds the Islamic Finance Qualification issued by the UK's Chartered Institute for Securities & Investment. Before attending law school, Mr. Nazif worked as a software developer for four years, focusing on developing logistics and medical software.

NEALE, James

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Featured in Food & Beverages (USA - Nationwide), Litigation (Virginia)

See under Virginia for profile.

NEALE, Margery

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Co-Chair of the Asset Management Department and Chair of the Registered Funds practice. Regularly counsels investment companies, investment advisers, fund sponsors and independent directors in all aspects of regulated fund business. Experienced in advising on the creation and operation of registered open-end funds, closed-end funds, interval funds, exchange traded funds (ETFs) and business development companies (BDCs). Advises on fund governance and regulatory compliance, including with respect to transactions involving funds and/or advisory organizations. Clients include advisers to registered funds, private funds and separately managed accounts.

Personal: JD, Yale Law School, 1983. AB, magna cum laude, Phi Beta Kappa, Smith College, 1980. See: <https://www.willkie.com/professionals/n/neale%20margery%20k>

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NEDZBALA, Michael

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Mr. Nedzbala's practice focuses on structured finance, securitization, mortgage servicing and other capital markets transactions. He regularly advises issuers, sellers, purchasers, servicers and other industry participants in mortgage finance and related matters and has been involved in numerous large mortgage and servicing portfolio and platform transactions. Mr. Nedzbala is Co-Head of the firm's Structured Finance and Securitization Group and a Member of the Corporate Team.

NEIMAN, Jeffrey

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Featured in Litigation (Florida), Tax (USA - Nationwide), Tax (Florida)
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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)
See under Texas for profile.

NELSON, Cynthia Brotman

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Featured in Leisure & Hospitality (USA - Nationwide)

Practice Areas: Real Estate; Corporate & Securities

Career: Cynthia "Cindy" Brotman Nelson has over 25 years' experience representing and consulting institutional and entrepreneurial companies that develop, own, operate, finance, lease, and manage all types of commercial properties, with an emphasis on hotels and resorts and mixed-use developments. Cindy regularly handles sophisticated commercial real estate and financing transactions, often involving iconic properties, and represents owners, REITs, opportunity funds and developers. She represents clients in the development, acquisition, disposition, leasing, and financing of domestic and foreign commercial properties, including hotels and mixed-use developments, shopping centers, multifamily housing developments, office buildings, industrial properties, unimproved land, and fractional and timeshare properties. Cindy's practice regularly represents and consults for institutional and entrepreneurial hospitality clients who rely on her efficient and diligent approach to closing varied, high-stakes transactions. Regarded as a creative problem solver, she is relied upon not only for the real estate law aspects of the transaction, but also the operational components of running a hotel, making

her uniquely qualified to both guide and protect clients in all aspects of the hotel operating business. Cindy's practice includes senior and mezzanine financing services, complex workout and debt restructuring, joint ventures, management agreements, franchise agreements, buying, selling, developing, and ground leasing of all types of commercial real estate products. She also assists investors with recapitalization of distressed borrowers and purchasers of troubled assets.

Professional Memberships: State Bar of Texas; Dallas Bar Association; The Real Estate Council; Urban Land Institute

Personal: B.B.A., The University of Texas at Austin Dean's List J.D., St. Mary's University School of Law Member, Phi Delta Phi Honor Society Recipient, American Jurisprudence Award

NELSON, Edward D

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Edward Nelson advises a full spectrum of sponsors and private equity firms on fund formation, as well as on private investment fund and alternative investment activities. Drawing on more than 25 years of private fund formation experience, Mr. Nelson develops pragmatic and commercially focused solutions for sponsors. He advises clients on the formation and operation of all types of private investment funds, including: Buyout funds • Venture capital funds • Infrastructure funds • Real estate funds • Secondary funds • Oil and gas funds • Distressed funds • International funds Combining significant leveraged buyout and venture capital experience, and strong mathematical skills, Mr. Nelson helps clients design optimal fund structures and arrangements. He also provides ongoing advice on fund maintenance and operations, as well as co-investments and secondary transactions. In addition to his sponsor-side work, Mr. Nelson represents institutional investors in their private investment fund and other alternative investment activities. Mr. Nelson also advises clients on a pro bono basis. His work has included representing nonprofit organizations forming social impact investing funds. Mr. Nelson serves on the Advisory Board of the Library of the Jewish Theological Seminary of America.

NELSON, Timothy G

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Experienced advocate in international commercial/investment disputes, including international arbitration before ICSID, ICC, ICDR, SIAC, HKIAC, LCIA, JAMS, and UNCITRAL in major arbitral seats (NY, London, Singapore, The Hague,

Paris, Washington, HK). As lead counsel, handles disputes across sectors: (oil/gas, renewable/solar/nuclear), banking, M&A, telecommunications/satellites, aviation, infrastructure and engineering, hotel/hospitality, pharmaceutical, retail and sports/motor racing. Commercial arbitration experience covers wide areas of legal issues (contract, fraud, corporate governance, trust and fiduciary issues), and disputes arising under the 1980 Vienna Convention on the Sale of Goods. Admitted to practice in New York and England; handles numerous public international law disputes, including representing arbitration clients in Bilateral Investment Treaty and multilateral treaty (ECT, ASEAN) cases before ICSID and UNCITRAL tribunals involving expropriation and unfair investor treatment by sovereigns. Frequently handles U.S. litigation involving large cross-border commercial disputes and sovereign/diplomatic immunity, Helms-Burton, Alien Tort Claims Act/TVPA, "Section 1782" discovery, Federal Arbitration Act, judicial assistance (Hague Evidence Convention; Hague Service Convention), international judgment and arbitral award enforcement. Co-editor/co-author, *Take the Witness: Cross-Examination in International Arbitration*, frequent commentator on award enforcement, treaty law, quantum issues.

Personal: BA, University of New South Wales, Australia, 1990; LLB, University of New South Wales Law School, Australia, 1990; BCL, University of Oxford, 1997 (John Morris Prize for Conflict of Laws).

NEMETH, Christian

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Featured in ERISA Litigation (USA - Nationwide)

Practice Areas: J. Christian (Chris)

Nemeth provides legal counsel on complex commercial litigation and government investigations, including ERISA matters, financial and banking cases, business torts and breach of contract actions. Chris is the co-head of the Firm's ERISA Litigation practice and works closely with the Firm's Employee Benefits Practice Group on all types of Litigation matters, Department of Labor investigations and similar issues. Chris represents clients in courts at the state and federal levels across the country, and has successfully tried cases involving a wide range of matters. He also arbitrates cases in domestic and international forums. Chris has extensive appellate experience as well. He has successfully appealed cases to the Seventh, Ninth and Tenth Circuits and to the Illinois Court of Appeals. Read full biography here: <https://www.mwe.com/people/nemeth-j-christian/>

NESE, Brian

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Featured in Projects (USA - Nationwide)

Practice Areas: Brian Nese practices in Stoel Rives' Energy Development group and is one of California's most respected renewable and alternative energy attorneys. For nearly two decades, Brian has been at the forefront of the U.S. transition to renewable and alternative energy — leading the Stoel Rives renewable energy team in California, working on renewable energy projects across the nation, and furthering the work of innovative sustainable energy organizations dedicated to reducing the country's reliance on fossil fuels. Brian focuses his practice on representing renewable energy project developers, owners, and operators in project development and M&A transactions. Brian regularly drafts and negotiates various transaction documents and project development documents, including membership interest purchase agreements; engineering, procurement and construction agreements; operation and maintenance agreements; balance of plant agreements; supply agreements; and real property agreements. Brian is a member of Stoel Rives' Executive Committee. He is a former co-leader of the firm's energy team and a former managing partner for the firm's California offices.

Professional Memberships: – CleanTECH San Diego, Board Member –Women of Renewable Industries and Sustainable Energy, San Diego Chapter –San Diego County Bar Association

NESTER, Brian
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Featured in International Trade (USA – Nationwide), Intellectual Property (District of Columbia)

Practice Areas: Brian Nester has extensive patent and trade secret litigation experience before the U.S. International Trade Commission and district courts throughout the country, often in high-stakes litigation. He has litigated more than 15 matters from trial to successful conclusion. Brian represents world leading technology clients as lead counsel, including Microsoft, Apple, ASUS, Samsung, LGE, Seagate, Intel and Tyco. Brian has extensive experience with standard essential patents, antitrust and breach of contract claims associated with fair, reasonable and non-discriminatory (FRAND) based defenses. His experience covers a broad range of technologies, such as semiconductor fabrication, circuit design, cryptography, telecommunications, Flash, DRAM, photolithography, displays, disk drives, magnetic media, cooling systems, optical communication, Ethernet networks, video and graphics processing and power supplies.

Professional Memberships: Member American Intellectual Property Law Association; International Trade Commission Trial Lawyers Association

Personal: The George Washington University Law School, J.D., 1996, with

honors; Temple University, B.A. in Biology, 1990, magna cum laude.

NESTLER, David
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Featured in Private Equity (USA – Nationwide)

Practice Areas: David Nestler is a member of the Firm's Investment Funds Group. He counsels private fund clients in connection with the formation and operation of private investment funds as well as legal, regulatory and compliance issues faced by their sponsors. He has served as legal counsel to numerous institutional and boutique sponsors across a spectrum of investment strategies, including buyout, real estate, credit, growth equity and venture capital, co-investment, fund-of-funds, and secondaries. He also represents clients in connection with the formation of managed accounts, funds-of-one, joint ventures, and other bespoke investment vehicles and products. David also specializes in representing investors in the acquisition and disposition of private investment fund interests, both on a primary basis and in secondary market transactions as well as advising investment professionals in connection with their employment arrangements with fund sponsors. He advises on the organization and documentation of internal firm arrangements and has also worked on a variety of other corporate transactional matters, such as strategic management company investments, emerging company representations and venture capital transactions. David maintains an active pro bono practice counseling local entrepreneurs and small businesses, and he regularly works with the Volunteers of Legal Service – Microenterprise Project as well as New York Law School's Nonprofit and Small Business Clinic.

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Featured in Technology (USA – Nationwide), Technology (New York), Outsourcing (New York)

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Litigation; Africa; Antitrust; Energy & Natural Resources; Intellectual Property & Technology Litigation; International Arbitration and Global Dispute Resolution; Latin America; Mining & Metals; Oil & Gas; Project Development & Finance; Supreme Court and Appellate

Career: Joe Neuhaus joined Sullivan & Cromwell LLP in 1987 and became a partner in 1992. His practice is focused on international commercial litigation in both arbitral and court settings. His practice is focused on international

commercial litigation in both arbitral and court settings. He is the former coordinator of Sullivan & Cromwell LLP's arbitration practice and has served as counsel and arbitrator in numerous arbitral proceedings, including ad hoc proceedings, arbitrations administered under the rules of most international arbitral institutions and arbitrations involving sovereign entities. He also has served as counsel in a variety of arbitration-related disputes in court, as well as other commercial litigation and regulatory investigations.

Professional Memberships: Fellow, Chartered Institute of Arbitrators; International Bar Association Arbitration Guidelines and Rules Subcommittee, Co-Chair, 2020-2022 (responsible for revision of IBA Rules of Evidence); Private Sector Adviser on the United States Delegation to the United Nations Commission on International Trade Law (UNCITRAL) Working Group on Arbitration, Vienna 2000, New York 2001, 2002 and 2006, Vienna 2010, New York and Vienna 2012-2016, New York 2018; Institute for Transnational Arbitration, Executive Committee member –current, Chair (June 2018 – June 2021), Vice Chair (2005 – 2018), Program Co-Chair (2000-2005), Workshop Co-Chair (2000); Board of Directors, CPR Institute for Conflict Prevention and Resolution, 2016-2023; Board of Directors, 2012-2016, Council, 2016-2023, American Arbitration Association; Executive Committee, New York International Arbitration Center, 2012-2019; Chair, International Commercial Dispute Committee of the New York City Bar Association (2013-2016), Member (2012-2013, 2016-present); Counsellor, American Society of International Law, 2016-2022; Member of the United States Delegation to UNCITRAL at its Eighteenth Session in Vienna at which the Model Law on International Commercial Arbitration was adopted, 1985; Member of UNCITRAL Arbitration Expert Group, 2001; Adjunct Professor of Law, NYU Law School (teaching Professional Responsibility), January 2018-present; Chair, Committee on Standards of Attorney Conduct (COSAC) of the New York State Bar Association (2010-2014), Member (2009-2010, 2014-present); Chair, Committee on Professional Ethics of the New York State Bar Association (2005-2008), Member (2001-2005, 2008-present); Member, Committee on Professional and Judicial Ethics of the New York City Bar Association, 1996-1999, 2004-2007, 2009-2011; Member of the American Bar Association and American Society of International Law; Member, Columbia Law School Board of Visitors, 2013-present; Member, American Law Institute, 2011-present.

Personal: Dartmouth College (AB, 1979); Columbia Law School (JD, 1982); Law Clerk to Hon. Carl McGowan, U.S. Court of Appeals for the D.C. Circuit (1982-1983); Hon. Lewis F. Powell, Jr., U.S. Supreme Court (1983-1984); Howard M. Holtzman, Iran-U.S. Claims Tribunal (1984-1985).

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Featured in Advertising (USA – Nationwide), Litigation (New York), Insurance (New York)

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Patrick Nevins is a partner in the Washington, D.C. office of Latham & Watkins and a member of the Energy Regulatory & Markets and Project Development & Finance Practices. Mr. Nevins has more than 25 years of experience advising leading energy companies in the development of major infrastructure projects, administrative litigation, and high-stakes regulatory matters. His clients have included electric utilities, oil and liquids pipelines and shippers, and companies in all segments of the natural gas industry, including: Pipeline and storage companies •LNG project developers •Local distribution companies •Producers Mr. Nevins has advised clients with respect to commercial arrangements and regulatory approvals for numerous major infrastructure projects, including: new and expanding gas pipelines, LNG projects, gathering and processing facilities, and NGL pipelines. Mr. Nevins has developed a deep understanding of the government agencies that regulate the energy industry and represents clients before the Federal Energy Regulatory Commission (FERC), state regulatory commissions, the Department of Energy (DOE), and in the US Courts of Appeals concerning the judicial review of agency decisions. In 2018, Mr. Nevins was named to BTI Consulting Group's Client Service All-Star List, which recognizes leaders in superior client service identified exclusively by corporate counsel.

NEWMAN, Jason
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Featured in Litigation (USA – Nationwide)

Practice Areas: Jason is a member of the Baker Botts Energy Litigation practice group and represents clients in multiple areas of the oil and gas sector.

Career: Jason attended Hardin-Simmons University and received his law degree from South Texas College of Law. He has practiced energy litigation at Baker Botts for his entire career, and specializes in the many novel legal issues facing the oil and gas industry with the advent of horizontal drilling. Jason was recognized by the National Law Journal as an "Energy Trailblazer." **Professional Memberships:** Jason participates in the Oil and Gas Division of the State Bar of Texas and serves on the advisory board for the Institute of Energy Law.

Publications: Jason has published multiple articles on energy law, and regularly speaks on energy topics. His articles have been cited by Texas appellate courts.

Personal: Jason grew up ranching near Andrews, Texas and moved to Houston in 2002 for law school. He received the Outstanding Young Alumni Award from Hardin-Simmons University in 2015. He loves spending time with his wife, Jamie, and their three boys and playing the guitar.

NG, Catherine

Nixon Peabody LLP, Boston

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Catherine represents corporate trustees, collateral administrators, paying agents, depositaries, collateral agents, administrative agents and other service providers in all facets of structured finance transactions and other debt financing. Currently, I am working on various matters involving CLO transactions that span the entire lifecycle of a transaction, including warehouse facilities, new origination, general maintenance issues, interpretation of indentures, redemptions and satisfaction and discharge. I work on loan agency and custody matters and have extensive knowledge of legal issues facing custodians, administrative agents and collateral agents. I am also representing corporate trustees in mortgage-based securities, including servicing transfers and enforcement actions including mortgage repurchase claims. Our team continues to monitor and track legal and business trends facing corporate trustees in the structured finance market to better understand our clients' needs and to help grow their businesses.

Career: American University, Washington College of Law, J.D. Wesleyan University, B.A.

Professional Memberships: Catherine Ng is a member of the Massachusetts and Boston bar associations.

Personal: American University, Washington College of Law, J.D. Wesleyan University, B.A.

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Featured in Litigation (USA – Nationwide)

Practice Areas: Tina Nguyen represents oil, gas, and renewable clients in litigation matters, including lease and power agreements, royalty obligations, pricing disputes, joint operating agreements, joint ventures and partnerships, midstream agreements, and other issues.

Career: Tina is a partner in the Houston office of Baker Botts LLP, where she specializes in complex energy litigation matters. Before joining Baker Botts, Tina was the Class Vice President at Duke University, graduated top of her class (Order of the Coif) at the University of Michigan Law School, and clerked with the Honorable Sidney A. Fitzwater of the United States District Court for

the Northern District of Texas. Tina serves on the Executive Committee for the Institute for Energy Law, Secretary of the Federal Bar Association of Houston, and was formerly the Secretary of the Asian American Bar Association of Houston.

Professional Memberships:

Licensed in Texas; admitted in the Fifth Circuit, Texas federal courts, and other jurisdictions.

Publications: Numerous articles and speeches concerning energy litigation.

Personal: Tina is a first-generation American, whose parents immigrated from Vietnam to Houston. Tina grew up watching her parents' hard work and determination. She enjoys spending time with her husband and two daughters.

NGUYEN, Tram N.

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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Tram Nguyen advises private equity funds, credit funds, hedge funds, venture funds and other investment funds on all aspects of fund formation, fund structuring and capital raising. She has extensive experience representing asset managers and financial institutions on complex regulatory matters, including registration, examinations and reporting requirements. Additionally, Tram was the inaugural branch chief of the Private Funds Branch at the SEC Division of Investment Management in Washington DC, where she served from 2010 to 2013. At the SEC, she led the development and implementation of new rules under the Dodd-Frank and JOBS acts for private fund advisers.

NICHOLS, Robert

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Featured in Government (USA – Nationwide)

Practice Areas: Robert Nichols helps government contractors solve complex legal problems and achieve their desired business solutions. Robert has led several of the highest profile matters in the industry, from a \$10.5 billion bid protest at the Court of Federal Claims, to lawsuits arising from the Cuban government's imprisonment of a contractor for espionage, to managing parallel investigations by two Agency Offices of Inspector General, two Suspension and Debarment Officials, the Department of Justice, and a Congressional oversight committee. Prior to founding Nichols Liu, Robert was a partner at two Washington AMLaw 100 firms and served both at the White House and as a Judge Advocate General at the Army Corps of Engineers. Robert has been consistently ranked by Chambers USA, Best Lawyers, and Legal 500 and is noted as "an outstanding strategist, good communicator, has an excellent bedside manner with executives and boards under stress, and good and

timely follow-through." He is praised for his creative and entrepreneurial approach to issues across a broad range of industries."

Professional Memberships: District of Columbia Bar · U.S. Virgin Islands Bar · U.S. Court of Federal Claims · U.S. Supreme Court · U.S. Court of Appeals for the DC Circuit

Personal: Georgetown University Law Center, LL.M., 1997 · Arizona State University College of Law, J.D., 1994 · Northern Arizona University, B.S., 1991

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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Barbara Niederkofler represents some of the most prominent hedge and private equity fund sponsors, as well as a broad range of other investment clients, including credit funds, hybrid funds, family offices and institutional investors. Her practice focuses on the formation and operations of private investment funds along the liquidity spectrum, including structuring funds and managers in multiple jurisdictions; providing guidance on fundraising and solicitation issues; advising on seed arrangements, spinouts, joint ventures and "upper-tier" arrangements; handling registrations and exemptive filings under securities and commodities laws with regulators, including the SEC, CFTC and NFA; and advising on ongoing maintenance of fund structures, as well as compliance issues for managers. Barbara has substantial experience with all aspects of investment adviser compliance and registrations.

Professional Memberships: Co-Chair, Akin Women's Firmwide Resource Group

Personal: J.D., Harvard Law School, 2003; B.A., Yale University, summa cum laude, 2000

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Featured in Investment Funds (USA – Nationwide)

Practice Areas: Margaret Niles has a domestic and international business transactions practice centering on alternative investments and joint ventures for investors. She focuses on representing public pension funds, university endowments, sovereign wealth funds and other institutional investors in private equity funds, hedge funds, and other commingled funds of all kinds. Margaret also works with bespoke investment vehicles for her clients, such as funds-of-one and separately managed accounts. With her clients, she focuses on all aspects of fiduciary duties in the investment context. Her experience includes significant work on public disclosure requirements and other regulatory matters applicable to institutional investors. Margaret is nationally ranked in the 2019, 2020, and 2021 Chambers USA publication for

her work in the "Nationwide Investment Funds: Investor Representation" category, and she is recognized in the Best Lawyers in America publication for her work in private funds.

Publications: "The New Do-It-Yourselfers," The Deal, October 2006

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Featured in Outsourcing (USA – Nationwide), Technology (USA – Nationwide), Technology (New York), Outsourcing (New York)

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Frank Nocco is Head of Weil's U.S. Structured Finance and Derivatives practice and is Co-Head of the Global Structured Finance and Derivatives practice. Frank works closely with counterparts in London and other offices worldwide. He represents issuers, underwriters, placement agents, credit enhancers, collateral managers, and investors in structured securities offerings (including ABS and CLOs) and derivatives transactions, and related restructuring work. He has participated in the securitization of a wide variety of assets, including oil and gas assets, commercial and consumer loans, mortgage loans/leases, diamonds and consignment sales proceeds, credit card receivables, trade receivables, auto loans, equipment (including aircraft) and vehicle leases, student loans, insurance broker fees, and IP rights.

Personal: Columbia University (B.A., magna cum laude, 1985); Columbia University School of Law (J.D., 1988).

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)

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Featured in Litigation (Illinois), False Claims Act (USA – Nationwide)

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Michael Nonaka is co-chair of the Financial Services Group and advises banks, financial services providers, fintech companies, and commercial companies on a broad range of compliance, enforcement, transactional, and legislative matters. He specializes in providing advice relating to federal

and state licensing and applications matters for banks and other financial institutions, the development of partnerships and platforms to provide innovative financial products and services, and a broad range of compliance areas such as anti-money laundering, financial privacy, cybersecurity, and consumer protection. He also works closely with banks and their directors and senior leadership teams on sensitive supervisory and strategic matters.

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Featured in Outsourcing (USA – Nationwide), Outsourcing (New York)

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Deborah North's practice focuses on a broad range of complex derivatives and structured finance matters. She advises on the transactional and the regulatory aspects, as well as the cross-border security arrangements, they often entail. Deborah supports her clients on a wide range of products including credit-linked notes, TRS, structured repos, and contingent credit default swaps transactions. She also advises on insurance-linked products and commodity derivatives including in the context of renewable energy. Her regulatory experience includes the advising on the design of credit default swap clearing, customer clearing and clearing house default management in Europe and in the US and the implementation of the swaps and security-based swaps regulatory regime introduced by the Dodd Frank Act. Her clients include sell side, buy side and end user firms as well, sovereign wealth funds, clearing houses and other market infra structure providers. She regularly advises ISDA, FIA, SIFMA and SIFMA AMG on comment letters and industry wide initiatives, including the recently implemented SEC Treasury Clearing Rule. She brings unique experience on the intricacy of different clearing models as well as challenges and solutions in industry documentation, having lead tech-enabled implementation projects for several large financial institutions. Additionally, Deborah has served the Market Risk Advisory Committee of the CFTC and advised the ARRC on regulatory matters associated with the transition away from LIBOR to risk free rates as well as serving on the board of Women In Financial Markets. Her transactional and regulatory derivatives experience she has been called upon by clients in the legal/tech and fintech space to create documentation frameworks and multi-jurisdictional regulatory analysis for their start-up offerings. Most recently she has advised ISDA, FIA and market

participants on sustainability linked derivatives, the voluntary carbon markets and the transition to more sustainable finance generally.

Career: Deborah joined the firm as a partner in 2022 after more than two decades, including as a partner in London and New York of another firm.

Professional Memberships: Member of the Bar in New York, England and Wales.

NORTON, Lawrence H

Venable LLP, Washington, DC

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Featured in Political Law (USA – Nationwide)

Practice Areas: Larry Norton, a former general counsel of the Federal Election Commission (FEC), advises clients on federal and state campaign finance laws, lobbying disclosure, gift and ethics rules, pay-to-play laws, and the tax implications of political activities. His clients include corporations and their PACs, advocacy groups and trade associations, candidates, super PACs, lobbying shops and law firms, and high-net-worth individuals. Larry recognizes the unique issues facing organizations seeking to influence public policy and elections. He provides pragmatic and creative solutions to complex problems, troubleshoots new projects and programs, and helps clients manage their legal and reputational risks.

NOSAL, Lisa

Kirkland & Ellis LLP, New York

Featured in Registered Funds (USA – Nationwide)

Practice Areas: Lisa Nosal is an investment funds partner in the Boston office of Kirkland & Ellis LLP. Lisa has a decade of experience representing registered investment companies and their investment advisers and boards of directors. Her clients have included traditional open-end and closed-end investment companies, tender offer and interval funds, exchange-traded funds and business development companies (BDCs). Lisa has extensive experience in the formation and ongoing representation of alternative products that provide retail access to private assets, such as funds of private equity funds, funds of hedge funds, private credit funds and registered hedge funds. Lisa has counseled funds, their boards and advisers through a variety of extraordinary events, including corporate acquisitions and transactional matters, fund and adviser reorganizations and change of control matters, fund adoption transactions, activist pressure, SEC examinations and investigations and complicated liquidations. Lisa serves on the Board of Directors of Mercy Home for Children, a nonprofit providing residential homes and other support services for adults with intellectual and developmental disabilities in New York. Lisa's representative clients include Ares, Blue Owl, Crescent Capital, First Eagle, Lord Abbett, Neuberger Berman and Polen Capital.

Personal: George Mason University School of Law J.D. (magna cum laude), 2013; University of Vermont B.A., Economics & Environmental Studies (cum laude), 2008.

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Featured in Startups & Emerging Companies (USA – Nationwide)

Practice Areas: Jon Novotny is a partner in Goodwin's Technology group. His practice focuses on representing high-growth technology companies and venture capital firms. He works with founders and investors from the earliest phases of development and commercialization through maturity, supporting clients at all stages of the corporate lifecycle. This includes advising on new company formation, venture capital financings, mergers and acquisitions, corporate governance and IPOs. He works with technology companies across a range of industries including AI, big data, biotech, climate tech, digital health, fintech, industrial tech, manufacturing, SaaS and security.

Personal: JD, Stanford Law School 2008; BS, Computer Science, University of Tulsa 2004; BA, Philosophy, University of Tulsa 2004

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Featured in Projects (USA – Nationwide)

Practice Areas: Project Development & Finance; Energy Transition; Energy & Natural Resources; Mining & Metals; Environmental, Social and Governance (ESG); Power & Utilities; Oil & Gas; Infrastructure; Capital Markets; Credit & Leveraged Finance; Africa; Latin America.

Career: Co-head of the Firm's global Project Development & Finance practice with expertise in energy transition, oil and gas (including LNG), power (including renewables), metals and mining, infrastructure and other sectors in the U.S., Europe, Africa, Latin America and elsewhere. Advises clients on a broad range of transactions, including project financings, leveraged financings and capital markets offerings for sponsor, financial institution and corporate clients. Recognized as "Dealmaker of the Year" by The American Lawyer, "Project Finance Lawyer of the Year" by Euromoney's Women in Business Law Awards, "Energy MVP" and "Project Finance MVP" by Law360, and one of Crain's "Notable Diverse Leaders in Law" and "Notable Women in Business". Her work recently includes: Chevron ACES Delta, Port Arthur LNG; Golden Triangle Polymers Facility; California Resources Corporation joint venture with Brookfield Renewable; Volkswagen and Siemens investment in Electrify America; Semptra Energy LNG; Corpus Christi LNG; Cameron LNG; Australia Pacific LNG; Tillman Infrastructure; TerraForm Power; the Buckthorn Wind Project; and several large-scale

pending projects in North America and Africa.

Professional Memberships: Chair, Africa Sub-Committee, Cyrus R. Vance Center for International Justice; Member, Council on Foreign Relations

Personal: University of Oxford (B.C.L., 2001); NYU School of Law (LL.M., 2000); University of Nairobi, (LL.B., 1998)

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: To read more, visit: www.whitecase.com/people/damien-nyer

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Featured in Antitrust (USA – Nationwide), Antitrust (California)

See under California for profile.

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Featured in Gaming & Licensing (USA – Nationwide), Gaming & Licensing (Mississippi)

See under Mississippi for profile.

O'BRIAN, Adam

Hunton Andrews Kurth LLP, New York

Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Mr. O'Brian's practice focuses on capital markets transactions with an emphasis on public utilities and energy companies. He is a member of Hunton Andrews Kurth's Power and Utilities Capital Markets Team and has experience representing issuers and underwriters on a range of securities transactions including debt, equity and structured financings. Mr. O'Brian specializes in advising public utilities and underwriters on all aspects of dedicated utility rate securitization transactions, including drafting legislation, advising on the regulatory process to obtain a financing order, and finally, the registration and sale of the securities. Mr. O'Brian also counsels clients on SEC registered public offerings, Rule 144A/Regulation S offerings and private placements, often advising utilities or underwriters on nine-figure matters. In addition to his traditional capital markets experience, Mr. O'Brian has experience advising clients on ESG (Environmental, Social and Governance) offerings and establishment of ESG frameworks.

O'BRIEN, Alicia C

King & Spalding LLP, Washington, DC

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Featured in Government (USA – Nationwide)

Practice Areas: Former Senior Counsel and Special Assistant to President Biden, Alicia O'Brien specializes in investigations and enforcement actions

by Congress, state attorneys general, the Department of Justice (DOJ) and other federal agencies. Drawing on two decades of crisis management and government investigations experience in both the public and private sector – including senior leadership positions in the White House and DOJ – Alicia assists clients in a wide variety of industries navigate these high-stakes, multi-faceted matters. She routinely advises on the significant legal, business, political, and public relations risks and opportunities unique in congressional and parallel government investigations, and manages all stages of these matters, including large-scale subpoena responses, witness preparation, high-profile testimony, and public messaging. Ms. O'Brien previously served at DOJ during the Obama Administration, as an Associate Deputy Attorney General in the Office of the Deputy Attorney General and as a Deputy Assistant Attorney General in the Office of Legislative Affairs. In these capacities, she advised DOJ leadership on complex, sensitive matters, and managed the Department's responses to congressional oversight, as well as parallel inquiries by inspectors general and other federal agencies. Alicia regularly prepared DOJ's most senior officials for numerous congressional hearings, member briefings, and other congressional engagement on a broad range of issues.

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Featured in REITs (USA – Nationwide), Tax (California: Southern)

Practice Areas: Ana O'Brien, Global Co-Chair of the REIT Industry Group, Deputy Office Managing Partner for the firm's Los Angeles offices, and former Chair of the Los Angeles Tax Department, advises clients on federal taxation of REITs, corporations, and partnerships in a variety of US and international contexts. Ms. O'Brien advises clients on tax issues associated with mergers and acquisitions, securities offerings, financing transactions, and joint ventures. Ms. O'Brien regularly speaks on tax issues related to real estate investment trusts (REITs) and other tax matters.

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Mr. O'Brien has extensive experiences in domestic and international capital markets Transactions, with emphasis on financings by power and energy companies. He serves as issuer's and underwriter's counsel to several utilities, has served as products counsel to investment banks and acted as US securities counsel for distribution and supply companies in Australia and the UK.

Career: Energy, corporate finance, tax exempt finance. Admitted to practice, 1992, New York.

Personal: JD, Washington & Lee University School of Law 1991. BA, The College of Holy Cross, 1988.

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Partner Will O'Brien is first-chair counsel in multifaceted and high-stakes international arbitration and litigation before all major international arbitral institutions globally and US courts. Private companies and sovereigns alike have turned to Will to resolve matters involving hundreds of millions of dollars' worth of claims for clients in more than 40 countries, throughout Europe, North America, Asia, Africa, the Middle East and Latin America. Will focuses on complex multi-jurisdictional matters involving sovereign immunity, laws of war, non-signatories, parallel proceedings, enforcement of arbitration awards and judgments, government contracts, treaty issues, money laundering, and fraud or corruption allegations, among other areas. And for more than 20 years, Will has been deeply involved in the development of the law of enforcement of arbitral awards and judgments, handling the leading New York Convention cases on jurisdiction and annulment actions. Also Co-Head of the firm's Industrials Sector, he represents multinational companies across a wide variety of areas, including in aviation/aerospace and defense, security, manufacturing, automotive, construction, energy, government, chemicals and plastics, telecom, transportation, and infrastructure. As an adjunct professor of law at Georgetown University Law Center, he teaches international commercial arbitration with a focus on sovereigns and best practices in international contracting. He also teaches international arbitration at the International Law Institute. Will is a member of the ICC Commission on Arbitration and ADR, the IBA's Arbitration Committee, and the Steering Committee on international arbitration for the US Council on International Business. Will also serves as a member of the Eversheds Sutherland Global Board of Directors.

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Drawing from more than a decade of experience both working at FDA and in private practice, Jessica O'Connell provides strategic advice to a broad range of companies and trade associations in engaging with food and drug regulatory bodies

and Congress. Ms. O'Connell works closely with clients to develop product strategies that are low-risk from both a regulatory and litigation perspective while also meeting marketing goals and objectives. She regularly counsels clients regarding potential crises, such as recalls, regulator investigations, and other unanticipated regulatory attention, and has successfully represented clients in both FDA and FTC investigations, including negotiating consent decrees with DOJ, and in matters before the NAD. She also engages with Congress and state legislators on a range of legislative efforts, including relating to alternative meat, cosmetics, and other food labeling requirements.

Career: Ms. O'Connell previously served as Associate Chief Counsel in FDA's Office of Chief Counsel, where she advised various components of FDA and HHS on a range of legal issues.

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Featured in Litigation (Massachusetts), False Claims Act (USA – Nationwide)
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Featured in Securities (USA – Nationwide)

Practice Areas: Dan, a former SEC trial attorney, co-leads the Securities & Futures Enforcement practice at Ropes & Gray. Dan works with public companies and investment advisers, as well as senior individuals at these firms, involved in civil and criminal government enforcement matters before the SEC, DOJ, and other state and foreign regulators. Dan's practice focuses on three areas: public company accounting and disclosure matters, as well as insider trading issues at public companies; investment advisers dealing with issues related to the exercise of their fiduciary duties, conflicts of interest, trading and other technical regulatory matters; and matters relating to the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, and other related anti-corruption laws. Dan has particular expertise in assisting management and directors in running internal investigations, addressing sensitive governance issues, and establishing and evaluating regulatory compliance programs. Prior to re-joining Ropes & Gray in 2008, Dan was Senior Trial Counsel at the SEC where he handled prosecutions and investigations of corporate entities and individuals for civil and criminal violations of federal securities laws, including: various accounting and reporting fraud schemes, fraud by hedge funds and other investment advisers, FCPA issues, market manipulation, and broker-dealer fraud and failure to supervise. Dan's work at the SEC was recognized through a Director's Award and several Special Act Awards. Before law school, Dan served as a watch officer and assistant engineer aboard the nuclear powered,

ballistic missile submarine, the USS George Bancroft, SSBN 643.

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Jeff O'Connor leads Kirkland's Asset Finance & Securitization practice. Jeff is recognized as one of the leading securitization attorneys in the United States by several major legal publications. He counsels clients in a broad range of complex asset securitization, structured finance, secured lending and receivables sale transactions involving credit card, auto and equipment, oil and gas, health-care, manufactured housing and other assets. Clients describe Jeff as "a great technical lawyer" with "really good judgement with respect to legal and business points" who is "well-liked by in-house counsel."

Personal: University of Southern California, Gould School of Law, J.D., 1990; University of Wisconsin-Madison, M.D., 1986; Marquette University, B.S., 1982.

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Featured in Litigation (District of Columbia), False Claims Act (USA – Nationwide)

Practice Areas: Matthew O'Connor is co-chair of the Life Sciences Litigation and Investigations Practice Group and is resident in the firm's Washington Office. Matt has extensive experience in all aspects of the white collar defense practice, with a particular emphasis representing life sciences companies and executives in broad-ranging federal and state civil and criminal investigations, follow-on consumer protection actions, and congressional investigations. Matt also has an active litigation practice in defending False Claims Act, RICO, and other follow-on litigation arising from governmental investigations.

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Featured in Venture Capital (USA – Nationwide), Venture Capital (California)
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Featured in Government (USA – Nationwide), Construction (California)

Practice Areas: Government Contracts; Construction; Litigation

Career: Litigation includes GAO and COFC multi-billion dollar bid protests, board and federal and state court latent defect and termination claims, prime-subcontractor disputes on IT and aircraft contracts, False Claims Act suits, CAS disputes, and actions on complex construction projects. Legal

counsel on all aspects of government contracts.

Professional Memberships: ABA Public Contract Law Section and Forum Committee on Construction Industry; AGC of California Legal Advisory Committee; Advisory Committee, West's "Government Contractor."

Personal: JD, Yale Law School, editor of Yale Law Journal. BA, Williams College, magna cum laude.

O'KEEFE, Edward

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Featured in Financial Services Regulation (USA - Nationwide), Banking & Finance (North Carolina)

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O'LEARY, Michael

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Featured in Capital Markets (USA - Nationwide), Energy & Natural Resources (USA - Nationwide), Capital Markets (Texas), Corporate/M&A (Texas)

Practice Areas: Co-head of the firm's Corporate team. Represents public and private companies and investment banking firms in corporate finance and M&A transactions, including: mergers, acquisitions, de-SPAC transactions, dispositions, IPOs and other public offerings, private placements; partnerships/joint venture formation; public company spin-offs; redemptions and consent solicitations; royalty trusts and VPP financings; upstream, midstream and interstate pipeline transactions; energy transition transactions and financings (including CCUS and clean hydrogen and ammonia production facilities); private equity and infrastructure investments in energy and portfolio company representation; counsels Boards of Directors and special committees on governance, fiduciary duties and conflict of interest transactions; joint bidding arrangements and corporate governance counseling. Expertise in upstream and midstream energy, intrastate/interstate pipeline, oilfield service company, MLP, royalty trusts and securities matters; M+A transactions and energy transition matters.

O'MALEY, Jackson

Vinson & Elkins LLP, Houston

Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

O'NEIL, David

Debevoise & Plimpton LLP, Washington, DC

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Featured in FCPA (USA - Nationwide), Litigation (District of Columbia)

See under District of Columbia for profile.

O'NEILL, John

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Featured in Projects (USA - Nationwide)

Practice Areas: As head of the firm's P3 and Infrastructure practice, John's practice focuses on public-private infrastructure development, public finance, capital finance and complex commercial lending. John is among the very few lawyers in the United States with substantial experience on both the project development and the public finance sides of structuring transactions for a broad range of complex public and public-private infrastructure projects. His transactional experience includes service as counsel to governmental owners, equity sponsors, concessionaires and financing parties for projects such as roads and highways, passenger rail and transit assets, airports, convention and conference centers, educational facilities, government administrative facilities, and water, wastewater and storm water management facilities. John is active in the firm's management and currently serves as co-head of the firm's Business Practice Group. He previously served as the first Managing Partner of the firm's Richmond office and as head of the firm's Public Finance practice group, a practice area in which he is nationally recognized as a Fellow in the American College of Bond Counsel.

O'NEILL, Julie

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Privacy + Data Security; Product Life Cycle

Career: Clients seek out Julie because of her practical advice on cutting-edge issues at the intersection of privacy and consumer protection laws. She provides clients with practical solutions to compliance challenges around a wide variety of both online and offline privacy issues, including tracking, interest-based advertising, geo-targeting and other mobile tracking, personalization, and cross-device tracking. Julie provides clients with creative and practical advice on meeting the requirements of state and federal privacy laws, including the Federal Trade Commission Act, the California Consumer Privacy Act, Children's Online Privacy Protection Act, and the Family Educational Rights and Privacy Act. She crafts guidelines and compliance programs for clients' collection, use, and disclosure of personal information in diverse contexts and throughout the life cycle of their initiatives, such as for connected products (the Internet of Things) and mobile services. She also drafts privacy and cookies policies, online service terms of use, agreements involving online and offline advertising and marketing practices, and agreements concerning a variety of data uses. In addition, Julie helps clients assess and manage privacy risks, including in connection with mergers, acquisitions, and other strategic transactions.

Personal: J.D., Georgetown University Law Center; B.A., University of Virginia

O'NEILL, Sean

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Featured in Projects (USA - Nationwide)

Practice Areas: Sean O'Neill is a partner in the New York office of Milbank LLP and a member of the firm's Global Project, Energy and Infrastructure Finance Group. Mr. O'Neill's experience includes the representation of project sponsors (investment firms/portfolio companies) and financial institutions (banks, institutional investors, direct lenders) in a range of domestic and cross-border financings and investment transactions across industrial sectors, including oil and gas / LNG, power (renewable/conventional), energy transition projects, transportation / logistics infrastructure, water, digital infrastructure and mining. Mr. O'Neill earned his J.D. from Columbia, where he was a Harlan Fiske Stone Scholar and an editor for the Yearbook on International Investment Law & Policy. He received his M.B.A. from Columbia Business School and his B.A. from the University of Pennsylvania, where he graduated magna cum laude with honors in political science and economic history.

O'QUINN, John C

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Featured in Intellectual Property (USA - Nationwide), Intellectual Property (District of Columbia)

Practice Areas: John O'Quinn's practice focuses on litigation, including intellectual property, commercial, regulatory and other complex cases at the trial and appellate levels. He has argued 100 appeals in courts throughout the country. He is one of the premiere practitioners in the U.S. Court of Appeals for the Federal Circuit, where he has argued more than fifty patent appeals. A trained engineer who graduated first in his class from Harvard Law School and clerked at the U.S. Supreme Court, he has represented a broad array of clients in patent cases involving numerous technologies, such as Abbott, BASF, Cisco, GSK, Honeywell, Samsung, Schlumberger, and others. Other representative matters have included defamation, trademark, trade secret, regulatory, False Claims Act, and bankruptcy disputes for clients such as Abbott, AbbVie, Boeing, Charter Communications, Eli Lilly, Intelsat, Lucky Brands, Motorola and Sun Capital, as well as various trade associations. Clients have described him as an "appellate high flier" who "is outstanding as both an oral advocate and brief writer." His work has been recognized in the National Law Journal, The Legal 500, the Financial Times, and Managing Intellectual Property.

Personal: Harvard Law School, J.D., 2001; MIT, M.S., 1998; Oxford University, M.Sc., 1997; NCSU, B.S., 1996.

O'SHEA, Aisling

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Featured in FCPA (USA - Nationwide), Litigation (District of Columbia)

Practice Areas: Criminal defense, national security, government and internal investigations and the FCPA

Career: Aisling O'Shea is a co-head of S&C's FCPA and Anti-Corruption Group and a member of the Criminal Defense and Investigations Group and the Litigation Group. She has extensive experience in conducting internal investigations and defending clients in criminal and regulatory matters related to corruption, money laundering, securities fraud and other forms of financial fraud, tax evasion, and criminal antitrust. Ms. O'Shea advises clients on FCPA and anti-corruption issues, including FCPA-related transactional issues and corporate compliance programs and internal controls. She has represented financial institutions, multinational corporations and executives in investigations and enforcement actions by numerous government authorities, including the U.S. Department of Justice, the U.S. Securities and Exchange Commission, the U.S. Commodity Futures Trading Commission, FinCEN, various bank and insurance regulatory agencies, various state and local prosecutor's offices, and the UK Financial Conduct Authority. Ms. O'Shea rejoined the Firm in 2017 after more than five years of service as a trial attorney in the FCPA Unit of the Fraud Section of the U.S. Department of Justice's Criminal Division. Over the course of her tenure at the DOJ, Ms. O'Shea worked closely with every major U.S. Attorney's Office and federal law enforcement agency, as well as in coordination with other government agencies.

Professional Memberships: National Co-Chair, American Bar Association, White Collar Crime Committee

Personal: University of Virginia School of Law, J.D., 2003 Georgetown University, B.A. 2000

O'TOOLE, Timothy P

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Featured in Litigation (District of Columbia), International Trade (USA - Nationwide)

Practice Areas: Corporate ethics and compliance and investigations, including economic sanctions & export controls, CFIUS, and MDB/World Bank Sanctions Proceedings; national security and securities enforcement; white collar defense and international investigations.

Career: Member, and Practice Lead of Economic Sanctions & Export Controls at Miller & Chevalier; writes and speaks about white collar defense and international trade issues at venues and media outlets around the world. A past co-Chair of the National Association of Criminal Defense Lawyers (NACDL),

West Coast White Collar Crime Conference in Santa Monica, and a past co-chair of the NACDL's White Collar Crime Committee; hosts the firm's economic sanctions and export controls podcast, EMBARGOED! Former Chief of the Special Litigation Division of the Public Defender Service for the District of Columbia. Former Assistant Federal Public Defender in Las Vegas, Nevada. **Personal:** J.D. University of Virginia School of Law 1990; B.A. University of Virginia cum laude 1987

OBERKFELL, Keith F

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Featured in Capital Markets (USA - Nationwide), Banking & Finance (North Carolina)

Practice Areas: Keith Oberkfell focuses on securitization and other structured finance products, including CLOs and BDC facilities. He advises foreign and domestic financial institutions, hedge funds, private equity funds, initial purchasers, placement agents and issuers in private, public and Rule 144A/Regulation S transactions in securitizations of a wide range of asset types, including broadly syndicated and middle-market loans; residual interests; student loans; aircraft, container and other equipment loan and lease portfolios; credit card receivables; automobile loans and other financial assets. In addition, he has extensive experience in capital call subscription facilities and other esoteric asset classes. He also represents program sponsors with respect to a variety of commercial paper conduit structures.

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Featured in False Claims Act (USA - Nationwide), Healthcare (District of Columbia)

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OHAYON, Lior

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Lior Ohayon is a partner and Co-Chair of the firm's Asset Management Department. He advises investment management firms, financial services companies and banks on fund formation and restructurings, investments, liquidity events, compensation and regulatory matters across asset classes and investment structures in the U.S. and abroad, with a focus on private equity, credit, real estate and infrastructure.

Personal: Boston University School of Law, J.D., 2002, New York University, B.A. (magna cum laude), 1999; See: <https://www.willkie.com/professionals/o/hayon%20lior>

OLSEN, Michael

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Michael Olsen is co-leader of Mayer Brown's Litigation & Dispute Resolution practice and co-leader of Mayer Brown's Mass Tort & Product Liability practice. He is a skilled trial lawyer who focuses his practice on mass and toxic tort litigation, but also represents national and multinational corporations in complex commercial litigation including securities and commodities litigation, purchase and sale agreement disputes, and general business litigation. Currently, Mike represents The Big Ten Conference in the NCAA Student-Athlete Concussion Litigation (MDL 2492). In addition, Mike was appointed by the Court to serve as lead counsel for all of the conference defendants in the MDL. Mike also serves as national counsel for a chemical manufacturer in its litigation involving the sale of PFAS chemicals.

OLSON, Theodore B

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: One of the nation's premier appellate and US Supreme Court advocates, Ted has argued 65 cases in the Supreme Court (including Bush v Gore, same-sex marriage cases and the legality of a presidential rescission of the Deferred Action for Childhood Arrivals program, DACA). He is a founder of the firm's Crisis Management, Sports Law, and Appellate & Constitutional Law Practice Groups. His practice encompasses constitutional law, appellate, media and entertainment, sports gambling, commercial disputes and crisis management.

Career: US Solicitor General, 2001-2004; Assistant US Attorney General, Office of Legal Counsel, 1981-1984; private counsel to Presidents Ronald Reagan and George W. Bush; Visiting Scholar, National Constitution Center, 2007; Senior Fellow, Administrative Conference of the United States.

Professional Memberships:

Ronald Reagan Presidential Foundation; Federalist Society and Knight First Amendment Institute at Columbia University; American College of Trial Lawyers; American Academy of Appellate Lawyers.

Personal: JD, University of California - Berkeley, 1965.

OPADIRAN, Nike

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Featured in Projects (USA - Nationwide)

Practice Areas: Nike O. Opadiran concentrates her practice on tax equity and debt financings, mergers and acquisitions, joint ventures and project development transactions involving

energy and infrastructure-related projects in the U.S. and internationally, with a particular focus on renewables. Ms. Opadiran's clients include sponsors, strategic investors, financial institutions and multilateral agencies, and she has particular experience with offtake agreements and matters involving electric transmission.

Career: JD, Harvard Law School, 2007; BS, University of Waterloo, 2003 (with distinction; Valedictorian)

ORAM, Jon H.

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Featured in Sports Law (USA - Nationwide)

Practice Areas: Jon H. Oram is a partner in Proskauer's Corporate Department, a member of the Sports Law Group and a past member of Proskauer's Executive Committee. Jon has a broad-based transactional practice with an emphasis on clients in the sports industry, including teams, leagues and owners, college conferences, media companies, private investment funds and financial institutions. Since joining Proskauer, Jon has represented the National Basketball Association (NBA), the National Hockey League (NHL), Major League Baseball (MLB), Major League Soccer (MLS), the Women's National Basketball Association (WNBA), the National Women's Soccer League (NWSL), the ATP Tour, the WTA Tour, the PGA of America and various other sports leagues and governing bodies in their most significant transactional matters, including team ownership transfers, financings, expansions, relocations, bankruptcies and investigations. His experience includes representing MLS in its arrangements with Lionel Messi and 20 expansion transactions over the past two decades, advising the NBA in the formation of NBA China and its \$253 million private placement, counseling the WTA Tour in connection with CVC Partners' \$150 million investment in WTA Ventures, and acting on behalf of funds managed by Asset Management Corporation in their acquisition of a significant minority interest in Atlético Madrid. Jon also serves as the primary outside counsel to Los Angeles 2028, the private not-profit corporation that will host the 2028 Olympic and Paralympic Games. In addition, Jon regularly advises professional sports teams, including the Philadelphia Eagles, New York Jets, Jacksonville Jaguars, Houston Astros, New York Yankees, San Diego Padres, Washington Nationals and Joe Gibbs Racing in a wide array of corporate matters, including team acquisitions, secured and unsecured financings, employment contracts with coaches and other key executives, and the sale of media rights, naming rights, sponsorships and other commercial rights. Jon has represented the O'Malley and Seidler families in their purchase of the San Diego Padres, Jim Crane and his partners in their acquisition of the Houston Astros, Shahid Khan in his purchase of the Jacksonville

Jaguars, and the Patrick D. Bowlen Trust in the record-breaking \$4.65 billion sale of the Denver Broncos. He has also advised bidders for many other teams across a broad range of sports, both in auctions and privately negotiated sales. Over the past two decades, Jon has counseled teams, leagues and owners seeking to develop new stadiums, arenas and other sports facilities. He has worked with, among others, the Eagles with the lease and development of Lincoln Financial Field, the Jets with regard to the financing of MetLife Stadium, the New Jersey Devils in their efforts to construct and finance the Prudential Center, and NBA China in negotiations with Anschutz Entertainment Group and to develop and operate the Mercedes-Benz Arena in Shanghai. Jon has advised clients on many of the largest naming rights transactions in history, including the New York Jets and Giants in their \$400 million naming rights deal with MetLife and Levi Strauss & Co. in its \$220 million deal to name the San Francisco 49ers' stadium in Santa Clara, California. Jon also represents a variety of private investment funds and other financial institutions, in connection with various debt and equity investments in professional sports teams and sports-related properties and the formation of sports and media-focused investment funds. His clients include Ares Capital, Avenue Capital, Dynasty Equity, Goldman Sachs, JPMorgan, Morgan Stanley, Oaktree Capital, The Raine Group, Shamrock Capital and U.S. Bank. Jon is a member of Proskauer's Pro Bono Initiative Committee and serves on the Board of Directors of Advocates for Children of New York, an organization dedicated to protecting every child's right to an education.

ORAVA, Stephen J

King & Spalding LLP, Washington, DC
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Featured in International Trade (USA - Nationwide)

Practice Areas: Steve Orava focuses on international trade and related regulatory and policy matters, including litigation and enforcement. As Chair of the International Trade practice and the manager of the Brussels office, Steve represents clients in a wide range of trade investigations and disputes. Steve advises clients on international trade, market access, investment, climate change and other regulatory and policy matters, including related litigation and enforcement actions. He also advises clients in anti-dumping, countervailing duty (anti-subsidy) and safeguard proceedings in Australia, Brazil, China, the EU, India, Mexico, the U.S. and other countries in a broad range of sectors, including chemicals, steel, textiles, agriculture and certain high-tech products. Mr. Orava is on the Advisory Board of Indiana University's Manufacturing Policy Institute and is a frequent author and speaker at international trade and WTO seminars worldwide.

ORME, Camille

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: General Practice Artificial Intelligence Bank Regulatory Commodities, Futures & Derivatives Financial Services Investment Management

Career: Camille Orme is a partner in the Firm's Financial Services Group. Ms. Orme advises U.S. and non-U.S. financial institutions on a wide range of U.S. banking laws and regulations. Recent areas of focus include restructuring global businesses in light of shifting regulatory requirements and standards, bank corporate governance matters, the Volcker Rule, the FDIC's brokered deposits regulations, bank ownership and control matters, national bank preemption, and permissibility of bank activities. Ms. Orme's regulatory practice also includes the affiliate transaction rules, restrictions on insider transactions, restrictions on depository institution management interlocks, and broker-dealer push-out. She also advises banks on supervisory matters, regulatory investigations and enforcement actions.

Professional Memberships: ABA (Co-Chair, SIFI Subcommittee of the Banking Law Committee)

Personal: University of Chicago Law School (J.D., 2000); University of Georgia (A.B., 1996).

ORYOL, Yuliya

Nossaman LLP, Los Angeles

Featured in Investment Funds (USA – Nationwide)

Practice Areas: Yuliya Oryol is co-chair of the Pensions, Benefits & Investments Group at Nossaman. She has more than two decades of experience representing institutional investors and government agencies in a broad range of investment matters nationally and internationally. Yuliya focuses her practice primarily on representing investors in alternative investments in different asset classes and related regulatory work. Yuliya has extensive experience in representing investors in domestic and off-shore commingled private funds, separate accounts, co-investments, funds of one, continuation funds, secondary transactions, joint ventures, and strategic alliances.

OSBORN, Jacob

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Featured in International Trade (USA – Nationwide)

Practice Areas: Jacob R. Osborn is a partner in the firm's Global Trade, Data, Privacy and Cybersecurity, and Digital Currency & Blockchain Technology practices. He also serves as the Co-Chair of Goodwin's Global Trade practice. Jacob is an expert in computer software and encryption, and his legal practice largely focuses on advising clients with respect to regulatory

matters, including encryption law and regulations. Jacob is also an export lawyer and specialist, playing a prominent role in the firm's Global Trade practice. He has advised hundreds of clients regarding regulatory compliance with the Committee on Foreign Investment in the United States (CFIUS), the Export Administration Regulations (EAR), economic sanctions administered by the Office of Foreign Assets Control (OFAC), and the International Traffic in Arms Regulations (ITAR), particularly with respect to electronics, telecommunications, software, and encryption items. Jacob also provides counsel in dozens of matters involving computers, software, encryption, cybersecurity, and data privacy and breach investigations. As an early user of blockchain technologies and an encryption regulations attorney, he is able to bridge the gap between the law and technology, providing clients with valuable legal guidance in areas of technical complexity. Throughout his legal career Jacob has litigated more than a dozen technology cases throughout the United States, including domain name disputes, matters involving intellectual property rights (e.g., patents, copyrights, trademarks, and trade secrets), and other litigation involving computer-related federal statutes (e.g., the Computer Fraud and Abuse Act and the Electronic Communications Privacy Act).

Personal: JD, American University Washington College of Law 2009 (cum laude); MS, Electrical and Computer Engineering, The Johns Hopkins University 2009; BS, Computer Science, Xavier University 2006; BS, Mathematics, Xavier University 2006

OSNATO, Michael

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Featured in Securities (USA – Nationwide)

Practice Areas: Michael J. Osnato, Jr., former Chief of the Complex Financial Instruments Unit of the Securities and Exchange Commission's Enforcement Division, is a Litigation Partner and member of the Firm's Government and Internal Investigations Practice. Drawing on his deep breadth of experience at the SEC, Mike is also the Head of Simpson Thacher's Funds Regulatory and Investigations group. He focuses on high-stakes regulatory and criminal matters, government investigations, sensitive whistleblower complaints and SEC examination and compliance counseling, including with respect to regulatory developments involving cryptocurrency and other digital assets. Representative matters include high-profile accounting fraud, asset valuation, FCPA, cryptocurrency, insider trading, public company disclosure and adviser conflicts of interest investigations before multiple government agencies.

Career: Joined the Firm in 2017; U.S. Securities and Exchange Commission

from 2008-2017; prior practice at prominent global law firms.

Professional Memberships: American Bar Association; New York City Bar Association White Collar Committee; SEC Enforcement Alumni; Law360 Compliance Editorial Advisory Board.

Publications: Co-author of Simpson Thacher Regulatory and Enforcement Alert.

Personal: J.D. with honors from Fordham Law School in 1997; B.A. with honors from Williams College in 1994.

OSTERMAN, Jeffrey D

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Featured in Technology (USA – Nationwide), Technology (New York)
See under New York for profile.

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Featured in Tax (Pennsylvania), Tax (USA – Nationwide)

See under Pennsylvania for profile.

OTERO, Kevin

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Featured in Tax (USA – Nationwide)

Practice Areas: Kevin Otero advises and represents multinational corporations, financial institutions, and individuals in all aspects of federal and state tax controversy, including audits, investigations, administrative appeals, and tax litigation. Kevin has led the successful defense of some of the most complex multi-year and multi-issue tax audits in the country and has represented clients in every facet of tax controversy from administrative phases through judicial proceedings. His experience covers an array of international and domestic tax issues, including transfer pricing, financial products, foreign tax credits, renewable energy incentives, complex corporate restructurings, bad debt and worthless stock, tax-free dispositions, valuation disputes, and privilege issues in the tax context.

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Featured in Offshore Energy (USA – Nationwide)

Practice Areas: To read more, visit: www.whitecase.com/people/steven-otillar

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Featured in Energy & Natural Resources (USA – Nationwide), Corporate/M&A (Texas)

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OVERMAN, Todd R.

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Featured in Government (USA – Nationwide)

Practice Areas: Todd Overman chairs the firm's Government Contracts Practice Group and has over 20 years of experience advising companies on the unique aspects of doing business with the federal government. His practice includes a combination of regulatory and compliance advice, M&A support, and litigation and dispute resolution. Todd regularly counsels buyers and sellers of government contractors in mergers, stock and asset deals, and corporate reorganizations, and has significant experience on FOCI matters. Over the last decade, he has been involved in over 60 acquisitions involving government contractors. Todd also has an active bid protest and claims practice, recently securing client victories in several forums, including GAO, the Court of Federal Claims and SBA's Office of Hearings and Appeals. Todd's regulatory practice focuses on corporate compliance and ethics programs; domestic preference rules; intellectual property and data rights issues; and SBA's size and affiliation rules, including SBA's All Small Mentor Protégé Program and joint ventures formed thereunder.

Career: Joined Bass, Berry & Sims in 2014; currently serves as Managing Partner of the firm's Washington, D.C. office. Previously, Todd was a partner at Hogan Lovells US LLP and clerked for Senior Judge Loren A. Smith at COFC.

Professional Memberships: American Bar Association: Section of Public Contract Law, Mergers & Acquisitions Committee, Vice-Chair (2017-2021); Commercial Products & Services Committee, Vice-Chair (2016-2017); Small Business & Other Socioeconomic Programs Committee, Co-Chair (2010-2015); and Legislative Coordinating Committee, Vice-Chair (2005-2009)

Personal: JD, Vanderbilt Law School (2002) AB, Duke University (1997)

OWEN, David

Latham & Watkins LLP, New York

Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: David E. Owen advises private equity firms and strategic investors on their most complex M&A transactions and joint ventures. A versatile practitioner, Mr. Owen handles mergers, acquisitions, and sales across diverse industries, with a particular focus on the energy and healthcare sectors. He regularly executes deals involving renewable energy projects at all phases of development, construction, and operation. Mr. Owen draws on his prior experience advising on debt and equity financing transactions and corporate restructurings to help develop and effectuate complex M&A structuring solutions. He is particularly adept at navigating matters involving

consortiums of equity investors through his extensive joint venture work.

PADGETT, Katherine P.

Akin, Washington, DC

Featured in International Trade (USA - Nationwide)

Practice Areas: Katherine's practice focuses on international trade matters, including CFIUS reviews, export controls, economic sanctions, national security and litigation strategy in international investment and arbitration. She has significant experience representing both foreign investors and U.S. companies across different sectors before CFIUS, as well as with respect to deal related considerations such as transaction structuring and deal term negotiations.

Career: Katherine served nine years in the office of the Legal Adviser at the U.S. Department of State. During her tenure, she served as the lead lawyer for the Committee on Foreign Investment in the United States (CFIUS). Katherine represented the State Department in various interagency processes including CFIUS national security reviews, arms export control regulations, and economic sanctions. Additionally, Katherine advised on investment arbitrations and played a key role in crisis management and implementation of U.S. military assistance. Katherine also served as a law clerk to the Hon. Stefan R. Underhill of the U.S. District Court for the District of Connecticut and the Hon. Peter W. Hall of the U.S. Court of Appeals for the 2nd Circuit.

Publications: "Foreign Investment in Real Estate Is Getting More Complicated," Law360 06/23/2023. "CCMCs revisited: Biden revises Trump rules on trading China military company shares," WorldECR, 11/9/2021. "Power Equipment Security Order Adds Compliance Burdens," Law360, 05/12/2020.

Personal: J.D., Tulane University Law School, summa cum laude A.B., Georgetown University, cum laude

PAGANO, Ed

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Featured in Government (USA - Nationwide)

Practice Areas: Ed Pagano provides advice to clients in the artificial intelligence, antitrust, communications, small business, privacy and emerging technology, among others. He has a profound understanding of the federal government's inner workings, given his tenure with the Obama administration as Senate liaison and deputy assistant to the President for legislative affairs and with Sen. Leahy and the Senate Judiciary Committee for more than 20 years. Ed began his professional career as an associate at a large law firm before moving on to serve as a field director for the Clinton-Gore presidential campaign in 1992. During college, he played power forward for four years for the Vermont Catamounts basketball team. He remains active at the University of Vermont as a member

of the board of trustees and through alumni and student engagement.

Career: Senate Liaison and Deputy Assistant to the President for Legislative Affairs, Obama White House Chief of Staff, Sen. Patrick Leahy (D-VT) Senior Counsel, Senate Judiciary Committee Legislative Counsel, Sen Patrick Leahy (D-VT)

Professional Memberships: Board Member, Legacies of War Member, Board of Trustees, University of Vermont Member, University of Vermont Presidential Search Committee

Personal: J.D., Fordham University School of Law B.S., University of Vermont

PAGE, Karishma Shah

K&L Gates, Washington, DC

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Featured in Government (USA - Nationwide)

Practice Areas: Based in Washington, D.C., Karishma Shah Page is a member of the firm's public policy and law practice. Karishma concentrates her practice on federal legislative and regulatory policy, focusing on tax, financial services, health care, retirement, and employee benefits issues. She has extensive experience working on a variety of legislation, such as the Tax Cuts and Jobs Act, the Protecting Americans from Tax Hikes Act, the Dodd-Frank Wall Street Reform and Consumer Protection Act, and the Affordable Care Act. She also works on related rulemaking and regulatory activity. Karishma develops and implements a variety of advocacy strategies to advance client objectives, both from a Congressional and administrative perspective. In particular, she leads complex, multi-faceted policy campaigns incorporating lobbying, coalitions and third-party advocates, grassroots/grassstops strategies, and traditional and new media. Additionally, she has experience building, managing, and working with coalitions. Karishma counsels clients with respect to the key legislative and regulatory developments that impact their operations. Her clients include Fortune 500 companies, trade and member associations, and tax-exempt entities. Karishma also advises clients on the intersection between social responsibility initiatives and the policy debate. Karishma works closely on issues involving the House Ways and Means Committee, Senate Finance Committee, House Financial Services Committee, Senate Banking Committee, House Education and the Workforce Committee, Senate Health, Education, Labor, and Pensions Committee, and Senate Aging Committee, as well as the Department of the Treasury, Internal Revenue Service, Department of Labor, and financial regulators.

Professional Memberships: Special Counsel, Secretary, and Director, Board of Directors, Truman Center for National Policy Co-Chair, Steering Committee, Will on the Hill, Shakespeare Theatre Company Host Committee, Campaign for Fair Sentencing Healing & Hope

Annual Dinner Outreach Committee Co-Chair, Tax Coalition Tax Council Women in Housing & Finance

Publications: "SEC Issues Long-Awaited Climate Risk Disclosure Rule," The National Law Review, 6 March 2024 "Takeaways And Next Steps After FSOC's Climate Risk Report," Law360, 22 November 2021 The 2020 Election and the Health Policy Landscape Post-COVID-19, Journal of Health Care Compliance, July-August 2020 Karishma frequently authors and co-authors alerts and articles on tax, healthcare, and financial services policy issues and is a popular speaker at relevant conferences.

PAINTER, Robin A

Proskauer Rose LLP, Boston

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Featured in Private Equity (Massachusetts), Private Equity (USA - Nationwide), Venture Capital (USA - Nationwide)

Practice Areas: Robin A. Painter is a partner in Proskauer's market-leading Private Funds Group and was global co-head of that practice for several years. She also previously served as co-head of the Firm's corporate department. She has a global network of clients and contacts developed over her more than 30 years of experience in the private equity and venture capital industry. She advises fund managers, institutional investors and investment advisors on a broad range of issues, including structuring private investment funds, portfolio investments, spin-outs, secondary transactions, internal governance and divestments and distributions. The majority of Robin's practice involves representing sponsors in structuring private investment funds and funds of funds and representing U.S. and global institutional investors and investment advisors in the private equity field. She routinely supervises teams of lawyers that represent sponsors in structuring their funds and institutional investors, or their advisors, in their investments across the alternative asset class. Robin also represents large institutional investors, or their advisors, in connection with the acquisition and sale of secondary partnership interests, and she has been involved in several of the largest bulk purchases of partnership interests in the industry. Over the last few years, Robin has managed teams of lawyers in fund structuring projects with capital commitments of well over \$10 billion, and also has advised clients on significant secondary transactions, spin-outs and restructurings. Robin has served as an adjunct professor and guest lecturer at several law and business schools, including Harvard School of Law, the Copenhagen Business School, Oxford University, MIT Sloan School, Yale School of Management and Boston College Law School. A frequent lecturer, author and industry board member, Robin takes an active role in the global private equity community. Some of her more recent lecture topics have included: -Nuts and Bolts of Forming

a Venture Capital Fund -Private Equity Secondaries as an Asset Class -Connecting with Your Firm's Fundraising Efforts - Terms & Conditions: Ensuring a Successful Platform for All Parties -The LPs Perspective on Alternative Assets

PALMER, Christopher

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Chris Palmer is an investment funds partner in the Washington, D.C., office of Kirkland & Ellis LLP. For more than 30 years, Chris has worked with funds, fund sponsors and investment advisers on the creation and operation of a wide range of registered funds, including open-end funds, closed-end funds, interval funds and exchange-traded funds. He advises fund independent directors on legal, governance and industry practice issues. Chris also represents insurance companies on the design, regulatory approval and operation of registered and unregistered life and annuity products and unregistered funds and products used in the retirement marketplace. He advises clients on regulatory, compliance and examination issues for funds, fund directors, advisers and insurance companies.

Personal: J.D., 1986, Georgetown University Law Center (magna cum laude) ; B.A., 1982, St. John's University (Minnesota) (egregia cum laude)

PALMORE, Joseph

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Joe Palmore co-chairs Morrison Foerster's Appellate and Supreme Court practice and is the Managing Partner of its Washington, D.C. office. Chambers USA describes him as "an outstanding oral advocate," who is "calm, focused, effective and doesn't back down," and has "complete command of the facts." Joe "writes great briefs" (Chambers USA), with one client recounting that "the Court mirrored the language he thoughtfully chose in its ultimate order" (Legal 500). During a recent U.S. Supreme Court term, Joe successfully argued two cases: Law360 called one of them (Thole v. U.S. Bank) a "landmark ruling" that "made huge waves in the ERISA litigation arena" and named the other (Atlantic Richfield Co. v. Christian) one of the "biggest environmental law decisions" of the year. Joe's oral argument before the Supreme Court on the preemptive scope of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) in CTS Corp. v. Waldburger was described in the National Law Journal as "brilliant" and a "template for anyone arguing a statutory case before these nine justices in the future."

PALUMBO, Nicholas A

Davis Polk & Wardwell LLP, New York
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*Featured in Banking & Finance (New York),
Private Credit (USA - Nationwide)*

Practice Areas: Nick is a member of Davis Polk's Finance practice. He has extensive experience in structuring and negotiating direct lending and private credit transactions, including senior stretch and unitranche facilities, secured and unsecured syndicated loans, second-lien and recurring revenue transactions, asset-based credit facilities, subscription line credit facilities, subordinated loans and mezzanine financings.

PALUZZI, Dominic

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Data privacy and cybersecurity | Incident response | Pre-breach services | Privacy Litigation | Regulatory defense | Healthcare

Career: Dominic is co-chair of the firm's national Data Privacy and Cybersecurity Practice Group. He advises organizations on data privacy and cybersecurity risks on both a national and international basis, including pre-breach services, incident response strategies and management, and defense of regulatory enforcement actions and single-plaintiff and class action litigation. Dominic and the McDonald Hopkins Data Privacy team have counseled clients through over 15,000 data breaches and privacy incidents where he works closely with local, state and federal law enforcement, forensic investigators and third-party cybersecurity vendors to offer his clients efficient and effective breach response services in compliance with the numerous state, federal, international and industry-specific legal obligations. Dominic has significant experience defending organizations in third-party and regulatory enforcement actions arising out of a data breach. He also focuses his practice on proactively protecting clients' personal, sensitive and confidential information and minimizing the risk of a data privacy incident. He has conducted more than 500 breach response workshops and training sessions for organizations and their risk management teams, and helps clients with the development of their written information security programs and incident response plans. In recognition of his efforts in this area, Michigan Lawyers Weekly honored Dominic as one of 30 lawyers selected as the "Leaders in the Law" Class of 2020. Dominic was also named to Cybersecurity Docket's Incident Response 30 in 2016 and 2018, their Incident Response 40 in 2022, and their Incident Response 50 in 2023 and 2024, a list of the "best and brightest" data breach response attorneys and compliance professionals in the industry. Dominic and his team were also previously named a finalist

for Advisen's Cyber Risk Awards for Cyber Law Firm of the Year and Cyber Risk Pre-Breach Team of the Year category. His work in this area covers a multitude of industries, including, higher education, healthcare, hospitality, retail, automotive, utilities, accounting, financial services, banking, law, information technology, staffing services, manufacturing, food services, professional services, franchises, non-profits, real estate, property management, drug and pharmacy, municipalities, public entities and insurance. Dominic is also a frequent speaker and writer on data privacy law. If you suspect that your organization has suffered a data breach, call our 24/7 Hotline: 855-MH-DATA1 (855-643-2821). Dominic earned a J.D./M.B.A., cum laude, from University of Detroit Mercy School of Law in 2007. He received a B.S.A., summa cum laude, from University of Detroit Mercy in 2004.

PANCHAL, Chintan

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Featured in Impact Investing (USA - Nationwide)

Practice Areas: A transformative figure and influencer since the early days of impact investing, Chintan Panchal is recognized for his ability to use the levers of finance and law to create novel transaction frameworks that have been used to address some of the most pressing global challenges around the world. Chintan is committed to the idea that success in impact investing often requires a multidimensional approach that combines traditional investment tenets and a commitment to transaction rigor with new thinking and approaches to drive multiple bottom-line outcomes for investors, entrepreneurs and growth enterprises. A Leading Practitioner in Impact Investing and Blended Finance Chintan has helped architect a number of groundbreaking transactions for clients around the world that have become templates for the rest of the industry, including innovative blended finance structures; a series of investments in Africa and other emerging markets that leverage capital and relationships from Development Finance Institutions and corporate investors; and a range of financing structures engineered to align social impact with financial performance. As a corporate advisor, entrepreneur, and sustainability professional, Chintan works with clients across the capital stack including private equity, venture capital, foundations, family offices and growth companies on corporate merger & acquisition, finance, and dispute resolution matters. He has represented clients in many of the leading impact-focused private investment funds and advisors including Imprint Capital (later acquired by Goldman Sachs) Align Impact, and Mission Driven Finance, leading Development Finance Institutions (DFIs) including DFC, FMO, EDFI MC, Swedfund and Finnfund; lead-

ing impact funds including ACCION, Circulate Capital, Knife Capital, Trimtab and Kawi-Safi Ventures; multinational non-profits such as ImpactAssets, Gary Community Ventures, Malaria No More and Keep A Child Alive; and pioneering impact focused family offices such as the Blue Haven Initiative, Impact Engine and Open Road Alliance. Chintan is recognized as a pioneer in the practice of blended finance, having developed structures for bringing public, private and philanthropic investor groups together in novel and innovative ways to solve some of the most difficult global development challenges. Notable projects include the Open Doors Africa Private Healthcare Initiative (ODAPHI) which mobilized COVID-19 relief funds to keep 1600 medical clinics in sub-Saharan Africa afloat through government shutdowns and the Circulate Capital Ocean Fund which incorporated a USAID guarantee structure to help catalyze investment in the ocean plastics circular economy. Chintan is also one of the principal authors of the "Unlocking Legal Pathways for Blended Finance Case Studies and Global Insights Report" by the Global Alliance of Impact Lawyers (GAIL). The Firm Chintan's vision for RPCK was to create a global boutique law firm whose mission is to co-create and facilitate the launch of scalable and investible solutions that address social and environmental challenges. The firm has assembled a deep bench of senior talent who honed their craft at some of the world's leading law firms and are highly skilled at building impact-investing concepts into complex financial transactions. The firm works closely with leading family offices and foundations, high growth companies, and investment funds across a broad spectrum of industries throughout the United States, Europe, Asia, Africa and Latin America on a range of capital investments that generate social and environmental impact alongside market rate, risk-adjusted financial returns. Field Building Chintan has been recognized many times for his contributions to law and impact investing. He was a 2019, 2021 and 2023 Grunin Prize Finalist, he has contributed to legal and business texts on impact investing, and he teaches lawyers impact finance. Chintan is regular speaker at a variety of industry conferences around the country, including at the Sorenson Innovation Summit, Gratitude Railroad, the Impact Capitalism Summit, SOCAP, and the Grunin Center's Legal Symposium on Impact Investing. In addition to his legal practice, he is an active member of the global Impact Investing community. He is an inaugural Sorenson Impact Global Leader, a founding member of the Global Alliance of Impact Lawyers (GAIL), a Beyond Capital Ambassador, and a member of the North Star Chapter of the Young Presidents' Organization (YPO). Chintan also teaches in the Impact Finance Innovations Programme at Oxford University's Said Business School.

PANOVKA, Robin

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Featured in REITs (USA - Nationwide), Real Estate (New York)

See under New York for profile.

PANTANO, Paul

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Featured in Derivatives (USA - Nationwide), Energy & Natural Resources (USA - Nationwide)

Practice Areas: Paul J. Pantano, Jr. focuses his practice on energy, commodities and derivatives law. He represents swap and commodity dealers and marketers, energy companies, corporations and trade associations in a wide variety of regulatory and transactional matters. Paul also represents clients in investigations and litigation conducted by the Commodity Futures Trading Commission (CFTC), self-regulatory organizations, and the Federal Energy Regulatory Commission (FERC).

Personal: Duke University School of Law, J.D., 1980 Trinity College, B.A., 1977 See: <https://www.willkie.com/professionals/p/pantano%20paul>

PAPAVIZAS, Constantine G

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Featured in Transportation (USA - Nationwide), Offshore Energy (USA - Nationwide)

Practice Areas: Chair of the firm's top-ranked maritime and admiralty practice, Charlie is nationally recognized in major legal directories. Chambers USA ranks him as the only "Star Individual" in the category of "Transportation: Shipping/Maritime: Regulatory," who is "the Dean of the maritime bar" and "the godfather of maritime law." He is widely known for his experience with Jones Act laws and the U.S. offshore wind industry. Charlie focuses his practice on administrative, legislative, and finance matters, primarily in the maritime industry generally and the U.S. offshore wind industry in particular. He has been actively engaged in the U.S. offshore wind sector since 2009 and counsels numerous clients working in various aspects of the industry, including obtaining the first Jones Act offshore wind-related ruling in 2010. Charlie is frequently consulted on the application of U.S.-flag laws and regulations, particularly the application of U.S. coastwise laws ("Jones Act") to cargo, passenger, and vessel movements and investments in U.S. companies. He has extensive experience in advocacy on behalf of maritime clients before various federal agencies, including the U.S. Coast Guard, the U.S. Maritime Administration, and the U.S. Congress. Such clients have included U.S. and foreign vessel owners and operators, industrial companies, private equity firms, commercial banks, and other financial

institutions, shipyards, ship managers, and marine equipment suppliers.

PAPPAS, George

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Featured in Life Sciences (USA – Nationwide), Intellectual Property (USA – Nationwide), Intellectual Property (District of Columbia)

Practice Areas: George Pappas is a Fellow of the American College of Trial Lawyers, widely considered to be the premier professional trial organization in America. He has served as lead trial counsel in hundreds of complex, high-stakes cases in courts throughout the United States and internationally, with particular experience in pharmaceutical, medical devices, and technology sectors. Mr. Pappas is Chairman of the Editorial Committee and co-author of Anatomy of a Patent Case, and a contributing author to the Patent Case Management Judicial Guide. He has presented programs on patent law issues at more than 50 Federal Judicial Center National Workshops.

PAPPAS PORNER, Leah

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Featured in Government (USA – Nationwide)

Practice Areas: Government Relations and Legislation Public Law Federal Government Contract and Agency Regulation Federal Government Relations and Policy Information Technology Law Public/Private Partnership Law State Government Relations and Policy

Career: Partner-in-Charge of Calfee's Columbus and Washington D.C. offices, Leah Pappas Pomer also serves as Co-Chair of the firm's Government Relations and Legislation practice group. She works closely with clients to develop effective government relations strategies, and she regularly advises clients on legislative, executive agency and regulatory matters. Leah has extensive experience leading and defending legislative efforts, including building coalitions and working with stakeholders and trade associations. She has counseled clients regarding issues affecting higher education, Medicaid, utility, charter school, banking, environmental, gaming, technology and housing industries as well as tort reform and civil procedure reform. Leah has been a well-regarded lobbyist in Ohio since the early 1990s. She has been recognized for inclusion in The Best Lawyers in America® for Government Relations (2013-2023). In 2023 and in 2014, Leah was named "Lawyer of the Year" in Government Relations (Columbus, Ohio) by Best Lawyers. She also was named one of the "Most Effective Law Firm Lobbyists" by Opinion Strategies Inc. Currently, she enjoys serving on the COSI Board of Trustees and on the Capital Square

Foundation Board. She was selected by Ohio Governor DeWine as a Founding Board Member of the Ohio Governor's Imagination Library. Leah served as Assistant Deputy Legal Counsel for Ohio's governor from 1992 to 1995, and she was the Director of Special Counsel for the Ohio Attorney General from 1995 to 1999. She began her tenure with Calfee in 1999, and was elected Partner in 2002. Leah was elected to the firm's Executive Committee in 2009 and the Management Committee in 2011. She was named Partner-in-Charge of the Columbus office in 2012.

Professional Memberships: COSI, Board of Trustees Capitol Square Foundation Board, Trustee Calfee Women LEAD, Committee Chair Bipartisan Judicial Advisory Commission, Member Ohio Governor's Imagination Library, Board of Trustees

PARDO, James A

McDermott Will & Emery LLP, New York

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Featured in Products Liability (USA – Nationwide)

Practice Areas: James (Jim) A. Pardo has more than twenty years of trial and litigation experience representing clients in complex commercial, mass tort, product liability and class action cases. Jim's clients include many of the country's foremost oil and gas, insurance, healthcare and technology companies. He has represented these clients in various state and federal trial and appellate courts across the United States, as well as in actions, investigations and enforcement proceedings brought by the US Department of Justice, US Environmental Protection Agency, and other state and federal authorities. An accomplished courtroom lawyer and appellate advocate, Jim's litigation and trial skills have resulted in a long track record of victories across a diverse range of disputes, including defective fuel products, breach of contract, biotech research fraud, personal injury, patent infringement, groundwater contamination and renewable fuels issues. Many of Jim's cases have been widely covered in the media. Jim has particular knowledge in the energy industry, having represented major oil companies, natural gas developers, renewable fuel manufacturers, and oil field service providers in all of the aforementioned subject areas. For more than a decade, Jim has served as defense liaison counsel and as national coordinating counsel to the petroleum industry in the In re: Methyl Tertiary Butyl Ether Product Liability multi-district litigation, one of the largest and most complex mass tort product liability dockets in the country. Jim also is recognized as one of the nation's foremost advisors on the legal issues associated with hydraulic fracturing. He is a frequent lecturer on fracking topics and has authored, contributed to or been quoted in more than 100 articles on fracking issues for such publications as Time, The Wall

Street Journal, Platt's, Reuters, and the Oil & Gas Journal. Jim also serves as deputy general counsel to McDermott Will & Emery LLP, representing the Firm and its personnel in a variety of internal and external matters, and overseeing many of the Firm's risk-management and risk-prevention initiatives. He is a member of the Firm's Loss Prevention, Integrity & Compliance, New Business, and Associate Review committees.

PAEDES JR, Marco

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Featured in Government (USA – Nationwide)

Practice Areas: Marco helps clients formulate and execute strategies to achieve their desired policy goals by analyzing, regularly tracking the progress of, and advocating for and affecting state legislation and regulation impacting clients' business interests and priorities. Marco provides clients with strategic guidance and insight, pulling from his experience developing and implementing policy, his established professional relationships with legislators and agency staff, and his broad knowledge of the process and issues before the Florida Legislature, state government agencies, and local governments.

Career: Marco Paredes is a Shareholder and serves as the Director of Government Affairs for the Firm. He has over 18 years of experience in the public and private sectors. His legislative, executive agency, and public policy experience is diverse, having served as a liaison to the executive and legislative branches of government. Through varied former positions, Marco established a deep understanding of the policy-making process at the federal, state and local levels. Prior to joining the firm, Marco served as Associate Director for Health for an influential state advocacy organization; as Vice President of Regional Governmental Affairs for a Fortune 500 managed healthcare company; as Legislative Affairs Director for the Florida Department of Health; as Senior Manager of State Governmental Affairs for one of the world's leading biotechnology companies; as Director of Public Policy and Government Relations for a major children's hospital in Miami; and as Legislative Director for a Miami Dade County Commissioner.

PARK, Julie

Morrison Foerster, San Diego

Featured in Products Liability (USA – Nationwide)

Practice Areas: Product Life Cycle, Class Actions + Mass Torts, Chemicals + Proposition 65, Commercial Litigation + Trial

Career: Julie protects her clients' products throughout the product life cycle. Drawing on her deep technical and legal experience, she counsels clients on consumer product safety regulation and pharmaceutical and medical device preemption. She manages complex and multijurisdictional litigation both in

state and federal court and also guides clients through product recalls. Clients appreciate Julie's ability to assess both the practical business implications and legal impact of a matter. They also value the way she recommends solutions that meet their objectives. Julie is committed to providing thought leadership for her clients. She is an editor of, and frequent contributor to, MoFo's Class Dismissed blog, where she provides insights on class action and product-related issues affecting companies in the consumer arena. She has been recognized as a top author in the JD Supra Readers' Choice Awards, 2016–2019. Julie brings an industry perspective to her work with MoFo. Before going to law school, she was a medicinal chemist at Pfizer, where she researched cancer drugs. **Personal:** Harvard University, A.B., 1999; University of Cambridge, M.Phil., 2000; California Institute Of Technology, M.S., 2002; Harvard Law School, J.D., 2008

PARK, Sung

Reed Smith LLP, Washington, DC

Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Sung provides counsel for FDA-regulated companies in enforcement, regulatory, and transactional matters, with clients seeking his advice and representation during both the pre-market and post-market phases of product life cycles. Sung guides companies in developing, distributing, and marketing their products and, when necessary, in responding to regulatory and administrative enforcement actions by federal and state agencies such as FDA, USDA, and state attorney general offices. This includes responding to warning letters, untitled letters, Form 483 Notice of Inspectional Observations, import refusals, placement on import alerts, and others. Sung's significant experience includes reviewing product labels and promotional materials, and working with FDA district offices and headquarters to minimize potential regulatory risk and ensure the companies' supply chains are not disrupted. He also provides FDA counsel in various transactional matters, including M&A and public offerings, and during negotiation and drafting of business arrangements, such as contract manufacturing agreements, supply agreements, quality agreements, transition service agreements, and others. Sung understands the unique business landscape of FDA-regulated products and provides practical advice that suits the needs of clients' businesses.

PARKER, Bruce

Venable LLP, Baltimore

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Bruce Parker is a Fellow in the American College of Trial Lawyers. Bruce's practice focuses on pharmaceutical and medical device product liability. He has been lead trial counsel in four mass torts and has been

involved in various capacities in three others. He is also a leader in several defense bar associations.

PARKER, Stephanie E

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Featured in Products Liability (USA - Nationwide), Litigation (Georgia)

Career: Stephanie Parker co-leads Jones Day's Business & Tort Litigation Practice (475+ lawyers). She has extensive experience trying and leading "bet-the-company" litigation, especially product liability, mass tort, and patent cases. For over a decade, Stephanie has led R.J. Reynolds Tobacco Company's defense in nationwide tobacco litigation, and personally tried every bellwether state and federal trial in the "Engle Progeny" litigation in Florida. Her additional pharmaceutical work includes serving as lead trial counsel for Merck & Co. in a case yielding the largest patent infringement verdict in U.S. history and overseeing an appellate strategy that secured a unanimous win for Merck in the U.S. Supreme Court on an issue of federal pre-emption in product liability cases. She recently lead the team that won summary judgment in another Merck case involving allegations relating to its drug Propecia. She also serves as lead for GE in a confidential litigation matter. As the Firm's litigation practice co-leader, Stephanie is committed to giving diverse lawyers significant first-and second-chair trial roles, and deepening the bench of experienced litigators by providing younger lawyers with stand-up roles trying cases. Stephanie also serves on the Council of the American Law Institute.

PARKS, Randall S

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Featured in Outsourcing (USA - Nationwide)

Practice Areas: Randy Parks is part of the firm's Global technology and outsourcing group. Over the past 25 years, he and the Hunton team have negotiated hundreds of transactions valued at billions of dollars for firms ranging from the Fortune 5 to the middle-market. Their practice focuses on digital enterprise IT projects, particularly business process and IT outsourcings, joint ventures, licensing, systems acquisition, development and integration projects, blockchain, automation/AI, and e-commerce matters. The team works closely with the firm's leading retail and consumer products, financial services, energy and utility, real estate, healthcare, and global privacy and cybersecurity practices to find solutions for difficult cross-border business problems.

PARKS, Zachary

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Featured in Political Law (USA - Nationwide)

Practice Areas: Zachary Parks advises corporations, trade associations, campaigns, and high-net worth individuals on their most important and challenging political law problems. Zachary's expertise includes the Federal Election Campaign Act, the Lobbying Disclosure Act, the Ethics in Government Act, the Foreign Agents Registration Act, and the Securities and Exchange Commission's pay-to-play rules. He has also helped clients comply with the election and political laws of all 50 states. Zachary also frequently leads political law due diligence for investment firms and corporations during mergers and acquisitions. He is also a leading lawyer in the emerging corporate political disclosure field, regularly advising corporations on these issues. He routinely advises corporations and corporate executives on instituting political law compliance programs and conducts compliance training for senior corporate executives and lobbyists. He also has extensive experience conducting corporate internal investigations concerning campaign finance and lobbying law compliance and has defended his political law clients in investigations by the Federal Election Commission, the U.S. Department of Justice, Congressional committees, and in litigation.

Professional Memberships:

Zachary is the founder and chair of the J. Reuben Clark Law Society's Political and Election Law Section.

PARMLEY, Bruce E

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Practice Areas: Bruce Parmley has been recognized with 22 continuous years of top rankings in Chambers in the practice areas of hospitality and real estate. Before his recent retirement from "Big Law", Bruce enjoyed a 30+ year tenure as a partner at Hogan Lovells, including stretches as the Global and US head of real estate and hospitality, and as a member of the firm's executive and operating committees. In his continuing practice, focused on luxury hotels and resorts, he has the same notable clients and some formidable new ones. Bruce serves as principal and special real estate counsel to sophisticated real estate owner, investor, and operator clients, and is very skilled at negotiating and drafting legal agreements for international luxury hotel, resort and other real estate projects (such as acquisitions, sales, ventures, financings, leases, development agreements and hotel management, branding, license and franchise agreements, including for branded residences). He is regularly involved in transactions globally, and is particularly skilled at assisting owners and investors with their initial selection of a luxury operator. Many of his transactions have involved representing the developers and owners of iconic hotels and resorts. Bruce genuinely enjoys what he does (which is why he is still doing it), and he is fun to work with.

PARRISH, Ashley

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Ashley Parrish is one of the partners that leads the firm's Appellate, Constitutional and Administrative Law practice. He focuses his practice on appellate, administrative, and constitutional law, and on strategic, complex litigation. He has significant experience handling administrative law cases in litigation against federal and state government agencies. Ashley regularly advises clients in strategic litigation matters, as well as in federal administrative law and practice. He is experienced in numerous areas, including energy, life sciences, healthcare, labor, products liability, international trade, environmental, and bankruptcy. Mr. Parrish has handled appeals and complex litigation matters in courts across the country, including significant matters before the U.S. Supreme Court, almost all of the federal courts of appeal, and a variety of state appellate courts.

PARSIGIAN, Jeanifer E

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Featured in Sports Law (USA - Nationwide)

Practice Areas: An accomplished antitrust, sports, and commercial litigator, Jeanifer Parsigian concentrates her practice on civil antitrust litigation with particular expertise in mixed issues of antitrust and intellectual property law, and class actions. She represents clients in some of the most complex antitrust, sports, and intellectual property disputes in the country at the trial and appellate levels. Jeanifer is a partner in the firm's San Francisco office. She regularly represents major U.S. and multinational corporations in connection with a wide array of federal and state antitrust and competition issues, including monopolization, price-fixing, wage-fixing, merger enforcement, group boycotts, exclusive dealing, tying, price discrimination, unfair competition, and mixed issues of antitrust and intellectual property law relating to Fair, Reasonable, and Non-Discriminatory (FRAND) obligations, standard-setting, patent licensing, and patent misuse. Jeanifer represents clients across multiple industries, including sports and entertainment, financial services, technology, food and beverage, and retail. In addition to Jeanifer's antitrust experience, she has also represented clients facing patent infringement, employment discrimination claims, and consumer fraud and other business tort and breach of contract claims. She also has experience in alternative dispute resolution, including commercial arbitration and mediation. She has been recognized for obtaining critical wins for her clients whether at trial, on appeal, or by obtaining complete dismissals. Recently, she successfully

defended PetIQ in a private merger challenge, where she argued an appeal to the Ninth Circuit and successfully secured a dismissal of the complaint. Jeanifer also has a major role in Winston's renowned sports practice, successfully trying antitrust claims to a landmark win for college athletes against the NCAA upheld by the Supreme Court, and in a high-stakes, high-profile gender discrimination lawsuit on behalf of the Women's National Soccer Team in their pursuit of equal pay. In February 2022, Jeanifer was among the team of lawyers named as runners-up for "Litigator of the Week" by The American Lawyer for their representation of current and former members of the U.S. Women's National Team in their landmark settlement of the equal pay portion of their lawsuit seeking to equalize pay and working conditions between the men's and women's U.S. national soccer teams. Jeanifer was also named one of Law360's Sports & Betting Rising Stars of 2022 and named as a Lawyer on the Fast Track by The Recorder for 2022.

PARSIGIAN, Kenneth J

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Featured in Products Liability (USA - Nationwide), Litigation (Massachusetts)

Practice Areas: Ken Parsigian retired from the partnership in December 2023 and is currently of counsel. Mr. Parsigian was a partner in the firm's Litigation & Trial Department and Chair of the Boston Litigation & Trial Department, represents clients in both civil and criminal matters, with a primary focus on complex mass tort and RICO litigation. He advises clients on compliance with state, federal, and international laws and regulations concerning product safety, import-export procedures, and anti-money laundering programs. Mr. Parsigian recently successfully tried two novel class actions and has argued appeals in the First, Second, Third, Sixth, and Eleventh Circuits, as well as in state appellate courts in Massachusetts, Florida, Tennessee, Delaware, and Michigan. His representative mass tort client base has included Philip Morris USA, Philip Morris International, Eli Lilly, Estee Lauder, Playtex, Curtice Burns, CBS, Zoll Medical, CR Bard, and Boston Scientific. Prior to Latham, Mr. Parsigian was associate independent counsel in the Iran Contra investigation conducted by independent counsel Lawrence Walsh, where he headed the investigation of former US Attorney General Edwin Meese. After graduating law school, he clerked for Judge Stephen G. Breyer on the US Court of Appeals for the First Circuit. From 2017-2020, Mr. Parsigian has been recognized in The Legal 500 US Hall of Fame. In 2016, Law360 named Mr. Parsigian a 2016 MVP for his notable legal work in the Product Liability category. Mr. Parsigian has also been awarded with the Commitment to Justice Award by the Youth Advocacy Foundation and the

American Bar Association's John Minor Wisdom Award for Professionalism and Public Service. He is regularly recognized as a leading lawyer in Chambers USA, The Legal 500, The Best Lawyers in America, The Lawdragon 500, The World's Leading Litigation Lawyers, Benchmark Litigation, and The World's Leading Product Liability Lawyers. Mr. Parsigian is a member of the Product Liability Advisory Council (PLAC) and has spoken and authored articles on mass tort issues for the Manhattan Institute, ATRA, Defense Research Institute, and Washington Legal Foundation, and taught Massachusetts Continuing Legal Education courses in civil litigation and professional responsibility classes at Boston University School of Law. He also serves on the Board of the Lawyers Committee for Civil Rights.

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Featured in Insurance (USA - Nationwide), Insurance (California)

See under California for profile.

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Featured in REITs (USA - Nationwide)

Practice Areas: Chris Pate represents publicly and privately held real estate investment trusts (REITs) and other companies in connection with major transactions, corporate governance issues, securities transactions, and other financings. Chris has counseled buyers and sellers in merger and acquisition transactions, including many valued in excess of \$1 billion, and has advised issuers in multiple stock and debt offerings, including initial public offerings. In addition, he has assisted numerous private and nontraded registered REITs with their formation transactions and state registration process under the North American Securities Administrators Association (NASAA) REIT Guidelines.

PATEL, Alpa
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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Alpa Patel is a partner in the Investment Funds Regulatory Solutions Group of Kirkland & Ellis LLP in Washington, D.C. Ms. Patel's practice focuses on counseling U.S. and non-U.S. investment advisers and family offices on a broad range of compliance, regulatory, and legal matters affecting private funds. Ms. Patel counsels some of the largest, most sophisticated asset management firms in the world on issues related to the registration, structure, and operations of their advisory businesses and navigating complex SEC examinations and enforcement investigations. She provides counsel to all types of investment advisers and their vehicles, including private equity funds, venture capital funds, credit

funds, hedge funds, and real estate funds. Prior to joining Kirkland, Ms. Patel served as Branch Chief of the Private Funds Branch of the Investment Adviser Regulation Office in the SEC's Division of Investment Management in Washington, D.C. In that role, she was a key adviser on all private fund-related projects and priorities across the SEC and represented the SEC on various interagency projects, including matters related to the Financial Stability Oversight Council.

PATEL, Purvi G
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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Purvi G. Patel is the former managing partner of the Los Angeles office. Purvi represents retail, e-commerce, and other consumer-oriented businesses in significant advertising, unfair competition, consumer fraud, and privacy matters. She has built a robust practice advising household names on various compliance issues and defending them in complex and class action litigation in federal and state courts across the country, winning motions to dismiss, defeating class certification, and securing summary disposition in several multi-million dollar lawsuits. Purvi is a strategic and practical thinker who is in tune with her clients' priorities, which leads to successful outcomes both inside and outside the courthouse. Practice Leader. Purvi has a defined niche that cuts across the firm's Consumer Litigation, Class Actions, and Privacy + Data Security Groups. With a focus on businesses' collection of personally identifiable information (PII), Purvi is a recognized leader in defending lawsuits involving the collection, use, and disclosure of PII. In addition, due to her vast experience handling class action litigation for clients across sectors, Purvi has notched significant victories for industry-leading companies, including securing summary judgment and defeating class certification in some of the most plaintiff-friendly jurisdictions nationwide. Owing to her extensive litigation experience, Purvi is uniquely positioned to counsel clients on compliance with established and emerging laws and regulations, including the potential privacy implications of business practices relating to the collection of PII. Purvi is the firm's expert regarding California's Song-Beverly Credit Card Act and analog statutes in effect in other states, and she is at the forefront of the California Consumer Privacy Act of 2018 (CCPA), the most expansive piece of privacy legislation in U.S. history. Purvi was among the first lawyers to issue a comprehensive alert on its passage and presented a "concise, efficiently laid out, informative and practical" webinar on key compliance measures that drew more than 900 attendees. As a result of her demonstrated expertise, Purvi is advising a number of household name

companies across multiple industries on the CCPA's operational impact. Purvi is also committed to the firm's pro bono initiatives and has worked on a number of pro bono matters during her tenure at the firm. Most recently, she represented an interfaith coalition of more than 50 religious organizations as amici in various cases challenging the 2017 "travel ban" Executive Orders. In 2014, Purvi successfully argued a Ninth Circuit appeal on behalf of a U.S. citizen who was wrongfully subjected to two years of pre-trial detention as a result of a detainer imposed by U.S. Immigration and Customs Enforcement (*Mendia v. Garcia*, 768 F.3d 1009 (9th Cir. 2014)). Firm Leader. Purvi is committed to advancing diversity at Morrison & Foerster. For more than five years, she served as the Co-Chair of the firm's Diversity Strategy Committee. During her tenure, Purvi contributed significantly to the Committee's success, including achieving Mansfield Certification Plus four times, implementing a LGBTQ+ Gender Inclusive Policy, and launching MoFo's innovative Allies Network. She was the firm's Leadership Council on Legal Diversity (LCLD) Fellow in 2014 and remains active in the organization as an alumna. In addition, Purvi served as hiring partner for the Los Angeles office between 2015 and 2023. Community Leader. Purvi is also actively engaged in the community. In 2019, she was a founding board member of Legal Education Access Pipeline (LEAP), a fellows program dedicated to increasing access to legal education for underrepresented populations. She has also been working with "Just the Beginning - A Pipeline Organization" (JTB) since 2015 when she joined an inaugural steering committee of judges, in-house and outside counsel, and educators to launch a Los Angeles-based Summer Legal Institute. She is a past Co-President of the South Asian Bar Association of Southern California (SABA-SC), and in 2019, was named SABA-SC's Mentor of the Year.

PATNAIK, Goutam
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Featured in International Trade (USA - Nationwide)

Practice Areas: Goutam Patnaik is a partner of Desmarais LLP, an intellectual property trial boutique.

Career: Goutam "Gooch" Patnaik is a partner of Desmarais LLP, where his practice focuses on representing innovators in their most challenging intellectual property and commercial matters, with a particular emphasis on patent disputes. He has particularly deep experience with Section 337 investigations before the International Trade Commission (ITC) and litigation in key patent venues such as the U.S. District Courts for the Western District of Texas, the District of Delaware, and the U.S. Court of Federal Claims. He has litigated matters involving a variety of industries and technologies, including automated warehouse technology,

intraoral digital scanners and related software, digital audio processing, integrated circuit design, sacralose manufacturing, online medical monitoring systems, and wireless technology. Mr. Patnaik also handles transactional IP work, negotiating and drafting licensing agreements for the development, use, and maintenance of software applications in the banking and insurance industries, as well as patent licenses and other IP-related agreements. He has taught ITC Policy and Procedure as an adjunct professor at Antonin Scalia Law School of George Mason University since 2013 and is a member of the executive committee of the International Trade Commission Trial Lawyers Association, including serving as its President for the 2019-2020 term.

Professional Memberships: Federal Circuit Advisory Council; Sedona Working Group 10 - Patent Litigation Best Practices; International Trade Commission Trial Lawyers Association (current executive committee member and former president: 2019-2020); Adjunct Professor, ITC Policy and Procedure, Antonin Scalia Law School of George Mason University; Board Member, College Bound, Inc.

Personal: George Mason University Antonin Scalia Law School, J.D., with honors, 1998; University of Virginia, B.S., 1994

PATT, Eileen M.
Kramer Levin Naftalis & Frankel LLP, New York

Featured in Advertising (USA - Nationwide)

Practice Areas: Eileen M. Patt maintains a diverse complex civil litigation practice with a focus on advertising matters. Eileen represents global brands in false advertising disputes under the federal Lanham Act and in challenges before the National Advertising Division (NAD) and the National Advertising Review Board (NARB), as well as in consumer class action litigation throughout the country. Eileen regularly advises clients on a variety of advertising-related issues, including prospective claims, advertising clearance and claim support. She also is a managing editor of Kramer Levin's Advertising Litigation Report, which provides weekly updates on developments in the space. Eileen also represents financial services companies and other employers in connection with employment law matters, and has experience litigating a variety of employment law claims in federal and state courts and arbitrations, including discrimination, wrongful discharge, wage and hour, contract, restrictive covenant, and bonus and deferred compensation, as well as claims under the Fair Labor Standards Act and the New York Labor Law. Eileen's commercial litigation experience is broad, and includes contract and securities disputes as well as regulatory investigations.

PAUL, Sarah E

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Featured in Tax (USA – Nationwide)

Practice Areas: Sarah joined Eversheds Sutherland in 2019 from the U.S. Attorney's Office for the Southern District of New York, where she served for over 9 years as an Assistant US Attorney ("AUSA") and developed deep experience in investigating and prosecuting federal tax cases. She brings the benefits of this exceptional experience to Eversheds Sutherland, where she litigates complicated tax controversy matters for clients and represents clients in tax investigations. As an AUSA, Sarah supervised over 100 prosecutors in federal tax matters, and worked extensively with the Internal Revenue Service and the Tax Division of the Department of Justice. She also led numerous high-profile cross-border investigations, including the Panama Papers investigation, conducted 14 federal jury trials, and argued multiple appeals before the Second Circuit. Prior to her time as an AUSA, Sarah was a defense attorney at two prominent New York law firms, where she advised clients on anticipating, managing and mitigating risks related to government enforcement and represented clients in all phases of civil litigation. In 2019, Sarah was recognized for her remarkable accomplishments by the Women in Federal Law Enforcement Foundation, which selected her from a nationwide pool of female federal prosecutors to receive the Top Prosecutor Award.

PAWLOW, Jean A

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Featured in Tax (District of Columbia), Tax (USA – Nationwide)

Practice Areas: Jean Pawlow represents companies and individuals on high-profile tax controversy matters. Leveraging her creative pragmatism and more than three decades of courtroom success, Ms. Pawlow is a strong litigator in matters of federal, state and local, and appellate tax controversies. She helps clients navigate a myriad of complex tax issues, including: •Transfer pricing and other valuation issues •Financial instruments, including credit card interchange and OID •Foreign tax credit and research credit issues •Tax accounting issues •Withholding and reporting issues •Excise taxes •Estate and gift tax issues •Franchise taxes •Tax incentives Ms. Pawlow has a breadth of experience in all stages of the IRS administrative process, federal litigation, and Tax Court litigation. She has litigated cases before US district and appellate courts, as well as the US Tax Court, the US Court of Federal Claims, and the US Supreme Court. She has broad knowledge of the IRS alternative dispute resolution (ADR) procedures, including fast-track settlement, rapid appeals, post-appeals mediation,

pre-filing agreements, and compliance assurance process (CAP) audits. Ms. Pawlow regularly represents clients who are undergoing audits by the IRS Global High-Wealth Industry Group. Ms. Pawlow formerly served on the firm's Women Enriching Business (WEB) Committee, which promotes women in business both inside and outside the firm. Professional Experience •American College of Tax Counsel Fellow •Former member, US Court of Federal Claims Advisory Council, Tax Committee •Former member, San Jose State University Lucas College and Graduate School of Business, Tax Advisory Board

PAYNE, Sarah P.

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)
See under California for profile.

PEARSALL, Patrick W

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Patrick is Head of arbitration in the Americas. He has decades of experience representing Fortune 500 companies and sovereign states in complex commercial contract and investment disputes. In addition to his commercial work, Patrick is often also called upon to assist companies and executives struggling with exposure from a geopolitical crisis. Patrick is widely recognized as one of the foremost experts in the world on investment protection and dispute avoidance. He has successfully resolved claims involving billions of dollars for clients in dozens of industries. For nearly a decade, Patrick served in the U.S. State Department working on economic diplomacy. He departed in 2017 as the Chief of Investment Arbitration. In addition to his representations, Patrick was on a drafting committee for revision of the ICC Rules, was advisor on the revision of the AAA Rules, and led the negotiations of several bilateral and multilateral treaties on behalf of the United States. Patrick has received several awards and serves on multiple boards. He is band ranked in Chambers, recommended in the Legal 500, listed in Latinex as a "Top 100 Lawyer" in 2024, and the youngest person ever listed as a "Global Thought Leader" the highest designation in the peer ranked Who's Who Legal: Arbitration, where he is recognized as "an incredible advocate," "whose razor-sharp mind is unmatched" and who is a "leader in public international law." He is an adjunct professor at Columbia Law School and Georgetown University Law Center where he teaches two courses on arbitration. He has also taught at Harvard Law School and Yale Law School. Patrick sits on the panel of arbitrators for the International Center for Settlement of Investment Disputes (ICSID) as well as for the Hong Kong International Arbitration Centre (HKI-

AC), the Korean Commercial Arbitration Board (KCAB). Client commentary: "Patrick is an absolute rock star of Public International Law. He has an intelligence, experience and bearing that would be impressive in a lawyer nearing the end of his career. To see it in one who is just hitting his peak performing years is rare and special."

PEARSON, Kevin

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Featured in Projects (USA – Nationwide)

Practice Areas: Kevin Pearson is a partner of Stoel Rives and the chair of the firm's Executive Committee. Kevin's practice focuses principally on federal income tax law, including both transactional matters and tax controversy matters. As part of his transactional practice, Kevin regularly advises clients regarding all aspects of corporate taxation, including taxable and tax-free mergers and acquisitions, debt and equity offerings and other corporate finance transactions, consolidated return issues, and general corporate tax issues. He also regularly represents clients with respect to partnership, S corporation and limited liability company transactions and tax issues, as well as choice-of-entity issues, tax accounting issues, and general tax planning issues. Kevin also frequently represents clients in renewable energy financing transactions, particularly those involving the federal production and investment tax credits. In addition, Kevin advises both taxable and tax-exempt health care clients with respect to all types of tax, business and financial matters.

Professional Memberships: –Fellow, American College of Tax Counsel –Tax Section, American Bar Association –Tax and Business Law Sections, Washington State Bar Association –Tax Section, Oregon State Bar –Portland Tax Litigation Club, Multnomah Bar Association

PEDRAZA, Ryan

Hunton Andrews Kurth LLP, Richmond
Featured in Projects (USA – Nationwide)

Practice Areas: Ryan advises public agencies, developers, lenders, and contractors on the delivery of large-scale infrastructure projects. He has considerable experience with public-private partnerships, and he has participated in marquee transactions throughout the United States involving a variety of asset types, including transportation infrastructure, utility systems, fiber optic networks, and sports and entertainment venues. Ryan's work covers all phases of project delivery – from planning, procurement, and financing to the negotiation, drafting, and administration of project agreements and key subcontracts. Ryan joined Hunton Andrews Kurth LLP after working in the public sector. He served in both the Virginia Office of the Attorney General and the Virginia Office of Public-Private Partnerships, where he played key roles in the delivery of several public-private

partnership projects and other innovative procurement initiatives.

PEIKIN, Steven R

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Featured in Securities (USA – Nationwide), Litigation (New York)

See under New York for profile.

PELHAM WEBB, Tristan

King & Spalding LLP, New York

Featured in Projects (USA – Nationwide)

Practice Areas: Tristan Pelham Webb is a partner in the firm's Finance practice resident in the New York and Denver offices. Tristan is a key member of the firm's power, energy and infrastructure project finance team, handling a wide variety of greenfield and brownfield development and construction project financings, leveraged financings and acquisition financings. Mr. Pelham Webb has extensive experience advising foreign and domestic project developers, sponsors, investors and lenders in all aspects of the development, construction, financing, acquisition and divestiture of major power, energy and infrastructure projects, including deep expertise in the renewables, energy innovation and energy transition sectors.

PELTZ, Brynn

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Featured in Investment Funds (USA – Nationwide)

Practice Areas: Brynn Peltz is a partner in Goodwin's Financial Industry, Investment Management and Private Investment Funds practices. With more than 25 years' experience, Brynn represents domestic and off-shore investment managers on the formation, offering and operation of investment products including hedge, private equity, real estate and venture funds, fund of funds, joint ventures, registered investment companies, (including exchange traded funds), CLOs and CDOs, business development companies and separate accounts. Brynn represents clients on formation, mergers, acquisitions, spinouts, and succession plans of investment managers. She also advises clients on issues relating to the Investment Advisers Act of 1940 and the Investment Company Act of 1940 including registration and compliance matters. She regularly represents clients before the SEC and its staff in connection with examinations, exemptive orders, and other matters.

Personal: JD, Cornell Law School; BA, Cornell University

PENG, Lesley C

Simpson Thacher & Bartlett LLP, New York
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Lesley Peng is a Partner in Simpson Thacher's Corporate Department. Lesley advises issuers and underwriters in connection with a

variety of capital markets transactions, including IPOs and follow on offerings, high yield and investment grade debt financings, convertible debt offerings, preferred stock offerings, liability management and other public and private corporate finance transactions. Her practice spans a range of industries, including financial institutions and transportation sectors, as well as transactions involving the entertainment and insurance sectors. Lesley also regularly advises investment banking and corporate clients on corporate governance, public disclosure and general corporate matters. She regularly represents investment banks such as Bank of America Merrill Lynch, Citigroup, Deutsche Bank, Goldman, Sachs, JPMorgan, Morgan Stanley, UBS Investment Bank and Wells Fargo Securities.

Personal: J.D., Harvard Law School (1999); B.A., UCLA (1996), magna cum laude.

PENNA, David J

Davis Polk & Wardwell LLP, New York
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Featured in Projects (USA - Nationwide)

Practice Areas: David is a member of Davis Polk's Mergers & Acquisitions practice. He represents sponsors, lenders, developers, multinational corporations and governmental entities in all phases of the development and financing of U.S. and international projects, with a focus on the energy, power and infrastructure sectors. He also regularly handles mergers and acquisitions, with an emphasis on deals involving power generation assets. His practice encompasses the development and financing of wind, solar and biomass projects as well as natural gas, oil, LNG and petrochemicals projects. In addition to his extensive experience in private practice, David served in a senior role at the U.S. International Development Finance Corporation (DFC), providing strategic policy advice related to national security and international development. He also led the development and implementation of new policies and initiatives for the DFC.

Career: Previously served as Local Chair of the Washington, D.C. Finance Department; Global Co-Chair of the firm's Project Development & Finance Practice. Rejoined the firm in 2020 after serving as Senior Vice President in the Office of Strategic Initiatives at the US International Development Finance Corporation (DFC).

Professional Memberships: Member, DC Bar, NY Bar

Personal: JD, Yale Law School, 2001
 BA, Indiana University, 1997

PEPONIS, Christopher

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Featured in Projects (USA - Nationwide)

Practice Areas: Mr. Peponis advises clients on project development and transactions across the energy and infrastructure sectors, including:
 •Liquefied natural gas (LNG), including small-scale LNG •Gas-to-power •Gas

pipelines •Biodiesel •Petrochemicals •Natural gas liquids (NGLs) •Hydrogen •Renewable power generation •Shipping He leverages extensive global LNG and maritime experience and a background in chemical engineering to help clients navigate greenfield and brownfield LNG liquefaction projects, floating liquefaction, and onshore and offshore (floating storage unit (FSU) and floating storage and regasification unit (FSRU)) regasification terminals. Before joining Latham, Mr. Peponis worked as a catalytic cracking and hydrofluoric acid alkylation process engineer, commodity trader, and in-house counsel for Shell, in Australia, Canada, Europe, and the US.

PEPPE, Nicole

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Featured in Private Equity (Massachusetts), Venture Capital (USA - Nationwide)

Practice Areas: Nicole Peppe's practice is focused on the representation of domestic and international venture capital, growth equity and private equity funds and funds of funds in connection with their fund formation and ongoing operational matters. Nicole primarily represents sponsor organizations ranging from some of the most well-known multibillion dollar investment firms to much smaller firms forming seed and early-stage venture capital, angel and similar microcap funds. As fund counsel, Nicole regularly advises her clients on all aspects of the fundraising process, including marketing strategies, partnership agreement terms and conditions, review and preparation of all fundraising documents, investor negotiations and relations, placement agent negotiations, internal general partner and management company governance, investment personnel matters and investment adviser and other regulatory compliance matters. Nicole also represents institutional investors with respect to investments in venture capital, growth equity and private equity funds. Her representative institutional investor clients have included private and public pension funds and leading funds of funds.

Career: Prior to joining Goodwin, Nicole was a partner at Cooley in the firm's fund formation practice. Previously, she was an associate in the private investment funds group at Proskauer Rose in Boston, as well as an associate in the corporate department at Paul, Hastings, Janofsky & Walker in New York City.

Personal: JD, Boston College School of Law (cum laude) 2001; MBA, Boston College 2001; BS, Suffolk University (summa cum laude) 1997

PEREIRA, Dennis

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Dennis Pereira's practice focuses on the domestic and

international fund industry. He represents fund sponsors in the formation, structuring and operation of private investment funds, including private equity and hedge funds that employ groundbreaking investment strategies. Dennis handles funds matters involving fund formation, capital-raising activities, ongoing operational activities, fund investment, and carried interest programs.

Professional Memberships: Committee Member, Cyrus R. Vance Center for International Justice

Personal: J.D., University of Connecticut School of Law, with honors, 2007; B.A., Bates College, 2001

PERKINS, Laura

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Featured in FCPA (USA - Nationwide)

Practice Areas: Laura Perkins serves as Co-Chair of the Anti-Corruption & Internal Investigations practice group, and Co-Managing Partner of the firm's Washington, DC office. Laura is a former senior official and prosecutor with the Criminal Division of the U.S. Department of Justice (DOJ). Laura's practice focuses on high-stakes government and internal investigations, crisis management, white collar criminal defense and cross border compliance counseling, risk assessments, and due diligence. As a skilled investigator and trial lawyer, Laura assists corporations, boards of directors, audit committees, and senior executives with sensitive internal investigations and proceedings before the DOJ, the Securities and Exchange Commission (SEC), and other U.S. and international agencies, with a particular focus on FCPA/anti-corruption, healthcare fraud, financial fraud, sanctions violations and money laundering. Prior to joining the firm, Laura spent nearly ten years at the DOJ, most recently serving as Assistant Chief of the FCPA Unit of the Criminal Division's Fraud Section and Senior Counsel to the Assistant Attorney General. While at the DOJ, Laura supervised, prosecuted and tried some of the largest individual and corporate FCPA cases in the U.S. and was involved in the development of the FCPA Pilot Program and the drafting of the FCPA Resource Guide. Laura also oversaw nearly a dozen independent compliance monitors and served as a U.S. Delegate to the OECD's Working Group on Bribery. In addition to FCPA cases, Laura successfully investigated and prosecuted complex financial fraud cases, healthcare fraud cases, and money-laundering cases while at the DOJ. In her role as Senior Counsel to the Assistant Attorney General of the Criminal Division, Laura advised DOJ leadership on white-collar criminal cases and policy matters and assisted with responding to Congressional inquiries and investigations.

PERLIS, Mark

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Mark Perlis focuses his broad federal regulatory and litigation practice on energy and environmental matters, with electricity industry and climate change emphasis. His clients develop and own conventional and renewable generation, energy storage, distributed energy and demand reduction resources. He represents clients before the Federal Energy Regulatory Commission, Department of Energy and EPA, in adjudicatory, rulemaking, and enforcement proceedings. Mark also counsels on corporate procurement of renewable energy and sustainability, commercial agreements, litigation and mediation, compliance matters, climate change policy and environmental markets.

PERMESLY, Jennifer

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, New York

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Jennifer Permesly helps clients devise global strategies for addressing their cross-border disputes and represents them in commercial arbitrations, with a particular emphasis in the financial, mining, construction, and energy sectors. She also has significant experience representing investors and sovereigns in investment treaty arbitrations and in matters involving the US Foreign Sovereign Immunities Act. Fluent in Spanish, she often handles disputes involving Latin America. She regularly speaks and writes on developments in international arbitration. She also acts as arbitrator.

Career: JD, Harvard Law School (2004); BA, Florida State University (2001); Law Clerk (Southern District of New York). Admitted in New York. Co-Chair, American Society of International Law Annual Meeting; Officer, IBA Arbitration Committee

PERRON, Jeannie

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: In addition to being an attorney, Dr. Jeannie Perron also holds a degree in veterinary medicine and has practiced as a veterinarian. She has leveraged this degree to develop a sub-specialty in animal food law. In this capacity, she represents companies that manufacture feed and feed ingredients for animals, as well as clients in related industries. Another specialized area of practice relates to the importation of animal-derived ingredients and products. Dr. Perron advises clients on USDA regulations and procedures in this area and assists clients in securing

the required permits and certifications. In addition to these other practice areas, Dr. Perron also advises clients in the regulation of human food, dietary supplements, and import and export of products regulated by the United States Food and Drug Administration as well as those having animal or microbially-derived ingredients regulated by USDA.

Professional Memberships: Licensed to practice veterinary medicine in Virginia and Maryland (inactive).

PERRY, Mark A

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Featured in Appellate Law (USA - Nationwide), Intellectual Property (USA - Nationwide)

Practice Areas: Mark A. Perry, Co-Head of Weil's Appeals and Strategic Counseling practice, is a veteran U.S. Supreme Court advocate, commercial litigator, and legal strategist. He has nearly 30 years of experience representing clients in class actions and other complex commercial disputes, including securities, antitrust, employment, and patent cases, and he has won a number of landmark decisions across diverse areas of business litigation. He focuses on navigating clients through the appellate aspects of such litigation, both in trial and appellate courts.

Career: Before joining Weil, Mark was a partner at another international law firm, where he served as Co-Chair of its nationwide Appellate and Constitutional Law Practice. Earlier, he served as an attorney in the Office of the Solicitor General, and also was a law clerk to Justice Sandra Day O'Connor of the Supreme Court of the United States, and to Judge Alex Kozinski of the Ninth Circuit. He received his JD with high honors from University of Chicago Law School.

PERRY, Suzanne

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Featured in Projects (USA - Nationwide)

Practice Areas: To read more, visit: www.whitecase.com/people/suzanne-perry

PERSAUD, Amanda

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Amanda Persaud is a partner in the asset management group in New York. Her practice focuses on the formation, fund raising and operation of U.S. and international private investment funds, including private equity funds, real estate funds, hedge funds, credit funds and other alternative asset classes such as special situations, mezzanine/distressed debt and hybrid funds. Amanda has led numerous fund raises for prominent U.S. and international sponsors of private investment funds. She regularly advises on a wide

range of governance, operational and regulatory matters affecting sponsor clients. She has significant experience advising sponsor clients in structuring and reorganizing private investment funds as well as assisting them with internal compensation and management arrangements. Amanda's work in asset management M&A includes negotiating and structuring spin-outs of, strategic investments in, and sales of, alternative asset management businesses and regularly providing fund-related advice with respect to portfolio acquisitions and dispositions.

PERSHKOW, Amy Ward

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Ms. Pershkov advises investment companies and their independent directors, investment advisers and other financial services companies on SEC regulatory matters. She provides legal counsel on an extensive variety of legal, business and operational issues, including issues related to: Open-end and closed-end funds Multi-class funds Funds of funds Funds utilizing a manager of managers structure Registered and private fund advisers Real estate and private equity managers Ms. Pershkov's experience includes counseling clients on a wide variety of investment management matters, including the formation, registration, reorganization, merger, acquisition and liquidation of investment companies and investment advisers. She assists clients with respect to SEC examinations and inquiries, targeted compliance and business practice reviews, internal investigations and due diligence reviews.

PESANT, Charles J

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/charles-j-pesant>

PESCH, Ellen

Sidley Austin LLP, New York
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Featured in Derivatives (USA - Nationwide)

Practice Areas: ELLEN PESCH is co-leader of the OTC Derivatives industry group at Sidley. Ellen has more than 20 years of experience representing capital market participants with respect to structuring, negotiating and documenting derivatives and structured finance transactions. She has represented clients in a wide variety of derivatives transactions ranging from interest rates, currencies, commodities and credit to total return, inflation, weather, catastrophic and mortality/longevity transactions. Ellen also has significant experience with the various Dodd-Frank regulatory issues as they

impact the derivatives market, as well as the regulatory issues associated with the intersection of the insurance and derivatives markets. Ellen is described as a "skilled derivatives attorney" who "understands the transactions from front to back, as well as the documentation."

PETERS, William J

Gibson, Dunn & Crutcher LLP, Los Angeles
213 229 7515
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Featured in Outsourcing (USA - Nationwide), Outsourcing (California)

See under California for profile.

PETERSON, Brad L

Mayer Brown LLP, Los Angeles
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Featured in Outsourcing (USA - Nationwide), Technology (USA - Nationwide), Technology (Illinois)

Practice Areas: Clients trust Brad Peterson for his ability to help them reduce cost, improve operations, innovate and increase revenue through technology services and license agreements. Clients trust his counsel on matters regarding: Information technology outsourcing (ITO) and business process outsourcing (BPO); Cloud services such as IaaS, PaaS, and SaaS Platform and marketplace services Artificial intelligence (AI) solutions and data monetization projects Core systems modernization, ERP and other software licensing, development and integration transactions Projects involving development, commercialization and use of emerging technologies Supply chain arrangements Brad is a frequent and popular speaker and writer on those other topics.

PETRASIC, Kevin L.

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Featured in Financial Services Regulation (USA - Nationwide)

Career: The world's leading banks trust Kevin to manage their regulatory challenges. His in-depth understanding of regulators and their objectives, coupled with his comprehensive knowledge of the banking business, have positioned him as a trusted advisor to clients across the financial sector. Kevin advises domestic and international financial institutions on regulatory, compliance, and policy issues, including the risks associated with leading-edge technologies. Drawing on decades of client work, as well as senior positions with the U.S. Treasury Department's Office of Thrift Supervision and the House Banking Committee, Kevin provides the precise guidance his clients need to achieve their objectives while navigating complex and ever-shifting regulatory requirements. Kevin is well-versed across the regulatory landscape impacting financial institutions throughout their business cycle, including the regulatory application processes of the federal banking agencies and various state bank regulators. He counsels

banks on traditional and nontraditional bank charters; fintech and artificial intelligence solutions; bank/thrift and holding company regulations; insolvency and restructuring of troubled or failing banks; corporate governance; and board of director advisory services. Kevin also advises international banks on their entry into the U.S. market, including banking agency application processes, risks related to OFAC sanctions, BSA/AML compliance, cross-border Dodd-Frank matters, and other issues.

PETROSKY, Edward F

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Featured in Capital Markets (USA - Nationwide), REITs (USA - Nationwide)

Practice Areas: ED PETROSKY is a member of the firm's Executive Committee and was the chair of the Global Capital Markets group from 2019 to 2022 and a global practice leader of the group from 2007 to 2019. Ed represents both issuers and underwriters in a wide variety of securities offerings and has extensive experience providing legal advice to clients under the Securities Act of 1933 and the Securities Exchange Act of 1934. Ed currently serves as company counsel and designated underwriters' counsel for more than 20 companies, with a particular emphasis on REITs, financial institutions, and consumer companies. Ed's practice focuses on IPOs, follow-on common stock offerings, preferred stock offerings, ATM programs, offerings of convertible and exchangeable securities, and offerings of senior and subordinated debt securities, including retail and institutional MTN programs and CP programs. He has been involved in more than 425 offerings with an aggregate value in excess of US\$250 billion since 2010.

PETTIT, Laurence

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Laurence Pettit advises underwriters, lenders and institutional investors on capital markets and warehouse loan transactions in a wide range of esoteric asset classes. In recent years, he has been actively involved in residential and commercial Property Assessed Clean Energy (PACE) assessments, home improvement loans, consumer litigation funding, retail installment sales contracts, contractor loans, equipment finance agreements, insurance commissions, trade receivables, collateralized fund obligations, commercial/industrial solar power purchase contracts, rooftop solar loans, and tobacco settlement legal fee awards. As issuer's counsel, Laurence helped develop the first securitizations of residential PACE assessments in 2014, and he has facilitated more than 50 PACE 144a and 4(a)(2) securitizations since that time. He is actively

involved in the expanding market for both residential and commercial PACE financings, advising on the establishment of new PACE programs and on specific transactions to fund the origination of PACE assets.

PHELAN, Lisa

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*Featured in Antitrust (USA - Nationwide),
Antitrust (District of Columbia)*

Practice Areas: Antitrust Law, Investigations + White Collar Defense, Litigation, State + Local Gov. Enforcement

Career: Lisa M. Phelan, former Chief of the National Criminal Enforcement and Washington Criminal I Sections of the Antitrust Division of the U.S. Department of Justice (DOJ), is a partner and Co-Chair of Morrison & Foerster's Global Antitrust Law Practice and Investigations + White Collar Group. With more than 25 years of service at the DOJ as one of the leading authorities in criminal antitrust matters, Ms. Phelan draws upon her unmatched criminal investigations, litigation, and enforcement experience to guide clients through sensitive matters pertaining to international cartel actions and white collar investigations, and to rapidly assess and address their total exposure to potential claims of unlawful collusion. Clients turn to Ms. Phelan for her deep knowledge and experience in moments of crisis. She is a trusted advisor when companies and executives are subpoenaed, or when enforcement agencies execute a search warrant or stage a dawn raid. Few in the world have the breadth of her experience to counsel and represent clients through each step of a cartel investigation, leniency application, plea negotiation, or criminal jury trial.

Personal: American University, B.A., 1983; American University Washington College of Law, J.D., 1986

PHELAN, Noreen

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Featured in Projects (USA - Nationwide)

Practice Areas: Noreen Phelan counsels market leading private equity and strategic investors, financing providers and major developers in connection with investments in and financing of renewable energy projects, energy storage assets and conventional power generation facilities. She has significant experience representing clients in complex tax equity financings and tax credit transfer agreements, project and portfolio acquisitions and dispositions, joint ventures and other investment arrangements for energy assets in all stages of their life cycle. Noreen has earned a reputation as a creative and solution-oriented practitioner with a focus on the energy transition sector.

PHILLIPS, Carter

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Featured in Appellate Law (USA - Nationwide), Intellectual Property (District of Columbia)

Practice Areas: CARTER PHIL-

LIPS is one of the most experienced Supreme Court and appellate lawyers in the country. As a partner at Sidley, Carter has argued 81 cases before the Supreme Court, more than any other lawyer in private practice. Prior to joining Sidley, Carter served as an Assistant to the Solicitor General and in that position he argued nine cases before the Supreme Court on behalf of the United States government. He thus currently has a total of 90 oral arguments before the Supreme Court. He also has argued more than 150 times before the United States Courts of Appeals, including at least two arguments in every circuit and 40 cases before the United States Court of Appeals for the Federal Circuit. He also has been a co-director of Northwestern University School of Law's Supreme Court Clinic and an adjunct professor at the law school for more than 15 years. At the outset of his career, Carter clerked for Judge Robert Sprecher on the United States Court of Appeals for the Seventh Circuit and for Chief Justice Warren E. Burger on the United States Supreme Court. Carter's advocacy on behalf of clients has earned him acknowledgement in numerous publications, including most recently Forbes top 200 lawyers list in 2024. An academic study of Supreme Court briefs from 1946 to 2013 found Carter to be one of the most successful lawyers to argue in front of the Supreme Court. The analysis, "Who Wins in the Supreme Court? An Examination of Attorney and Law Firm Influence," led the author to conclude that "not only is Phillips a seasoned Supreme Court litigator, but he is also one of the most successful Supreme Court brief-writers."

PHILLIPS, Jonathan M

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Featured in False Claims Act (USA - Nationwide)

Practice Areas: A former DOJ Trial Attorney, Jonathan Phillips's practice focuses on FDA and health care enforcement, compliance, and litigation, as well as other white collar enforcement matters and related litigation. He has substantial experience representing health care, pharmaceutical, and medical device clients in civil and criminal enforcement actions by the Department of Justice, Food and Drug Administration, Department of Health and Human Services Office of Inspector General, State Attorneys General, and other federal and state agencies, as well as related whistleblower litigation. He has particular experience representing clients in health care enforcement matters brought under the False

Claims Act, the Anti-Kickback Statute, the Stark Law, and the Federal Food, Drug, and Cosmetic Act, and their state analogues on a wide variety of theories. He also regularly counsels clients on health care fraud and abuse compliance matters, including Corporate Integrity Agreement implementation and compliance, and conducts related internal investigations and risk assessments.

Personal: J.D., University of Pennsylvania, 2007; M.S., London School of Economics & Political Science, 2003; B.A., University of Pennsylvania, 2002.

PHILLIPS, Steven

DLA Piper LLP (US), Washington, DC
Featured in Government (USA - Nationwide)

Career: <https://www.dlapiper.com/en-us/people/p/phillips-steven-r>

PIAZZA, Michael De Voe

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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas), Private Equity (Texas)

See under Texas for profile.

PIERCE, Jesse

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Featured in Litigation (USA - Nationwide), Litigation (Texas: Houston & Surrounds)

Practice Areas: Jesse Pierce has more than forty-five years of litigation experience and has tried many types of cases in state and federal courts of Texas and other states. He specializes in civil trials of cases dealing with complex energy and commercial issues. Mr. Pierce is Board Certified in Civil Trial Law by the Texas Board of Legal Specialization and is a Commercial Arbitrator for the American Arbitration Association. Mr. Pierce has been inducted into the Litigation Counsel of America, a trial lawyer honorary society composed of less than one-half of one percent of American lawyers. Fellows are selected based on effectiveness and accomplishment in litigation, both at the trial and appellate levels and on the basis of a superior ethical reputation. He is licensed to practice in Texas, Oklahoma, Arkansas, Pennsylvania, and Ohio. Mr. Pierce represents both plaintiffs and defendants, and has represented clients in many types of complex litigation, including oil and gas, environmental, product liability, interpretation and enforcement of contracts, temporary restraining orders, trade secrets, franchising, real estate, ERISA claims, securities and corporate matters, franchising disputes, copyright and entertainment matters, and a variety of fraud, usury, and Deceptive Trade Practices matters, and has extensive experience in class action litigation. Mr. Pierce frequently lectures at continuing legal education seminars and was a drafter of the Texas Pattern Jury Charges for Oil and Gas Cases. Mr. Pierce handles complex oil and gas, land, and commercial cases. He handled a number of cases for major oil and gas companies involving

disputes with royalty owners, disputes between operators and working interest owners, disputes relating to purchase and sale agreements, and disputes between gas producers and pipeline companies for clients such as The Superior Oil Company, Texaco, Shell Oil Company, Pennzoil-Quaker State, Mobil Oil Company, Chesapeake Energy Corporation, SM Energy Company, Cabot Oil & Gas Corporation, and CCI Gulf Coast Upstream LLC, among others. Along with his Chambers recognition, Jesse has been recognized by Best Lawyers, Law Dragon, and Texas Super Lawyers.

Professional Memberships: Litigation Counsel of America; American Board of Trial Advocates; Center for American and International Law - Oil & Gas Practice Committee; Council of the Oil, Gas & Energy Resources Law Section of the State Bar of Texas

PIERCE, John V H

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: John V.H. Pierce, Global Co-Chair of the International Arbitration Practice, represents a global client base from a wide variety of industries and business sectors in high-stakes, complex international arbitration, and litigation matters in venues around the world. Mr. Pierce is a widely recognized expert in international dispute resolution, with more than 20 years of experience representing clients in institutional and ad hoc arbitrations seated in both common and civil law jurisdictions. Mr. Pierce has been involved as lead counsel or arbitrator in arbitrations pending before all major arbitral institutions and he has extensive experience with international arbitral procedure and advocacy. He regularly guides clients through disputes, under a wide variety of procedural and substantive laws, involving joint venture and shareholder matters, post-M&A issues, IP rights, financial services, energy and chemical supply contracts, as well as commercial and corporate matters. He also advises clients on the international enforcement of arbitration awards and judgments, and on the protection of foreign investments. In addition to his counsel work, Mr. Pierce regularly serves as an arbitrator in international disputes. Mr. Pierce is consistently recognized by clients and competitors as a leading authority in the field of international arbitration and dispute resolution. In various editions of the Chambers Global and Chambers USA guides, Mr. Pierce has been described by clients and peers as "an exceptional advocate," a "formidable" and "very tough opponent," "outstanding," "very smart, strategic and knows how to handle a client," "really excellent," and a "top-notch" and "very knowledgeable" practitioner with "a great ability to understand and execute complex business objectives." Mr. Pierce is also

recognized as a Thought Leader in the field of international arbitration by Who's Who Legal, which describes him as able to "defly appl[y] the law to complex issues in order to craft the best possible arguments" and notes that he "navigates multiple jurisdictions with ease." He is described by peers and clients in GAR's International Who's Who of Commercial Arbitration as a "versatile" lawyer with an "outstanding legal mind and critical thinking skills" who "performs brilliantly" in venues throughout the world." In 2020, Mr. Pierce was named the recipient of the International Law Office (ILO) 2020 Client Choice Award for Arbitration in the United States. According to Client Choice's research, clients praised Mr. Pierce as "an outstanding lawyer" and a "practical and strategic thinker," "who is adept at legal writing and leading a large team." Clients specifically praised Mr. Pierce's "excellent advocacy skills before tribunals" and noted that his "professional preparation of each submission and the hearing itself are phenomenal." He was elected to the American Law Institute in 2020. He is a member of the ICC Commission on Arbitration, a member of the Executive Committee of the New York International Arbitration Center, a founding member of the International Arbitration Club of New York, and a member of the Council on Foreign Relations. Prior to private practice, Mr. Pierce served as a law clerk to the Honorable M. Margaret McKeown on the U.S. Court of Appeals for the Ninth Circuit. He was selected as a Jean Monnet fellow at the École Polytechnique in Palaiseau, France (1992-1993) and as a Young Leader of the American Council on Germany (2009-2010).

PIKE, Paulita
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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Paulita Pike is managing partner of the Chicago office and a partner in the firm's asset management group. A skilled communicator known for her extensive knowledge of the registered funds landscape, Paulita represents every type of registered product, including open- and closed-end funds, ETFs, funds of hedge funds, and funds investing in private equity. Her work with investment advisers often involves structuring innovative investment products and navigating the regulatory and compliance hurdles associated with bringing these products to market. Paulita's advice spans the full range of registered investment vehicles on everything from M&A and registration questions to investigations and cybersecurity. She also counsels boards of directors on all aspects of governance, regulatory risks, industry trends and insurance matters. Paulita has been widely recognized for her work on behalf of clients, including twice being named a Chicago "Notable

Woman Lawyer" by Crain's Chicago Business and "Independent Counsel of the Year" by Fund Directions. Most recently, she has collaborated with clients to pioneer in the ETF space, advised on investments in cryptocurrencies and other emerging asset classes, and helped clients work through top-of-mind governance issues raised by asset management M&A. Clients value Paulita's ability to provide timely, practical and business-focused advice. Paulita's experience extends to industry-related work, including speaking regularly at conferences and serving on industry group advisory boards, such as BoardIQ and the Mutual Fund Directors Forum. She also teaches courses in mutual fund regulation at Notre Dame Law School and Northwestern Pritzker School of Law. Paulita is passionate about giving back to her community, whether through civic engagement, pro bono work, or efforts to further diversity, equity and inclusion. In addition to serving on boards and committees of the Chicago Shakespeare Theatre and the Art Institute of Chicago, Paulita regularly provides pro bono representation to indigent immigrants. She is also a member of Ropes & Gray's diversity committee; leads the Chicago diversity, equity and inclusion committee; and is active with the firm's Women's Forum, among other initiatives.

PIKIEL, JR., Michael E.
Winston & Strawn LLP, New York
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Featured in Projects (USA – Nationwide)

Practice Areas: Mike Pikiel has nearly 20 years of experience handling transactions for clients in the infrastructure, transportation, and energy sectors. A recognized leader in his field, clients have praised him for his "straightforward no-nonsense style of negotiating and drafting." Michael represents sponsors, developers, investors, lenders, and underwriters in a wide range of projects and complex finance transactions, including project financings and acquisition financings. He also has significant experience with public-private partnerships (PPP). Mike was selected as a David Rockefeller Fellow for the Class of 2015-2016 by the Partnership for New York City, an organization comprised of New York City's chief executives from the city's largest private-sector employers that is focused on business and corporate civic engagement and leadership. Mike is a member of the U.S. Branch Council of the IPFA (formerly the International Project Finance Association).

PINCUS, Andrew J
Mayer Brown LLP, Washington, DC
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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Andy has argued 30 cases in the Supreme Court and dozens of cases in the federal courts of appeals and state appellate courts. Chief Justice John G. Roberts, Jr. appointed Andy

to a three-year term as one of four practitioner members of the Standing Committee on Rules of Practice and Procedure of the Judicial Conference of the United States, effective October 1, 2022. The Committee drafts and recommends to the Judicial Conference new rules of practice, procedure, and evidence governing appellate, bankruptcy, civil, and criminal cases in the federal courts.

PINEDO, Anna
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Featured in Capital Markets (USA – Nationwide), REITs (USA – Nationwide)

Practice Areas: Anna Pinedo represents issuers, investment banks and other financial intermediaries as well as investors in financing transactions, including public offerings and private placements of equity, equity-linked and debt securities. She also advises on structured products and derivatives matters. Anna works closely with financial institutions to create and structure innovative financing techniques, including new securities distribution methodologies and financial products. She has particular financing experience in certain industries, including technology, telecommunications, healthcare, financial institutions, REITs and consumer and specialty finance. Anna has worked closely with foreign private issuers in their securities offerings in the United States and in the Euro markets. She also works with financial institutions in connection with international offerings of equity and debt securities, equity- and credit-linked notes, and hybrid and structured products, as well as medium term note and other continuous offering programs.

PINKUSIEWICZ, Tomer
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Featured in Projects (USA – Nationwide)

Practice Areas: Tomer focuses on complex infrastructure development and finance transactions as well as mergers and acquisitions involving infrastructure assets and companies. He represents sponsors, concessionaires and financing parties in the bidding, procurement, finance, construction, operation, maintenance, purchase and sale of large-scale infrastructure assets in the United States and Latin America. He also represents issuers and underwriters in a full range of capital markets transactions, including Rule 144A/Regulation S offerings and private placements, with a focus on project bonds and relating financing. He's very active representing financial institutions and borrowers in general and structured financing transactions in Latin America.

Personal: JD, magna cum laude, Boston University School of Law, 1998. Fluent in Hebrew and Spanish.

PINSKY, David
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Featured in International Arbitration (USA – Nationwide)

Practice Areas: David Pinsky is a partner in the firm's international arbitration and litigation practices. David's recent work includes winning a \$5-billion award for Ukraine's state-owned oil and gas company, Naftogaz, in an investment arbitration against Russia, in response to Russia's unlawful expropriation of Naftogaz's assets upon annexing the Crimean Peninsula in 2014, as well as representing Radio Free Europe/Radio Liberty in an investment dispute against Russia. In addition to his disputes work, David also counsels clients on how to structure their cross-border investments in order to be well-positioned in case of future disputes with foreign governments, and he has advised multiple clients in connection with their exits from Russia following the Kremlin's full-scale invasion of Ukraine in February 2022.

PINSON, Robert
Adams and Reese LLP, Nashville
Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Alcohol and Hospitality, Corporate, Government Relations – State and Local, Tax

Career: Robert Pinson leads the Adams and Reese Alcohol and Hospitality practice team, representing local and national clients across the industry. He works extensively with distilleries, breweries and wineries on licensing issues, especially where licensing plays a critical role in transactional matters. Rob's background in tax and corporate law also provides valuable insight to clients with regards to corporate structuring, financing, and mergers and acquisitions in the alcohol and hospitality space. Rob has assisted clients such as grocery stores, convenience stores, and restaurants with licensing aspects during sales and acquisitions of one or a multitude of locations. Rob is a founding member and general counsel of the Tennessee Distiller's Guild, which advocates for the rapidly growing distilling industry in Tennessee. He also assisted with the formation of the Whiskey Trail, a group of more than 25 distilleries working to promote whiskey tourism in the state. Rob has also drafted numerous pieces of legislation to further the alcohol industry as a whole and allow businesses in Tennessee to innovate in their industry.

Professional Memberships: National Conference of State Liquor Administrators; Alliance of Alcohol Industry Attorneys and Consultants, Founding Member; National Association of Alcoholic Beverage Licensing Attorneys; National Association of Licensing and Compliance Professionals; Tennessee Bar Association; Nashville Bar Association; Academy of Hospitality Industry Attorneys

PITTS, Andrew J

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Andrew J. Pitts is a partner in Cravath's Corporate Department and serves as Co-Head of the Firm's Capital Markets Practice for North America. He has a significant corporate finance practice focused on public and private securities offerings for investment banking clients and issuers. Mr. Pitts regularly advises on transactions involving convertible securities, equity-linked securities and equity derivatives. His advisory work principally involves corporate governance, public company disclosure obligations and director and officer liability issues (including D&O insurance).

Career: Boston University (MBA, 1995); Boston University (JD, summa cum laude, 1994; Notes Editor, 'Law Review'); Trinity College (BA, 1988)

Personal: For more information: <https://www.cravath.com/people/andrew-j-pitts.html>

PLATT, Jonathan

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Transactional practice representing public and private companies, private equity funds and other private capital providers in (i) mergers, acquisitions and divestitures, (ii) private equity investments, (iii) commercial transactions and (iv) general corporate matters. Broad energy industry experience, with particular emphasis on the upstream, midstream, and infrastructure sectors of the energy industry.

Career: Baker Botts L.L.P., 2009-present

Professional Memberships: State Bar of Texas; Dallas Bar Association

Personal: JD, summa cum laude, Texas Tech University School of Law; BBA, summa cum laude, Texas Tech University, Rawls College of Business

PLATT, Laurence E

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Laurence Platt is senior counsel in Mayer Brown's Washington DC office and a member of the Financial Services Regulatory & Enforcement practice. He concentrates his practice on a range of matters related to real estate finance, mortgage banking and consumer finance in both the primary and secondary markets. Laurence has been ranked by Chambers USA for Financial Services Regulation: Consumer Finance – Compliance (Star Individuals) (2012 through 2023). Laurence was listed in Best Lawyers in America 2012-2023 for banking

and finance law. He has been elected a Fellow of the American College of Consumer Financial Services Lawyers. In 2006, he received an inaugural Mortgage Excellence Award from Home Equity News in recognition of his service and contributions to mortgage lenders and the mortgage lending industry. From 1989 to 1997, he was on the board of directors for Montgomery Housing Partnership, Inc., a nonprofit, tax-exempt owner and developer of affordable housing in Montgomery County, Maryland. He helped found, and for more than 15 years was a pro bono lawyer for, the Unitarian Universalist Affordable Housing Corporation. From 2002 to 2006, Laurence was a board member and counsel to the board of trustees at St. Andrew's Episcopal School in Potomac, Maryland.

PLEVIN, Mark

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Featured in Insurance (USA – Nationwide), Insurance (California)
See under California for profile.

PLOTKIN, Mark E

Covington & Burling LLP, Washington, DC
202-662-5656
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Featured in International Trade (USA – Nationwide)

Practice Areas: Represents clients before CFUUS and other US and foreign government agencies in connection with transactional, national security, enforcement and regulatory matters. Counsels financial institutions, technology companies, defense and intelligence firms, manufacturers and governmental entities on national security, privacy, bank secrecy and financial services regulatory matters.

Career: Clients have included American Express, AOL, BAE, Bank of America, Brown Brothers Harriman, BT, CIBC, CNOOC, Deutsche Börse, Expedia, GE, IBM, JPMorgan Chase, Lenovo, Microsoft, Mubadala, Nexen, NFL, Northrop Grumman, Patagonia, Procter & Gamble, Raiffeisen, Temasek, others.

Publications: Numerous books/articles.

Personal: Yale (BA, summa cum laude, Phi Beta Kappa), Harvard (JD, honors).

POGGI, Christopher

Ropes & Gray LLP, New York
Christopher.Poggi@ropesgray.com

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Chris Poggi represents major financial institutions, private equity sponsors and companies in connection with the design and negotiation of specialized finance structures, with a focus on whole-business securitization and ABS backed by infrastructure assets and media assets such as motion pictures and music publishing rights. He regularly advises clients in connection with complex, high-profile securitizations involving esoteric assets such as fiber broadband network assets, film rights, music and

other intellectual property royalties, and restaurant and other franchised business revenues. Chris has long-standing experience bringing first-of-their-kind rated securitized bond offerings to market and through to a successful close.

POGUE, Eric R

Willkie Farr & Gallagher LLP, New York
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Featured in Projects (USA – Nationwide)

Practice Areas: Eric Pogue is a partner in Willkie's New York office, and serves as the Firm's Global Chair of Power & Renewable Energy. With experience in the energy sector dating back to the 1990s, Eric is widely recognized as a top practitioner for renewable energy transactions, focusing on both U.S. and international matters. Eric represents clients in the development, financing and acquisition of various asset types through M&A, tax equity, debt finance, restructuring, DOE loan guarantees and export-credit agency finance. Eric has led numerous complex and high-dollar value project finance transactions for clients across the renewable energy and power landscape, including projects involving solar, on-and off-shore wind, carbon capture, nuclear, hydro, biomass, gas, coal, transmission facilities, water utilities and data centers.

Career: <https://www.willkie.com/professionals/p/pogue%20eric>

POLE, Debra E

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Featured in Products Liability (USA – Nationwide)

Practice Areas: DEBRA E. POLE is a partner in Sidley's Los Angeles Litigation group and a former member of the firm's Executive Committee. She trains, supervises, and manages a number of lawyers and paraprofessionals in the Products Liability and Mass Torts practice in Los Angeles. Ms. Pole is recognized globally as a leader in the products liability area. She is a seasoned trial lawyer with experience in multi-district litigation (MDL), class actions and products liability litigation. Ms. Pole has extensive jury trial experience in both federal and state courts involving mass tort litigation, class actions, complex litigation and Daubert proceedings. Ms. Pole has supervised numerous defense law firms, both domestically and internationally, that were involved in complex pharmaceutical and medical device litigation and has had responsibility for national financial management of mass tort litigation. Because of her sound decision-making ability, analytical, problem-solving and strong interpersonal skills, companies have entrusted Ms. Pole and the firm to manage their mass torts litigation by outsourcing such litigation to them for local and trial counsel assignments, expert witness retention, document analysis and production, early case assessment, alternative dispute resolution, settlements, trials and overall litigation strategy. Companies planning

to introduce new products into the marketplace have relied on Ms. Pole for products liability counseling and for her deep experience in early assessment and resolution of products liability matters. She has briefed major appellate matters, provided strategic advice to defendants in multi-district litigation and examined independent medical and scientific expert witnesses appointed by an MDL court pursuant to FRE 706.

POLEBAUM, Elliot E

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Elliott Polebaum is an independent arbitrator. He has been appointed presiding arbitrator, sole arbitrator, or co-arbitrator in more than 100 international arbitrations. Until 2016, he was a partner in the Washington DC and European offices of Fried Frank where he headed the Firm's international arbitration practice and appeared as counsel in more than 140 cases. He has substantial sector experience in the pharmaceutical, energy, construction, aerospace and defense, and technology sectors, among others. This experience has addressed a variety of contractual arrangements including large industrial projects, commercial contracts of all sorts (including supply, distribution, and licensing agreements), mergers and acquisitions, joint ventures, and cooperation and development agreements. He is a graduate of Middlebury College (BA), Harvard University (MPA), and New York University School of Law (JD). Following law school, he clerked for United States Circuit Judge James L. Oakes and U.S. Supreme Court Justice William J. Brennan Jr. Mr. Polebaum was also Adjunct Professor of Law at Georgetown University Law Center where he taught international commercial arbitration from the 2004-2005 academic year through 2018 and is the author of the treatise "International Arbitration: Commercial and Investment Treaty Law and Practice" (ALM/Law Journal Press). For additional information, please go to: www.polebaumarbitration.com.

POLITAN, Nicholas

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Featured in Energy & Natural Resources (USA – Nationwide), Projects (USA – Nationwide)

Practice Areas: Nick is a Co-Chair of the Power and Renewables Practice Group and a member of the Global Finance Practice Group. He focuses on domestic and cross-border energy-related transactions, including mergers and acquisitions, financings of all types, project development, construction and operation, and restructurings. Nick has particular experience in wind power, solar power, battery storage and other renewable technologies. He represents developers, sponsors, strategic inves-

tors and lenders. He also has extensive experience in asset-based and structured financings.

Personal: JD, Stanford Law School, 1986, BA with distinction in economics, Duke University, 1983, magna cum laude.

POLITO, Christopher

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: CHRISTOPHER (C.J.) POLITO represents clients on a variety of regulatory, enforcement, compliance and transactional matters involving the U.S. wholesale electricity and natural gas markets. C.J. has extensive experience representing clients in regulatory proceedings and investigations before the Federal Energy Regulatory Commission (FERC), the Commodity Futures Trading Commission (CFTC) and state energy regulatory agencies. C.J. regularly advises energy traders and marketers on physical and financial wholesale power transactions, mergers and asset acquisition approvals, regional energy market rules and tariff requirements, power purchase and sale agreements, and issues related to the design and operation of wholesale energy and capacity markets. C.J. also advises energy companies, marketers, financial institutions, private equity funds and institutional investors and advisors on regulatory requirements under the Federal Power Act, the Natural Gas Act, the Public Utility Holding Company Act, and the creation and implementation of robust compliance programs.

POLIZZI, Catherine

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Featured in Life Sciences (USA – Nationwide), Life Sciences (California), Intellectual Property (California)

See under California for profile.

POLONCARZ, Kevin

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Featured in Climate Change (USA – Nationwide), Environment (California)

See under California for profile.

POLSTER, David

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Featured in REITs (USA – Nationwide), Tax (Illinois)

See under Illinois for profile.

POMPER, Brian

Akin, Washington, DC
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Featured in Government (USA – Nationwide)

Practice Areas: Brian Pomper serves as co-leader of the firm's lobbying & public policy practice and recently completed a 7-year term on the firm's management committee. He offers pub-

lic policy, political and strategic business advice to Fortune 500 and other domestic and multinational companies. He represents clients before Congress, the White House and federal agencies on a diverse set of public policy matters, including market access, investment, international trade disputes, intellectual property, international tax and customs issues.

Career: Brian formerly served as chief international trade counsel to Senate Finance Committee Chairman Max Baucus (D-MT). In that role, he advised Chairman Baucus and other members of the Senate Finance Committee on all aspects of the Committee's international trade and economic agenda.

Professional Memberships:

Educational Counselor, Massachusetts Institute of Technology.

Personal: J.D., Cornell Law School B.S., Massachusetts Institute of Technology

PONDA, Ameek Ashok

Sullivan & Worcester, Boston
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Featured in Tax (Massachusetts), REITs (USA – Nationwide)

See under Massachusetts for profile.

PONDS, Loren

Miller & Chevalier Chartered, Washington, DC

Featured in Government (USA – Nationwide)

Practice Areas: Focuses on providing strategic counsel to clients on legislative, regulatory, and other tax policy issues, as well as advising on technical tax matters related to transfer pricing and other international tax topics. She advises clients on the impacts of tax policy, such as the implementation of the Tax Cuts and Jobs Act of 2017 (TCJA) and the Inflation Reduction Act of 2022 (IRA), and issues related to technical corrections, administrative guidance, and legislative amendments to various provisions.

Career: Tax Member; Executive Committee Member; Practice Co-Lead, Tax Policy, Miller & Chevalier; Majority Tax Counsel, U.S. House of Representatives Committee on Ways and Means (2017–2018); Fellow, University of Hamburg International Tax Institute and Trainee, OECD (2007–2009); Staff Attorney, United States Court of Appeals for the 11th Circuit (2004–2005).

Professional Memberships: Fellow, American College of Tax Counsel; Member, Board of Directors, Tax Foundation; Member, Board of Directors, American Friends of the Alexander von Humboldt Foundation; Member and Former Chair (2021–2022), Taxation Community, District of Columbia Bar; Member, USA Branch of the International Fiscal Association.

Personal: LL.M. Georgetown University Law Center, with distinction; JD American University Washington College of Law, cum laude; AB Davidson College.

PONGRACE, Donald R

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Featured in Native American Law (USA – Nationwide)

Practice Areas: As chair of Akin's American Indian law & policy practice, Don Pongrace provides strategic advice and advocates on behalf of tribal groups, governments and corporations. He has been involved in significant policy issues around the world, and he currently focuses his attention on policy issues relating to U.S. domestic policy at the federal, state and tribal levels. Don's work on the federal aspects of tribal policies in the United States includes serving as lead counsel on the two largest Indian water settlements in U.S. history and one of the largest trust mismanagement claims in U.S. history. He also provides guidance to his clients on federal, state and tribal responses to the Colorado River mega-drought and the corresponding federal regulatory processes.

Professional Memberships: District of Columbia Bar

Personal: J.D., American University, Washington College of Law, magna cum laude B.A., Bates College, magna cum laude

POON, Derek

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Derek is a trusted advisor to clients in the structured finance and securitization markets across a wide range of structures and asset classes. His expertise includes asset-backed financings and securitizations of credit card receivables, auto loans and leases, trade finance assets, aviation assets, renewables assets, and collateral loan obligations. Derek also regularly advises clients on regulatory matters in connection with structured finance transactions, including on U.S. credit risk retention and Volcker Rule issues. Derek has been recognized in legal directories, including Legal 500, and Chambers USA 2021, 2022 and 2023. Derek is described as "an excellent lawyer who has deep expertise in many asset classes and has impressive technical expertise". Clients have also noted that "he is thoughtful, commercial and eloquent. He quickly distinguished himself by his dedication and intensity, delving into the most complex transactions and providing well-reasoned and practical advice." (Chambers USA 2023)

POPP, Karen A

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Featured in FCPA (USA – Nationwide), Litigation (District of Columbia)

See under District of Columbia for profile.

PORT, Andrew

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Featured in Transportation (USA – Nationwide)

Practice Areas: Maritime Environmental/Toxic Tort Product & General Liability

Career: Andrew Port is Co-Managing Partner of the firm's San Francisco and Walnut Creek offices and is the Chair of Gordon Rees Scully Mansukhani's national maritime practice. Andy's practice has focused on the maritime industry for almost 40 years. He represents vessel owners, operators, charterers, and their underwriters in litigation and claims involving wrongful death and personal injury, collisions and allisions, cargo damage, and hull damage. Andy also represents vessel interests in loading and discharge disputes, charter party and other commercial maritime disputes, toxic tort and occupational disease litigation, and governmental investigations. He has substantial experience in all aspects of litigation in both federal and state courts and is recommended counsel by the International Group of P&I Clubs for occupational disease claims. As such, he represents shipowners in their California asbestos, hearing loss and chemical exposure litigation. He has also represented fishing and excursion craft operators and their underwriters in casualty litigation and pleasure craft builders/manufacturers in design and manufacturing defect litigation. He regularly handles and negotiates settlements in multi-party, high exposure cases and is asked to assist others in resolving significant cases. Andy has drafted, reviewed and revised vessel investigation protocols, industrial hygiene policies, hazardous material abatement and training programs, purchase and sales agreements and berthing agreements. In addition to state and Federal Court, he has represented clients before administrative tribunals, including the U.S. Department of Labor and the California Workers' Compensation Appeals Board. He regularly presents at in house training programs and at seminars, and has recently spoke on current events in asbestos litigation, maintenance and cure, the anatomy of a lawsuit, shipboard accident investigation and documentation and ethics in claims handling.

PORTER, John

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Featured in Tax (USA – Nationwide)

Practice Areas: John's practice focuses on tax and fiduciary litigation. He represents taxpayers in sophisticated estate, gift, and income tax controversy matters, including audits, IRS appeals, and litigation. He also provides legal counsel on estate planning issues for high net-worth individuals to best position their estate plan against IRS challenge. John has served as lead counsel for the taxpayer in some of the

most significant published transfer tax decisions in the last twenty-five years, including Petter, Christiansen, McCord, and Hendrix (upholding formula clauses used to transfer hard to value assets), Bongard, Stone, Murphy, Black, and Schutt (rejecting IRS attempts to apply 2036 to family entities), Jelke, Dunn, Kerr, Jameson, Davis and Richmond (built-in capital gains discount when valuing stock), Steinberg (approving the net-net gift discount), and Litman/Diener (valuation of restricted stock and reasonable reliance defense to IRS penalties).

Professional Memberships: John is a fellow of the American College of Trust and Estate Counsel and the American College of Tax Counsel and a board certified specialist in probate, trust and estate law by the Texas Board of Legal Specialization.

Publications: Frequent speaker, author regarding federal tax controversy issues, including business valuation.

Personal: JD (cum laude), Baylor Law School, 1986, BBA, accounting, Texas A&M University, 1982.

PORTILLA, David L

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: David is a member of Davis Polk's Financial Institutions practice. He advises bank and nonbank financial institutions on a range of M&A, regulation, policy, enforcement and governance matters—including the full gamut of the prudential regulatory framework. He has a notable reputation in enhanced prudential standards for large banks, the Volcker Rule, the prudential regulation of nonbank firms, and innovation-related and cryptoasset issues. He is well known for thought leadership and spearheading advocacy efforts for clients. He served as a senior policy advisor to the Treasury Department's Financial Stability Oversight Council at its launch following the 2010 Dodd-Frank Act. He helped develop the FSOC's initial substantive agenda, procedures and governance, and worked on Dodd-Frank implementation and other financial regulatory issues. David chairs the ABA Banking Law Committee's International Banking subcommittee.

Career: Rutgers Law School (JD, with Highest Honors, 2006; Order of the Coif); Rutgers University (BA, with Honors, 2002)

Personal: For more information: <https://www.cravath.com/people/david-l-portilla.html>

POSNER, Ethan M

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Featured in False Claims Act (USA - Nationwide)

Practice Areas: Ethan Posner, named by The American Lawyer as a "Rising Litigation Star" and just recently as

"Litigator of the Week" represents major pharmaceutical, medical device, and health care organizations in federal criminal and civil investigations, state Attorney General proceedings, False Claims Act cases, and House and Senate investigations. He is also currently lead counsel to the key individual and company in an ongoing probe of bribery of U.S. Naval officials. Ethan formerly served as a deputy associate attorney general at the Department of Justice.

POTTER, Benjamin A

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Featured in Startups & Emerging Companies (USA - Nationwide), Venture Capital (California)

See under California for profile.

POWELL, Benjamin

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Featured in International Trade (USA - Nationwide), Privacy & Data Security (USA - Nationwide)

Practice Areas: Benjamin Powell is widely recognized as one of the country's top authorities on handling cybersecurity, data breach and related investigation matters. He has advised companies on major cybersecurity incidents and incident preparedness across virtually every sector of the economy, including the banking, investment management, software, retail, energy, defense and intelligence, media and entertainment, pharmaceutical, cloud services, government contracting, aerospace, information technology, manufacturing, and travel sectors. He is recognized as a leading attorney in handling complex regulatory matters relating to international investment and mergers, including matters involving the Committee on Foreign Investment in the United States (CFIUS) and the Defense Security Service (DSS). He also is regularly asked to be lead counsel on major investigations and strategic counseling across a variety of sensitive regulatory matters for the world's most prominent companies. He is the author of the Global and US chapters in a cybersecurity guide for companies in jurisdictions worldwide, and contributing global editor of the guide. He was recently selected as one of the 500 Leading Lawyers in America by Lawdragon. He is also frequently retained to perform due diligence on major corporate transactions requiring expertise in government regulatory issues, including government contracting, data security and privacy, security clearance issues with the Defense Security Service (DSS), and related issues. He is regularly named as one of Washington's Top Lawyers in surveys of best attorneys in DC. The Wall Street Journal calls him one of Washington's "big legal guns" and The Legal 500 calls him an "exceptional lawyer" who "provides clear guidance on complex technological issues." He is recognized as a CFIUS expert in the 2013-2021 editions of Chambers USA: America's

Leading Lawyers in Business. Mr. Powell has performed due diligence on some of the largest recent corporate transactions and successfully guided companies through some of the most complex CFIUS filings for companies in a range of industries. He has also served as lead counsel on matters for companies facing difficult regulatory, congressional, and public policy issues across a range of industry sectors and subjects. Mr. Powell regularly handles matters involving the Defense Security Service, including the structuring of Special Security Agreements and Proxy Agreements, related to corporate security clearances and classified government contracting. He has represented clients in civil and criminal litigation involving privacy and surveillance issues at the state and federal level. Mr. Powell was unanimously confirmed by the United States Senate as General Counsel to the Director of National Intelligence. His background includes serving as General Counsel to the first three Directors of National Intelligence, Special Assistant to the President and associate White House Counsel, Air Force officer, work at the Federal Bureau of Investigation, corporate counsel at a software company in Silicon Valley, and part of the trial team that obtained the largest antitrust jury verdict in US history. He joined the firm in 2009. Learn more at: <https://www.wilmerhale.com/en/people/benjamin-powell>

Professional Memberships: Mr. Powell is a member of the Fellows of the American Bar Foundation. He has served in numerous roles on the ABA Standing Committee on Law and National Security. He is also a Board Member of Columbia Law School Center on Constitutional Governance, and Board Member of Georgetown University Cybersecurity Law Institute.

Personal: JD, Columbia Law School, 1996 BSE, Finance, University of Pennsylvania, 1989 magna cum laude BAS, Applied Science, University of Pennsylvania, 1989 magna cum laude

POWERS, Richard

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Dick Powers chairs Venable's Energy Law Group. Dick has extensive experience with a broad range of administrative, judicial, legislative, and transactional matters, primarily in the energy industry. He has handled more than 100 rate cases, market-based rate proceedings, and rulemakings involving cost and compliance matters before federal agencies, primarily FERC, and before the DC Circuit. He counsels airlines, oil and natural gas companies, propane companies, refiners, trade associations, and others with respect to rates, regulated practices, and business opportunities.

PREVIN, Matthew

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Matthew P. Previn is a partner in the Consumer Financial Services and Litigation practices at Paul Hastings. With over two decades of experience, he represents leading financial institutions in regulatory examinations, investigations, and enforcement actions brought by government agencies. He counsels on bank and consumer finance issues, and advises boards and executive management on regulatory expectations, new products and services, and corporate governance. Mr. Previn represents national and state banks, mortgage originators and servicers, credit card issuers, fintech companies, and other financial product providers in matters initiated by the CFPB, OCC, FDIC, DOJ, FTC, and HUD. He also represents clients in matters before state attorneys general and state banking regulators, including the New York Dept. of Financial Services and the California Department of Financial Protection and Innovation, as well as multi-state groups. Mr. Previn has also defended dozens of class actions in state and federal courts nationwide. He litigated cases arising under the Fair Housing Act, Equal Credit Opportunity Act, Truth in Lending Act, Real Estate Settlement Procedures Act, Fair Credit Reporting Act, Electronic Fund Transfer Act, and unfair and deceptive trade practices statutes.

Career: Law Clerk, Hon. Cornelia Kennedy, U.S. Court of Appeals for the Sixth Circuit · Counsel, WilmerHale · Senior Counsel, HSBC · Founding Partner and Governing Board Member, Buckley LLP (merged w/Orrick)

PREWITT, Elizabeth

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Featured in Antitrust (USA - Nationwide), Antitrust (New York)

See under New York for profile.

PRINCE, Aaron

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Featured in Projects (USA - Nationwide)

Practice Areas: Aaron Prince's practice focuses on asset based financing, acquisition and joint venture transactions. Aaron represents tax equity investors, private equity funds, sponsors, lenders, borrowers, and other investors in project finance, structured finance, acquisitions, joint ventures and general corporate transactions, primarily in the energy sector, including renewable energy (such as solar, wind, geothermal and refined coal). In addition, Aaron has experience advising clients on other asset-based and non-asset based financing transactions, including innovative transactions in the fintech space.

PROCTOR, Mark

Willkie Farr & Gallagher LLP, New York
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Featured in Private Equity (USA - Nationwide)

Practice Areas: Partner in the Asset Management Group. Advises private fund managers on structuring, establishing, and operating private investment funds, including blind pools, co-investment funds, pledge funds, single investment funds and other investment vehicles. Also represents fund managers on their internal structuring and compensation matters, and frequently advises clients in connection with co-investments and seed investments in asset managers, as well as buyers and sellers in secondary market transactions involving private fund interests and portfolios of assets held by private funds. His practice extends beyond fund managers to include institutional investors and family offices in connection with their investments in various private equity vehicles.

Personal: University of Pennsylvania Law School, JD, 2002. Cornell University, BA, 1999. See: <https://www.willkie.com/professionals/p/proctor%20mark>

PROCTOR, Shemin

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Shemin has more than 30 years of energy expertise, combining regulatory representations and litigation before the Federal Energy Regulatory Commission (FERC) with strategic corporate advice to major energy companies with national and global reach. Working from Washington, DC and Houston, her clients include oil and natural gas pipelines, energy marketing and trading companies, electric utilities, and midstream, gathering, local distribution and storage companies. Shemin has served as lead counsel in numerous rate, restructuring, tariff, certificate, complaint and enforcement matters in natural gas, oil and electric proceedings before the FERC, state and other federal agencies, and courts, including appellate and bankruptcy courts. Her policy expertise includes emerging trends regarding energy transition as well as the energy industry in general. She has extensive experience working with senior management, financial advisors, and investment bankers on energy transactions and financings, including work with commercial, regulatory, and business segments undertaking growth and strategic projects. Shemin also has significant experience advising clients on regulatory considerations in large energy transactions, including public offerings and mergers and acquisitions, and advises on regulated and non-regulated assets in transaction structures. She is a frequent speaker at national conferences focused on energy, infrastructure, regulatory strategy, and climate.

Professional Memberships:

Co-Chair of the firm's Diversity & Inclusion Committee (2018 - Present) Managing Partner of Andrews Kurth Kenyon's Washington D.C. office (2007-2018) Member of the Executive Committee (2010-2018) and of the Policy Committee (2009-2016) for Andrews Kurth Kenyon Founding Member of Center for Women in Law, University of Texas School of Law Vice Chair (2004-2005) and Chair (2005-2007) of Oil Pipeline Regulation Committee for the Energy Bar Association Member of Women's Council on Energy & The Environment
Personal: JD, Harvard Law School 1990 AB, Harvard University - Radcliffe College, 1987

PROFAIZER, Joseph R

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Joseph Profaizer is a partner in Paul Hastings' Washington DC office and the Global Co-Chair of the firm's International Arbitration Practice. His practice focuses exclusively on international commercial dispute resolution, including commercial arbitration, investor-state arbitration, political risk and trade credit insurance arbitration, and international commercial litigation. He has served as counsel in arbitrations or litigation in over 50 countries and in over 100 arbitrations under the ICC, AAA/ICDR, LCIA, SIAC, HKIAC, ICSID, CIETAC, CEPANI, JAMS, and UNCITRAL arbitration rules. He has served as an adjunct professor of law at Georgetown University Law Center since 2013. He also sits as arbitrator.

Professional Memberships:

Admitted in Washington, DC, New York, and Texas; Solicitor, England & Wales; Qualified Mediator (Texas)
Personal: University of Texas at Austin (BA 1990, JD 1993); London School of Economics (LLM 1999); Law Clerk, Judge George P. Kazen USDC (Texas)

QUITMEYER, Peter

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Featured in Technology (Georgia), Technology (USA - Nationwide)

See under Georgia for profile.

RACITI-KNAPP, Melissa

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Featured in Projects (USA - Nationwide)

Practice Areas: New York-based Melissa is co-head of the firm's Latin America practice and head of our US energy and infrastructure group. Melissa assists commercial banks, export credit agencies, multilaterals and other financial institutions as well as borrowers on a wide variety of financing, such as corporate, project financings, private placements, first- and second-lien financings and sovereign lending. Her

sector experience includes power (both conventional and renewable), mining, oil and gas, water treatment, telecoms and other infrastructure. While Melissa has significant experience in US matters, her expertise is focused on Latin American countries. These draw upon her language skills and ability to bridge cultural differences. Alongside local counsel, she and her team routinely negotiate and draft in Spanish and Portuguese. All this experience, combined with knowing how the same issues are addressed in different contexts, allows Melissa to come up with thoughtful, constructive solutions - even in the most contentious and complex situations.
Personal: Melissa received her JD from Columbia University (Harlan Fiske Stone scholar, senior editor Columbia Law Review) and her BA, magna cum laude, from Columbia University. She speaks Spanish and has a working knowledge of Portuguese.

RADNEY, Terry

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Terry Radney is Co-Chair of the Firm's Energy practice. Terry has more than 30 years of experience in development, acquisition and divestiture of, and complex commercial agreements involving, all types of oil, gas and energy assets, including upstream, midstream, pipelines, gathering, processing, terminals, storage, power, renewable, alternative, energy transition and carbon capture, transportation and sequestration.

Professional Memberships:

Member, Advisory Board, Texas A&M University Petroleum Ventures Program; Member, Rocky Mountain Mineral Law Foundation; Member, Houston Bar Association (Real Estate and Oil, Gas and Mineral Law Sections); Past Chair, Oil, Gas and Mineral Law Section of Houston Bar Association; Past Chair, Real Estate Section of Houston Bar Association; Member, State Bar of Texas; Life Fellow, Texas Bar Foundation; Life Fellow, Houston Bar Foundation

Personal: Baylor University School of Law (JD, 1989), Texas A&M University (BS, magna cum laude, 1981)

RAFTE, G Alan

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Featured in Banking & Finance (Texas), Energy & Natural Resources (USA - Nationwide), Projects (USA - Nationwide)

Practice Areas: Advises clients in transactions that involve offshore and onshore wind generation facilities; carbon capture, sequestration and utilization projects; upstream oil and gas projects; pipelines and other midstream facilities; and merchant fossil-fuel electric generation facilities. He represents energy industry companies, private equity investors, alternative lenders and financial institutions in transactions that include acquisitions and divestitures

of assets and companies, joint venture arrangements, structured finance, leveraged finance, project development and project finance.

Career: Chair, Business and Regulatory Section

Professional Memberships:

Texas Bar Association; New York Bar Association; Registered Foreign Lawyer, Solicitors Regulation Authority, England and Wales

Personal: JD, Emory University School of Law; BA, Syracuse University

RAHMAN, Faiza N

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Known for steering clients through sophisticated, high-profile capital markets transactions, Faiza Rahman is a partner in Ropes & Gray's capital markets group in New York. Faiza has a broad practice representing public and private corporate issuers, private equity sponsors and investment banks in a variety of equity and debt capital markets transactions, including IPOs, secondary and follow-on equity offerings, acquisition finance, high yield, investment grade and other debt offerings, PIPEs and other private placements, and liability management and other debt restructuring transactions. Faiza also advises clients on related corporate governance and securities matters. Highly regarded by clients for her attention to detail, expansive market knowledge, and ability to skillfully manage complicated issues, Faiza has been named a "Rising Star" and "Leading Lawyer" by several guides, including The Legal 500, IFLR and Women in Business Law, among others. Faiza is also very committed to pro bono and community service. Prior to joining Ropes & Gray, Faiza was a partner in the New York office of another global law firm.

Personal: University of Florida (B.A., cum laude, 2002); University of Florida (B.S., summa cum laude, 2002); Columbia Law School (J.D., 2005).

RAIJ, Irwin P

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Featured in Sports Law (USA - Nationwide)

Practice Areas: IRWIN RAIJ co-chairs Sidley's Entertainment, Sports and Media industry group. Irwin focuses his practice on the business of sports. He has handled matters involving the National Basketball Association (NBA), the National Football League (NFL), Major League Baseball (MLB), the National Hockey League (NHL), Major League Soccer (MLS), the European Soccer Leagues, Series A, LaLiga, the National Women's Soccer League (NWSL), the United Soccer League (USL), Minor League Baseball, and Formula 1 events. He represents private equity clients, developers, teams, leagues, universities, lenders, and state and local government entities in sports-anchored development projects, including public-private

partnerships for both professional and collegiate stadiums and related ancillary development, construction, and financing. His practice also includes representing both buyers and sellers of sports franchises in professional sports leagues, concessions, and promotional/advertising agreements (including naming rights, merchandising, and operational agreements). Irwin also has experience handling RSN formation, sports technology counseling/ventures, stadium service agreements, ticketing arrangements, and television, radio, and media rights agreements.

RAIL, Brynn

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Brynn Rail is a partner in the asset management group and leads Ropes & Gray's broker-dealer team. Ranked nationwide by Chambers Global for Broker-Dealer Compliance, Brynn focuses her practice on advising a wide range of market participants on broker-dealer matters. She represents broker-dealers on various regulatory and securities law issues, including SEC registration and FINRA membership, Exchange Act and FINRA Rule compliance, and regulatory inspections and FINRA and SEC examinations and enforcement matters. In addition, Brynn counsels clients in connection with mergers and acquisitions involving broker-dealers. Clients have described Brynn to Chambers as "one of the best FINRA lawyers we have come across," "a tremendous attorney who is responsive and innovative and provides her advice in a straightforward, easy-to-understand and common sense manner," and "very effective because of her deep understanding of the law and ability to tailor it to our circumstances." She is "always accessible," "has a good understanding of what market practice is," and "[is] able to provide legal advice that correlates to risk tolerance."

RAISLER, Kenneth M

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Bank Regulatory Broker-Dealer Capital Markets Commodities Trading Commodities, Futures & Derivatives Congressional Investigations Criminal Defense & Investigations Energy & Natural Resources Financial Services Fintech Investment Management

Career: Kenneth Raisler is a member of Sullivan & Cromwell's Commodities, Futures and Derivatives Group. The Group is responsible for a full range of regulatory, transactional and litigation advice in the commodities, securities and banking areas to its brokerage, investment banking, banking and commercial clients. Prior to joining S&C, Mr. Raisler was an assistant U.S. attorney for the District of Columbia from 1977 to 1982 in the Criminal and Civil Divisions.

He then joined the Commodity Futures Trading Commission and was the general counsel of the Commission from 1983 to 1987. Mr. Raisler is the past chairman of the ABA Derivatives and Futures Law Committee from 2015-2017. Mr. Raisler was the chairman of the New York City Bar Committee on Futures Regulation from 1988 to 1991. He was a member of the Working Group of The Group of Thirty Derivatives Project. Since 1992, he has been a member of the board of directors of the Futures Industry Association. He also served as a member of the board of directors of the Managed Funds Association. Mr. Raisler is a member of the executive committee of the board of trustees of NYU School of Law and chair of the board's Development Committee.

Professional Memberships: Past Chairman, ABA Derivatives and Futures Law Committee (2015-2017) Member of the board of directors, Futures Industry Association (1992-present) Past Chairman, NYCBA Committee on Futures Regulation (1988-1991) Served on the board of directors of the Managed Funds Association and on the Working Group of The Group of Thirty Derivatives Project Member of the executive committee of the board of trustees of NYU School of Law and chair of the board's Development Committee New York Regional Board, Anti-Defamation League Board of Advisors, Ember Charter School for Mindful Education Chairman of the Board, Fedcap Rehabilitation Services, inc. Member, Board of Trustees Chairman of the Development Committee, New York University School of Law Advisory Board, Teaching Firms of America

Personal: New York University School of Law (JD, 1976); Yale University (BS, 1973). Judicial Clerk to Hon. Lee P. Gagliardi, US District Court (SDNY) (1976-1977). Assistant US Attorney, DC, Criminal and Civil Divisions (1977-1982). General Counsel, CFTC (1983-1987).

RAJAN, Claire

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Featured in Political Law (USA - Nationwide)

Practice Areas: Claire's cross-border practice includes representing multinational corporate clients in investigations. Her primary focus is on anti-corruption laws, including the Foreign Corrupt Practices Act (FCPA) and political laws, which regulate how companies engage with government entities. Claire's experience includes cross-border litigation, federal and state government investigations, internal investigations, transactional due diligence, and compliance risk assessments. Claire represents clients across various sectors, including technology, media, oil & gas, mining, renewables, engineering, financial services (banks, private equity, and asset managers), and consumer goods. Claire's investigations practice includes government-facing and internal investigations relating to corruption,

fraud, sanctions, and anti-competitive behavior. She also represents clients in World Bank investigations. Claire has extensive experience evaluating and enhancing corporate compliance programs, including advising clients during and after FCPA investigations to remediate and comply with self-reporting obligations regarding development of the compliance program. She also has in-house experience from multiple secondments to major global financial services providers. Claire is Political Law Group Lead, which advises multinational corporations and financial institutions on federal, state, and local regulations on campaign finance, pay-to-play, electoral engagement, lobbying, ethics, conflicts of interest, and gifts to public officials. Claire has been recognized by Chambers USA from 2017 through 2021, noting that Claire "is deeply experienced in political law enforcement and litigation." According to Chambers, "clients praise her 'incredible judgment,' 'explaining "she is very fast to . . . zero-in on the most important aspects of a legal issue. She has a very sensible approach towards finding practical solutions." Prior to joining the firm, Claire worked as a litigation attorney for the Federal Election Commission (FEC) and served as counsel to Commissioner Ellen L. Weintraub. Her FEC litigation experience includes matters at the United States Supreme Court, as well as various federal circuit and district courts throughout the United States.

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Leader, Consumer Financial Services practice. Represents banks, mortgage, auto and student lenders, servicers, card issuers and other financial institutions in connection with government enforcement, administrative proceedings and complex litigation involving a broad range of consumer finance issues, including fair lending and unfair, deceptive or abusive trade practices. Regularly assists financial institutions in analyzing lending data and with respect to compliance and risk management programs.

Career: Law Clerk, Honorable Patricia Wald, U.S. Court of Appeals for the D.C. Circuit (1995-96); Legislative Assistant, Congressman Jim Cooper (1990-92). J.D., Yale Law School, 1995 (editor, Yale Law Journal); A.B., Statistics, University of Chicago, 1990.

RAMANI, Ashok

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Featured in Intellectual Property (USA - Nationwide), Intellectual Property (California)

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RAMCHANDANI-RAJ, Alka

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Featured in Occupational Safety and Health (USA - Nationwide)

Practice Areas: AI and Technology; Hiring, Performance Management and Termination; Occupational Safety and Health; Whistleblowing, Compliance and Investigations; Workplace Policy Institute; Workplace Violence Prevention and Crisis Response

Career: As an experienced employment lawyer with a concentration in Federal and State Occupational Safety and Health law, Alka assists employers with a wide range of complex situations with the workforce. She has extensive experience handling communicable disease inquiries for clients and she assisted with developing and leading Littler's COVID-19 task force including developing the strategy behind responding to inquiries and developing products for clients including safety and health and employment policies, return to work plans and programs for compliance. Focusing on workplace safety and health, Ramchandani-Raj assists employers with pre-injury/illness preventative practices, including site inspections and policy development. She also assists employers who have experienced workplace injuries and accidents or are subject to a Federal or state OSHA inspection. Ramchandani-Raj has experience managing catastrophic workplace accidents or fatalities. She is an experienced litigator and regularly represents employers in Occupational Safety and Health appeals, settlement conferences, and hearings. She also has broad experience assisting employers with workplace violence issues including obtaining temporary and permanent restraining orders to ensure the workplace is safe for employees. She also regularly attends advisory committee meetings as part of Littler's Workplace Policy Institute and submits comments to proposed regulations. She is a core member of the firm's Occupational Safety and Health and Workplace Violence practice groups, and a leading member of Littler's OSHA Woman's Group. Ramchandani-Raj also has extensive experience with general employment advice and counsel and litigation matters relating to terminations, retaliation, whistleblowers complaints, discrimination, harassment, ADA accessibility and state agency complaint defense. Ramchandani-Raj is co-chair of the Workplace Safety & Health (OSHA/MSHA) Practice Group. She is also a member of the firm's Robotic, Artificial Intelligence and Automation practice group, which is focused on providing representation and compliance assistance to employers in the robotic industry and employers integrating automation, AI, telepresence and robotics into their workplace.

Professional Memberships: Labor and Employment Section, State Bar of California; Labor and Employment Section, OSHA Section, American Bar

Association; Lecturer of Law, University of California, Berkeley Law, August 2011 – June 2016

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Featured in Projects (USA – Nationwide)

Practice Areas: Jaime Ramirez is a partner in the New York office of Milbank LLP and a member of the firm's Global Project, Energy and Infrastructure Finance Group. Mr. Ramirez focuses on representing parties in the acquisition, development and financing of large-scale natural resource and infrastructure projects. His experience also includes the representation of investment banks and borrowers in cross-border financing transactions, particularly in Latin America. Mr. Ramirez regularly speaks at industry conferences and has co-authored the chapter titled, "The Role of Project Finance in Developing a Region: Trends and Considerations," in "The Guide to Infrastructure and Energy Investment" published by Latin Lawyer. He is recognized in Chambers Latin America-wide: Projects and as a "Next Generation Partner" by Legal 500 Latin America in "Projects and Energy" and "Banking and Finance," and was recently named to the "Private Practice Powerlist: U.S.-Mexico," published by Legal 500. Mr. Ramirez is the Chair of the Project Finance Committee and serves as a member of the Inter-American Affairs Committee of the NY Bar Association. He is also fluent in Spanish.

Professional Memberships: Mr. Ramirez is the Chair of the Project Finance Committee and serves as a member of the Inter-American Affairs Committee of the NY Bar Association.

RAMIREZ, Michelle
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Featured in Products Liability (USA – Nationwide)

Practice Areas: MICHELLE RAMIREZ is a nationally recognized litigation strategist and trial lawyer. She has served as lead counsel for numerous companies in a variety of industries, including pharmaceutical and medical device, consumer products, sports, and manufacturing. She has appeared as lead and/or trial counsel in federal and state courts across the country, and has taken/defended critical fact and expert witness depositions all over the world. In addition, Michelle advises clients on matters arising out of recalls, contractual disputes, and regulatory matters with potential to impact clients' interests or reputations.

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Ray counsels a wide range of clients on derivatives regulatory and transactional matters. His clients

include government-sponsored enterprises, asset managers, pension plans, insurance companies, publicly-traded commodity funds, corporates, energy companies and electric cooperatives. He assists clients in navigating regulations issued by federal agencies and the National Futures Association (NFA) and developing compliance programs and procedures to address them. Ray has guided market intermediaries, including commodity pool operators and commodity trading advisors, through the Commodity Futures Trading Commission (CFTC) registration process, has represented clients before the CFTC, the NFA and other regulators on various matters, and has actively participated (on behalf of clients) in federal regulators' rulemaking processes. He also assists clients in drafting and negotiating derivatives and other trading and financing documentation.

RANCHER, Clint
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Featured in Energy & Natural Resources (USA – Nationwide)

Career: Clint Rancher represents public and private businesses in a broad range of corporate and securities matters. He represents clients in IPOs, public offerings and private placements of equity and debt securities, liability management transactions, mergers and acquisitions and general corporate concerns, including Exchange Act reporting and corporate governance. He has substantial experience representing upstream, midstream and oilfield services companies in the energy industry.

Professional Memberships: State Bar of Texas Houston Bar Association

Personal: J.D., Georgetown University Law Center 2008 magna cum laude Order of the Coif M.P.A., The University of Texas 2002 Sommerfeld Scholar Dean's Award B.B.A., Accounting, The University of Texas 2002 with highest honors

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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Litigation; Supreme Court and Appellate

Career: Morgan Ratner is a partner in Sullivan & Cromwell's Litigation Group and is a member of the Firm's Supreme Court and Appellate Practice. She has argued nine cases before the U.S. Supreme Court. Prior to joining the Firm, Ms. Ratner served in the Office of the Solicitor General at the U.S. Department of Justice. During her tenure there, she argued Supreme Court cases involving areas of federal law such as securities regulation, bankruptcy, employment, intellectual property, criminal law, and elections law. While at the Solicitor General's Office, Ms. Ratner also filed over 150 Supreme Court briefs at the merits and certiorari stages. She received a John Marshall

Award, the Department of Justice's highest award offered to attorneys, for exceptional service to the Office of the Solicitor General and the Department of Justice. In private practice, Ms. Ratner regularly briefs and argues appeals and dispositive motions; provides strategic guidance for trial and administrative proceedings; and counsels clients confronting high-stakes legal issues. The U.S. Supreme Court recently appointed her as amicus curiae to defend the Eighth Circuit's judgment in *Jones v. Hendrix*, a habeas corpus case that she argued during the October 2022 Term. According to a Bloomberg analysis, Morgan is just the ninth woman of at least 69 such appointments the Court has made since 1926.

Professional Memberships: Ms. Ratner is a member of the Edward Coke Appellate Inn of Court and is a volunteer with Street Law, Inc.

Personal: Harvard Law School, J.D., (2012); University of Maryland, B.A., (2009); After graduating Harvard Law School — where she was awarded the Fay Diploma as the top student in her class — Ms. Ratner clerked for Chief Justice John G. Roberts, Jr. of the U.S. Supreme Court and then Judge Brett M. Kavanaugh of the U.S. Court of Appeals for the D.C. Circuit.

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Alan Raul is Senior Counsel and founder of Sidley Austin LLP's global Privacy and Cybersecurity practice and a member of the firm's top ranked Crisis Management and Strategic Response team. He represents companies on U.S. and international privacy, cybersecurity, artificial intelligence, and technology issues. Alan advises on global regulatory compliance, data breaches, and crisis management. Alan also focuses on issues concerning national security, constitutional, and administrative law. He handles enforcement, litigation and public policy issues involving the FTC, State Attorneys General, SEC, DOJ, FBI, DHS/CISA, the intelligence community, and their respective international counterparts. Alan advises companies and financial sponsors regarding transactions involving cybersecurity, AI, international data transfers, digital and communication technologies and data-centric business models, and related due diligence. Alan serves as a Lecturer on Law at Harvard Law School, where he teaches classes on "Digital Governance: Privacy, Artificial Intelligence and Information Technology" and "Cybersecurity Risks, Rules and Responsibilities." He is also Adjunct Professor of Law at Georgetown. Alan is Chair and President of the governing Board of Directors of the Future of Privacy Forum. He is a member of the Technology Litigation Advisory Committee of the U.S. Chamber Litigation Center, and the Council on Foreign

Relations. Alan previously served in government as Vice Chairman of the Privacy and Civil Liberties Oversight Board. During his service on PCLOB, the Board addressed the Terrorist Surveillance Program authorized by the President. He also served as General Counsel of the Office of Management and Budget; General Counsel of the U.S. Department of Agriculture; and Associate Counsel to the President. In his prior government service, Alan represented the White House in connection with congressional and independent counsel investigations of the Iran-Contra episode. He maintains a national security clearance. Alan received his J.D. from Yale Law School, M.P.A. from Harvard Kennedy School, and A.B. magna cum laude from Harvard College. In addition to his professional activities, Alan also serves on the Board and as Secretary of the Society for the Rule of Law, which he helped found in 2018 as "Checks and Balances." The Society is a group of conservative and center-right lawyers dedicated to defending democracy and the rule of law regardless of the party or persons in power. In 1990, Alan co-founded the "Lawyers Have Heart" 10K run and walk, to benefit the American Heart Association. He continues his active involvement with the event. In his law practice, Alan has represented a number of leading technology and internet companies whose devices, software, or users have been exploited by state-sponsored threat actors.

Such events typically involve extensive coordination with U.S. and international law enforcement, cybersecurity and regulatory agencies, and intelligence services. Cyber crises often involve managing various legal, regulatory, B2B, and consumer risks as well as offering advice regarding a broad range of corporate communications and public messaging. He represented the internet technology company that collaborated successfully with U.S. and UK governments to defend against and take down the Russian GRU's malicious "Cyclops Blink" malware before the Ukraine invasion. Alan represented the Special Cybersecurity Committee of Yahoo! Board of Directors in connection with its independent investigation of the company's handling of the two largest data breaches ever reported. Alan represented AT&T in support of Microsoft in *In the Matter of a Warrant to Search Certain E-mail Account Controlled and Maintained by Microsoft Corporation* (contesting extraterritorial access to electronic communications stored in Ireland). And, invoking "the interest of justice," Judge Amy Berman Jackson appointed Alan to serve as pro bono counsel to represent the privacy interests of jurors in connection with a high profile criminal litigation, *In re: Juror Questionnaires in United States v. Stone*; the jurors feared the disclosure of their confidential questionnaires would lead to cyber harassment and worse. Alan is ranked in Chambers' first tier of privacy and cybersecurity practitioners and has been named a BTI

Super All-Star for client service in the privacy and cybersecurity field. Alan has also been named as a leading international Internet and E-Commerce Lawyer in Who's Who Legal, and Ethisphere Institute's "Attorneys Who Matter" in Data Privacy/Security, which recognizes lawyers with the highest commitment to public service, legal community engagement, and academic involvement. The Washingtonian has named Alan one of Washington, D.C.'s Best Lawyers for Cybersecurity and also for First Amendment and Media Law, and the National Law Journal named him a "Cyber Security Trailblazer."

RAYBURN, Douglass M

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

See under Texas for profile.

REARDON, Roxane F

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Co-Head of Simpson Thacher's Global Capital Markets Practice, Roxane F. Reardon has advised issuers and investment banks on a wide range of public and private capital raises, including pre-IPO series financings and other private capital funding structures, IPOs, follow-ons, equity-linked, debt, and tender and exchange offers, for more than two decades. She regularly advises management and boards of directors on capital solutions, corporate governance matters, disclosure matters, and other general corporate matters.

Career: Law Clerk, Hon. Charles Wiggins of the U.S. Court of Appeals for the 9th Circuit (1993-1994). Joined firm 1994.

Personal: Duke University School of Law (JD, with honors, 1993), Harvard College (AB, cum laude, 1989).

RECKLER, Caroline

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Featured in Bankruptcy/Restructuring (Illinois), Bankruptcy/Restructuring (USA - Nationwide)

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: With over 30 years of in-house and private practice experience, John forms close working relationships with clients, employing an efficient and collegial manner while earning a reputation for providing practical solutions to complex challenges. With clear strengths in auto lending and debt collection based on more than two decades in those fields, his practice features a strong background in all

aspects of consumer financial services. He regularly advises auto finance companies, banks, marketplace lenders and other technology companies, and debt purchasers and collectors in investigations by the CFPB, FTC, DOJ, state attorneys general, and other state and federal agencies. He is frequently at the forefront of industry-leading and standard-setting settlements. He also regularly advises on regulatory and compliance matters involving the Dodd-Frank Act, fair lending, and other state and federal laws.

Professional Memberships: American Financial Services Association, Law Committee, State Governmental Affairs Committee, and Operations and Regulatory Compliance Committee; past chair of the American Bar Association, Consumer Financial Services Personal Property Finance Subcommittee.

REDDY, Deepak

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Featured in Transportation (USA - Nationwide)

Practice Areas: Deepak Reddy is one of the nation's leading aviation finance lawyers. He represents airlines, aircraft leasing companies, financial institutions and investment funds in complex M&A, financing, restructuring and leasing transactions involving commercial aircraft. Deepak leverages significant experience in cross-border transportation finance transactions to support and advance the business goals and objectives of his clients.

REDGRAVE, Jonathan M.

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Featured in eDiscovery (USA - Nationwide)

Practice Areas: E-Discovery & Information Governance

Career: Jonathan M. Redgrave, a founding partner of Redgrave LLP, has extensive experience in all areas of complex litigation in state and federal courts. He focuses his practice in eDiscovery, information governance, and privacy and data security issues. He is recognized by peers and clients as a pioneer in developing and advancing the fields of eDiscovery and information governance. Jonathan represents Fortune 100 companies worldwide, and he is frequently sought out to address challenges involving discovery strategy in complex litigation and best practices concerning information management. With extensive experience in high-stakes and bet-the-company litigation in both state and federal courts, Jonathan counsels clients on pre-litigation concerns and solutions, develops practical litigation strategies, and represents both requesting and producing parties. He also advises clients on cutting-edge issues in the information law field, including the intersection of AI/machine learning and legal requirements and the influence of emerging technologies on eDiscovery and information governance. As a respected authority in the field

of eDiscovery, Jonathan frequently provides expert services in contentious litigation matters concerning eDiscovery disputes. His work has included providing testifying expert services to address discovery scope, preservation, collection, production, and privilege debates and serving as a special master in cases to oversee the discovery process or to adjudicate disputes between the parties related to specific discovery or merits issues. Continually at the forefront of the eDiscovery and information law fields, Jonathan helped conceive and found The Sedona Conference® Working Group Series on Electronic Document Retention and Production (WG1) in 2002. He served as chair for the first five years and currently is a chair emeritus. Jonathan has contributed thought leadership to numerous publications, including serving as Editor-in-Chief of "The Sedona Principles®." Jonathan is a sought-after speaker worldwide, addressing topics ranging from cross-border discovery to information governance, privacy, data security, and emerging technologies. Jonathan's desire to continue to blaze the path in the field of information law extends to his extensive involvement in pushing the needle on civil rule reform, including his contributions to addressing the pervasive challenges and potential solutions surrounding privilege logs in civil litigation. In recent years, Jonathan and the Hon. John Facciola (ret.) led the inaugural Symposium on the Modern Privilege Log, which brought together key thought leaders to discuss ways to improve the legal framework concerning privilege logging and Rule 26 compliance. The work of the Symposium was cited in the 2022 Federal Civil Rules Advisory Committee recommendations for amendments to Rule 26 concerning privilege logs, and Jonathan continues to endeavor on the mission to achieve fairness and efficiency in privilege log protocols. Prior to co-founding Redgrave LLP, Jonathan had been a partner with Jones Day and Nixon Peabody LLP, as well as Redgrave, Daley, Ragan & Wagner LLP and Gray, Plant, Mooty, Mooty & Bennett, P.A.

Professional Memberships: The Sedona Conference® including initial Chair and Chair Emeritus of Working Group 1 • Advisory Board, Georgetown University Law School eDiscovery Institute • Board of Directors, Lawyers for Civil Justice (LCJ) • Fellow, Academy of Court Appointed Neutrals (ACAN) • Member, Advisory Committee on the Electronic Records Archives for the United States National Archives and Records Administration (NARA) • Member, International Association of Privacy Professionals (IAPP) • Member, Editorial Board of The Federal Judges' Guide to Discovery book published by the Electronic Discovery Institute

Publications: Selected Publications • "Drafting a Document Retention Policy" (Thomas Reuters) (October 2023) (with Amanda M. Moeller and Daniel J. Zagoren) • "Handling Privileged ESI,

Including Simplifying the Creation and Use of Privilege Logs" (in the fourth edition of the treatise EDI Judge's Guide to eDiscovery, Electronic Discovery Institute) (forthcoming) (with Nick B. Snively, Eliza T. Davis, and Aviva S. Surugeon) • "Discovery of Electronically Stored Information" (Business and Commercial Litigation in Federal Courts, 5th edition, December 2021) (updated annually since 2nd edition in 2005) (with Hon. George C. Hanks, Jr. and Hon. Shira A. Scheindlin) • "Learning to Cooperate" (Thomson Reuters Practical Law) (updated July 2021) (with Peter C. Hennigan, Jordan C. Blumenthal, and Ameneh S. Airhiavbere) • "Insight: Special Masters Can Help Tame Court Backlogs After COVID-19" (Bloomberg Law) (April 29, 2020) (with Hon. Nan R. Nolan and Christopher Q. King) • "Drafting a Document Retention Policy" (Thomson Reuters) (April/May 2019) (with Victoria A. Redgrave and Lisa Lukaszewski) • "Expectations of Conduct by Counsel" (in the third edition of the treatise EDI Judge's Guide to eDiscovery, Electronic Discovery Institute) (2017) (with Victoria Redgrave, Karen Hourigan, Monica McCarroll, Charles Ragan, and Mathea Bulander) • "A Practical Guide to Achieving Proportionality Under New Federal Rule of Civil Procedure 26" (Federal Court Law Review, Vol. 9, No. 2, 2015) (with Hon. Elizabeth D. Laporte) • "Understanding and Contextualizing Precedents in E-Discovery: The Illusion of Stare Decisis and Best Practices to Avoid Reliance on Outdated Guidance" (20 Rich. J.L. & Tech. 8) (Winter 2014) (with Keltie Hays Peay and Mathea Bulander) • "Asserting and Challenging Privilege Claims in Modern Litigation: The Facciola-Redgrave Framework" (Federal Court Law Review, Volume 4, Issue 1 (2009)) (with Hon. John M. Facciola) • "Special Masters and E-Discovery: The Intersection of Two Recent Revisions to the Federal Rules of Civil Procedure" (Cardozo Law Review, Volume 30, Issue 2, November 2008) (with Hon. Shira A. Scheindlin) • Editor-in-Chief, "The Sedona Principles (Second Edition): Best Practices Recommendations & Principles for Addressing Electronic Document Production" (2007 Annotated Version) (published by The Sedona Conference® Working Group on Best Practices for Electronic Document Retention & Production (WG1)) Recent Speaking Engagements • Moderator, "Looking Backward to Look Forward," Georgetown Advanced eDiscovery Institute (October 31, 2023) • Panelist, "Lawyers for Civil Justice: A Strategic Rules Update," Annual EDI Leadership Summit (October 12, 2023) • Panelist, "Key Components of a Best-in-Class Data Privacy Program," Exterro Xchange Global Conference (September 20, 2023) • Panelist, "The Future of eDiscovery: Artificial Intelligence," WestLegal Ed (April 20, 2023) • Presenter, "E-Discovery Breaking News," The Osgoode Certificate in E-Discovery, Information Governance, and Privacy Program (February 7, 2023) • Presenter, "The Impact of COVID-19 on E-Discovery," The Osgoode Certificate

in E-Discovery, Information Governance, and Privacy Program (September 20, 2022) •Moderator, “Understanding AI and Machine Learning: Dos and Don’ts for the Innovative Legal Department,” (with Maura Grossman, Aaron Bath, and David Cohen) PREX 2021 (September 28, 2021) •Panelist, “Privilege Logs and the Use of Technology to Create a More Efficient Process” (with Amy Sellars), UT Law E-Discovery Essentials CLE (April 20, 2021) •Moderator, “Privilege Logs: Episode IV A NEW HOPE” (with Hon. George C. Hanks, Jr., Robert L. Levy, and Joanne Sum-Ping), Electronic Discovery Institute 10th Annual Leadership Summit (October 13, 2020)

REED, Wendy N

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Electric Energy Regulation

Career: Having practiced energy law for over thirty years, Wendy has been consistently recognized by Chambers USA as a leader in the field, describing her as “almost superhuman when it comes to managing a diverse group into a consistent regulatory position” in their 2010 rankings. In 2021, Chambers noted, “Wendy provides wise guidance on how best to address legal requirements in a manner that is both convincing and understandable” and also commended her “great leadership and organizational skills.” Wendy is also recognized in Chambers Global. Known for her depth of knowledge and superb handling of clients, Wendy focuses her practice on representing electric utility clients before the Federal Energy Regulatory Commission (FERC) and federal courts. She is particularly focused on representing transmission owners in a variety of matters including transmission rates, tariffs, regional transmission organization (RTO) formation and compliance. In addition, Wendy has extensive experience counseling the MISO Transmission Owners on all regulatory issues, as well as representing U.S. and Canadian entities on a wide range of electric regulatory matters.

Professional Memberships:

American Bar Association Energy Bar Association Women’s Energy Network

REEVES, Nikki

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Featured in Life Sciences (USA – Nationwide), Healthcare (District of Columbia)

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REEVES, Tiffany

Faegre Drinker, Philadelphia

Featured in Investment Funds (USA – Nationwide)

Practice Areas: Tiffany Reeves is a trusted adviser to institutional investor clients in domestic and international private investments. She advises public pension fund clients on fiduciary, governance, legislative and general

fund administration matters. Reeves has significant experience advising institutional asset owners on best practices. She regularly advises clients on private equity fund due diligence, U.S. Regulatory developments, custody and securities lending matters, secondary transactions, ESG and corporate governance. View more at: <https://www.faegredrinker.com/en/professionals/r/reeves-tiffany-r#tab-Overview>

REILLY, Eric M.

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Featured in Capital Markets (USA – Nationwide), Banking & Finance (North Carolina)

Practice Areas: Eric Reilly regularly represents borrowers and lenders in commercial, multifamily and residential mortgage warehouse facilities, including facilities structured to finance nonperforming loans, non-QM loans, reverse mortgage loans and home equity loans. He has been described by The Legal 500 as having “an excellent knowledge of the warehouse finance space for both commercial and residential mortgages.” Eric also regularly represents financial institutions and finance companies in the securitization of mortgage loans and other real estate assets, including advising issuers and underwriters in the structuring and execution of CRE CLOs.

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Featured in Capital Markets (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/r/reilly-richard-j>

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Featured in Life Sciences (USA – Nationwide), Intellectual Property (USA – Nationwide), Life Sciences (California), Intellectual Property (California)

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REISENFELD, Kenneth B

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Ken Reisenfeld serves as the leader of BakerHostetler’s Investor-State Arbitration team. He is among the world’s leading advocates and arbitrators in complex cross-border contract, commercial, licensing and investment treaty disputes. Over the past 35 years, Ken has litigated cases or been appointed as an arbitrator in proceedings administered by the most prominent international and regional arbitration centers around the world and in significant ad hoc tribunals, including in investor-state and state-to-state arbitrations. He also regularly serves as advocate or arbitrator in complex contract, commercial, technology, telecommunications, pharmaceutical, IP licensing, M&A, energy, mining,

international distribution and construction/infrastructure arbitrations, and in judicial enforcement proceedings around the world. Since his early years litigating expropriation claims before the Iran-U.S. Claims Tribunal, Ken has developed significant experience representing sovereign government entities and multinational companies in investment disputes governed by contract, investment treaties or public international law. Placing a high value on his strategic approach and thorough preparation, clients call upon Ken for effective, efficient and knowledgeable advocacy and solutions.

Professional Memberships:

AAA-ICDR International Advisory Group Related to Cases with State and State-Related Entities American Bar Association Member of Board of Directors, ABA Rule of Law Initiative (Chaired by Justice Stephen G. Breyer) Section of International Law Former Chair of the 25,000 member Section of International Law Appointed Member of Council Liaison, London Court of International Arbitration American Bar Foundation: Elected Fellow Standing Committee on Law and National Security (former) International Commercial Arbitration Committee Senior Advisor Former Chair Taskforce on the ABA/AAA Code of Ethics for Commercial Arbitrators International Bar Association Former Councilor representing the ABA Taskforce on Party Representation in International Arbitration International Arbitration Committee Bar Issues Commission and Policy Committee (2006 to 2011) Washington Arbitration Week (WAW) Advisory Board (2023) Institute for Transnational Arbitration, Center for American and International Law Advisory Board Executive Committee Co-Chair of Annual Workshop (2009) OFAC Group U.S. Secretary of State’s Advisory Committee on International Law (served two terms) International Centre for Dispute Resolution (ICDR/AAA) State Parties Advisory Group CPR International Institute for Conflict Prevention and Resolution International Arbitration Committee Silicon Valley Arbitration and Mediation Center London Court of International Arbitration North American Users Council

Publications: 5/3/2023 Ken Reisenfeld Presents International Corporate Counsel Award at ABA Conference [<https://www.bakerlaw.com/news/ken-reisenfeld-presents-international-corporate-counsel-award-at-aba-conference>] 3/1/2023 Ken Reisenfeld Speaks at Tel Aviv Arbitration Week Event [<https://www.bakerlaw.com/Ken-Reisenfeld-Speaks-at-Tel-Aviv-Arbitration-Week-Event>] 2/16/2023 Thirteen BakerHostetler Attorneys, Eight Practice Areas Ranked in 2023 Edition of Chambers Global [<https://www.bakerlaw.com/news/thirteen-bakerhostetler-attorneys-eight-practice-areas-ranked-2023-edition-chambers-global>] 10/20/2022 Ken Reisenfeld Speaks About Internet Accountability at International Law Weekend [<https://www.bakerlaw.com/news/ken-reisenfeld-speaks-about-internet-accountability-at-international-law-weekend>]

feld-speaks-about-internet-accountability-at-international-law-weekend] 10/3/2022 Ken Reisenfeld Takes on Faculty Role at International Arbitrator Training [<https://www.bakerlaw.com/news/reisenfeld-takes-on-faculty-role-international-arbitrator-training>] 2/24/2022 Eleven BakerHostetler Attorneys, Seven Practice Areas Ranked in 2022 Edition of Chambers Global [<https://www.bakerlaw.com/Eleven-BakerHostetler-Attorneys-Seven-Practice-Areas-Ranked-in-2022-Edition-of-Chambers-Global-Guide>]

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Featured in International Trade (USA – Nationwide)

Practice Areas: Bert Reiser is a partner in Latham & Watkins’ Washington, D.C. office, where he is a member of the firm’s Intellectual Property Practice and International Trade Commission (ITC) Patent Litigation Practice. Mr. Reiser is also a former member of the firm’s Training and Career Enhancement Committee. Prior to joining Latham, he was head of a multinational law firm’s Section 337 practice where he was primarily involved in international intellectual property disputes before the United States International Trade Commission under Section 337 of the Tariff Act of 1930. In Section 337 investigations, Mr. Reiser has represented both American and foreign companies as complainants and respondents in more than 50 ITC investigations, including nearly 30 ITC trials. He has also successfully represented clients in ITC enforcement actions and proceedings before US Customs and Border Protection (CBP) to clear redesigns for importation. Previously, Mr. Reiser was the attorney advisor to Judge Paul J. Luckern of the ITC, where he assisted in the adjudication of more than 20 disputes under Section 337.

REISNER, Lorin L

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Featured in Securities (USA – Nationwide), Litigation (New York)

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REMEDIOS, Joshua

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Hospitality, Alcohol & Leisure Industry Group

Career: Joshua J. Remedios is a Senior Counsel in the Hospitality, Alcohol and Leisure Industry Group at Greenspoon Marder. He focuses his practice on the laws governing alcohol beverages, hospitality, and zoning, and works within all three tiers of the alcohol industry. His experience includes representing clients in various land use and zoning matters, civil litigation proceedings

and appeals, administrative litigation, criminal defense of alleged violations of alcohol beverage laws, commercial business transactions and lease negotiations. Mr. Remedios also counsels and advocates for clients with regard to all aspects of alcohol beverage licensing and municipal permitting, and has appeared before various boards at the state and local levels as well as provided operational, regulatory, and compliance guidance. Mr. Remedios has assisted with the representation of retailers, manufacturers, distributors, performing arts centers, civic centers, non-profit organizations and various other alcohol industry participants.

Professional Memberships:

American Bar Association, Member, 2013-Present National Conference of State Liquor Administrators, 2015-Present DREAM ACT Clinic, Volunteer, 2012

RENE, Alexandre H

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*Featured in FCPA (USA – Nationwide),
Litigation (District of Columbia)*

Practice Areas: Alex, based in Ropes and Gray's Washington, D.C. office, is a member of the firm's governing policy committee and a former co-head of the firm's litigation and enforcement practice group. Alex has extensive experience representing corporate entities and their executives in connection with litigation and investigations arising out of white collar criminal prosecutions, grand jury investigations, criminal antitrust investigations, and corporate compliance matters. Notably, Alex was recently selected by the Department of Justice (DOJ) to serve as the Foreign Corrupt Practice Act (FCPA) Independent Compliance Monitor for Glencore, a multinational commodity trading and mining company. The DOJ and U.S. Securities and Exchange Commission (SEC) also selected Alex to serve as the Independent Corporate Monitor for Embraer, S.A., a Brazilian aircraft manufacturer. Alex has also spent two years on secondment in London advising clients primarily on anti-bribery issues and he has represented well-known cultural and academic institutions in internal investigations involving diversity, equity and inclusion concerns. Prior to entering private practice, Alex served as a prosecutor in the Miami-Dade State Attorney's Office, was an Assistant United States Attorney for the District of Columbia, and a Trial Attorney in the DOJ's Criminal Division, Fraud Section. While in the Fraud Section, Alex served as a member of the DOJ's Corporate Fraud Task Force and prosecuted matters involving mail, wire and procurement fraud, campaign finance and securities fraud, obstruction of justice, money laundering, and violations of the Travel Act and FCPA, among other offenses. Known for his extensive experience handling matters with cross-border elements, Alex is individually recognized by leading publications, including Chambers Global

for FCPA and Chambers USA for FCPA-Nationwide and Litigation: White-Collar Crime & Government Investigations –District of Columbia.

RENFROE, Tracie

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*Featured in Climate Change (USA – Nationwide), Litigation (USA – Nationwide),
Environment (Texas), Litigation (Texas)*
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REQUENEZ, Eric

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Eric Requenez is a partner in Ropes & Gray's asset management group in New York. He focuses his practice on private funds, representing fund sponsors, distributors, and investors in connection with the formation, structuring, and capitalization of private investment funds as well as other securities offerings, regulatory and compliance matters, transactions and other corporate matters. Eric is recognized by Chambers USA and Chambers Global as a "private equity: fund formation" leader, and his clients have been quoted saying that he is a "very detail-oriented and experienced private fund counsel", "able to provide valuable insight and guidance on industry standards", they "have an excellent working relationship" and "he is accessible at any time." Eric focuses on advising fund sponsors and placement agents in the structuring, negotiation and capitalization of U.S. and non-U.S. private funds, including real estate funds, credit funds, energy funds, infrastructure funds and private equity funds. Eric has significant experience representing sponsors in the formation of open-ended real estate, infrastructure, and other illiquid asset funds. According to Chambers, "He has incredibly strong commercial awareness and offers incredibly insightful solutions to complex matters." In addition, Eric counsels clients on the formation of advisory and management entities. Eric also is a frequent contributor to Private Equity Law Report and served on Law360's Editorial Advisory Board for Private Equity in 2020 and 2021.

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

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Featured in Capital Markets (California), Private Equity (California), Capital Markets (USA – Nationwide), Corporate/M&A (California: Los Angeles & Surrounds)

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REYNOLDS, Kecia

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Featured in International Trade (USA – Nationwide)

Practice Areas: Kecia Reynolds is a partner in the Intellectual Property practice and Leader of the ITC Section 337 Investigations practice, based in the Washington, D.C. office. Ms. Reynolds is an experienced first chair trial lawyer who has, over the past 20 years, litigated more than 50 cases before the International Trade Commission (ITC), bringing her clients a strong track record of victories. In the ITC, Ms. Reynolds represents both American and foreign companies as complainants and respondents in cases involving patent and trademark infringement, trade secret misappropriation, and unfair competition in various technical fields, including consumer electronics, networking equipment, semiconductors, medical devices, pharmaceuticals, and chemical materials. Ms. Reynolds also represents clients before Customs in disputes involving the ITC's exclusion orders and redesigned products. From 2007-2012, Ms. Reynolds served at the ITC as a Senior Investigative Staff Attorney for the Office of Unfair Import Investigations, where she was trial counsel on behalf of the U.S. government. Ms. Reynolds also practices in district court and before the Federal Circuit. She is also a registered patent attorney and practices before the Patent Trial and Appeal Board (PTAB).

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Featured in Litigation (Illinois), False Claims Act (USA – Nationwide)
See under Illinois for profile.

REYNOLDS, Tina D.

Morrison Foerster, McLean

Featured in Government (USA – Nationwide)

Practice Areas: Tina is Co-chair of Morrison Foerster's Government Contracts & Public Procurement practice. She represents a wide variety of government contractors including information technology, defense, biotechnology, and pharmaceutical companies, with a focus on general contract counseling and compliance, particularly concerning intellectual property, and cybersecurity matters. Tina counsels contractors on compliance with federal acquisition and ethics regulations and with the evolving myriad of state and federal regulations pertaining to data security and cybersecurity. She has been involved with numerous internal investigations and compliance reviews, and with voluntary disclosures to agency Inspectors General. Tina routinely advises clients concerning prime-subcontractor relationships; sources of supply; price reductions and price reporting issues; organizational conflicts of interest; safeguarding of intellectual property and other proprietary interests; licens-

ing and data rights issues; the handling of classified materials; agency suspension and debarment proceedings. She also assists clients with due diligence and other activities related to the acquisition of government contracting concerns, and with the drafting and negotiation of teaming agreements, sub-contracts, licensing agreements, and cooperative research and development agreements. She also assists clients applying for federal grants (including SBIR and STTR agreements), and those who seek to obtain other transactional authority agreements, as well as those competing for state and local government work. Tina's litigation experience includes government contracts claims litigation in federal courts and before boards of contract appeals, bid protests before the Government Accountability Office and the Court of Federal Claims, and complex disputes in federal courts, including civil fraud and False Claims Act litigation and reverse Freedom of Information Act litigation.

Career: Prior to joining Morrison Foerster, Tina worked at another large national firm and as a trial attorney in the Office of the General Counsel of the Navy, Navy Litigation Office.

REYNOLDS III, John B

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Featured in International Trade (USA – Nationwide)

Practice Areas: John is senior counsel after 10 years as a partner in Davis Polk's Financial Institutions practice.

REZA, Elizabeth J.

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Featured in Registered Funds (USA – Nationwide), Investment Funds (Massachusetts)

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REZENDES, Maura

A&O Shearman, Washington, DC

Featured in International Trade (USA – Nationwide)

Practice Areas: Maura is US Head of Environmental & Sanctions. She advises clients –financial institutions and corporates alike –on a wide range of matters implicating economic sanctions administered by the U.S. Department of the Treasury's Office of Foreign Assets Control (OFAC), foreign investment in the United States regulated by the Committee on Foreign Investment in the United States (CFIUS), export controls, anti-corruption, and money laundering. Maura's practice is multidisciplinary and includes regulatory compliance advice and counseling, transactional support, investigations and enforcement, as well as frequent agency-facing work including before OFAC, CFIUS, and the Directorate of Defense Trade Controls (DDTC) in connection with licensing, enforcement, regulatory approvals, and a spectrum of other related matters. Maura's experience includes advising clients on regulatory compliance in the trans-

actional, trade, and financing contexts, including evaluation and development of compliance policies and programs, as well as training. She also has broad experience in conducting and defending investigations and enforcement actions related to OFAC-administered economic sanctions, and other U.S. Government-administered regulatory schemes related to anti-corruption and anti-bribery. Maura routinely represents clients in matters before OFAC in the licensing as well as the investigation and enforcement contexts. Further, she advises clients on the national security aspects of foreign investment in the United States, engages with CFIUS on related matters, and prepares CFIUS notices in connection with transactions implicating the Committee's jurisdiction. Prior to joining A&O Shearman, Maura was a Chief in OFAC's Office of Enforcement where she led investigations of potential violations of OFAC-administered economic sanctions and pursued administrative enforcement actions in cases related to international finance and trade. Maura also spent many years in private practice handling a wide array of regulatory matters related to economic sanctions and export controls, as well as white-collar and other defense matters.

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Featured in Political Law (USA – Nationwide)

Practice Areas: Charles Ricciardelli advises on the full spectrum of political law compliance issues, including pay-to-play laws, particularly those impacting investment advisers and other complex financial services companies. He assists clients with designing and implementing comprehensive policies and procedures to ensure compliance with laws regarding campaign finance, pay-to-play, lobbying, gifts, and conflicts of interest. He regularly conducts training on political law compliance for legal and compliance personnel, lobbyists, and senior executives. His practice also includes representing clients facing investigations and enforcement actions. Mr. Ricciardelli also frequently advises companies on the registration and disclosure requirements under the Foreign Agents Registration Act.

Career: J.D., Georgetown University Law Center, 2006; B.S.F.S., Edmund A. Walsh School of Foreign Service, Georgetown University, 2000.

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Featured in Securities (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/walter-g-ricciardi>

RICE, Eric

Latham & Watkins LLP, New York

Featured in Derivatives (USA – Nationwide)

Practice Areas: Eric Rice advises financial institutions, public companies, and buy-side firms on equity derivatives and equity-linked products. Mr. Rice leverages his commercial perspective and pragmatism to structure and negotiate: •Hedging and monetization transactions, including more than US\$50 billion notional amount in forward sale transactions •Margin loans and other equity-based financing transactions •Convertible notes and related derivative overlays •Structured acquisition and share repurchase transactions He helps clients navigate the intersection of securities law, regulation, insolvency, and credit support concerns to advance their objectives. Mr. Rice also advises on derivatives-related litigation. Mr. Rice has served on the firm's Recruiting Committee and maintains an active pro bono practice, including immigration work. Mr. Rice also served as a law clerk to Judge David J. Barron on the US Court of Appeals for the First Circuit.

RICE, Joseph F

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Anti-Terrorism, Asbestos Exposure, Aviation, Consumer Fraud Protection, Human Rights, Medical Devices, Medical Drugs, Personal Injury and Wrongful Death, Public Client, Securities Class Actions, Toxic exposure

Career: Motley Rice co-founder Joe Rice is recognized as a skillful and innovative negotiator of complex litigation settlements, having served as the lead negotiator in some of the largest civil actions our courts have seen in the last 30 years. Joe has continued to reinforce his reputation as a skillful negotiator, including through his involvement structuring some of the most significant resolutions of asbestos liabilities on behalf of those injured by asbestos-related products. Joe held leadership and negotiating roles involving the bankruptcies of several large organizations, including AWI, Federal Mogul, Johns Manville, Celotex, Garlock, W.R. Grace, Babcock & Wilcox, U.S. Gypsum, Owens Corning, and Pittsburgh Corning. He has also worked on numerous Trust Advisory Committees. Today, he maintains a critical role in settlements involving asbestos manufacturers emerging from bankruptcy and has been recognized for his work in structuring significant resolutions in complex personal injury litigation for asbestos liabilities on behalf of victims injured by asbestos-related products. Joe has served as co-chair of Perrin Conferences' Asbestos Litigation Conference, the largest national asbestos-focused conference. He negotiates for the firm's clients at all levels, including in securities and consumer fraud, anti-terrorism, human rights, and environmental, and

medical drug and device cases, as well as catastrophic injury and wrongful death cases. He is recognized as an AV Preeminent® rated attorney in Martindale-Hubbell®. Joe serves on the Board of Advisors for Emory University's Institute for Complex Litigation and Mass Claims, which facilitates bipartisan discussion of ways to improve the civil justice system through the hosting of judicial seminars, bar conferences, academic programs, and research.

Professional Memberships: American Association for Justice American Bar Association American Inns of Court American Constitution Society for Law and Policy South Carolina Association for Justice

RICH, Randall S

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Randy Rich guides clients through the rapidly changing regulation of the natural gas and oil industry at the federal and state level, providing sophisticated counseling and representation in contested proceedings, multiparty settlements, applications, rulemakings, and enforcement investigations. Randy represents all segments of the energy and utility industries before the FERC, the U.S. Department of Energy (DOE), and state public utility commissions. He provides comprehensive legal counsel on natural gas regulation and policy, pipeline and utility ratemaking, tariffs, certificates and abandonment; natural gas transportation, gathering, marketing and trading; Natural Gas Act exemptions for Hinchey pipelines, production and gathering, and plant lines; enforcement of and compliance with the Natural Gas Act (NGA), Natural Gas Policy Act of 1978 (NGPA), and FERC regulations including compliance counseling and training; natural gas business transactions and contracting, including NAESB agreements; Presidential Permits for cross-border facilities; DOE energy grants, loans, and loan guarantees; renewable natural gas transactions; pipeline interconnections; and oil pipeline regulation and waivers under the Interstate Commerce Act (ICA). Randy works with the firm's natural gas, oil, and petroleum products clients before FERC and in related matters, including marketer/trader, producer and end-user clients and New England-based gas pipelines, LDCs and end users with a significant and growing interest in natural gas, renewable natural gas project developers, and crude oil and products producers, shippers and pipeline owners. He also has worked with consultants to foreign governments to draft new natural gas laws. Randy is a member of Pierce Atwood's Pro Bono Committee, and is Partner-In-Charge of the Washington, DC office.

Career: Randy began his career in FERC's Office of General Counsel.

RICHARD, Caroline

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: International Arbitration Investor-State Arbitration Energy/Natural Resources/Infrastructure Telecommunications Manufacturing Industrials

Career: Caroline is a partner in Freshfields' Washington DC office, having previously practiced in the firm's London and Paris office. Caroline has acted in some of the world's largest arbitrations, under contracts and investment treaties. Both common and civil law trained, Caroline conducts arbitrations in English, Spanish and French. Prior to joining Freshfields, she clerked at the Supreme Court of Canada, and obtained law degrees from Harvard Law School (LLM), Cambridge University (LLM, first class) and Université de Montréal (LLB/DESS). She is an Adjunct Professor at American University's Washington College of Law where she co-teaches a course on investment treaty arbitration. For more information visit <https://www.freshfields.us/contacts/find-a-lawyer/r/richard-caroline/>

Professional Memberships:

Member of the Advisory Board of the Institute for Transnational Arbitration (ITA), Advisory board member of Young Canadian Arbitration Practitioners' group, Member of the Executive Council of the American Society of International Law (ASIL), Councillor of the LCIA North American Users' Council, and Member of the Award Review Commission of the International Arbitration Centre of Madrid.

Publications: Co-author of "A Guide to the ICSID Additional Facility Arbitration Rules", Oxford University Press (2022)

RICHARDS, Joshua

Saul Ewing LLP, Philadelphia
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Career: Josh Richards helps clients involved in civil and regulatory disputes address challenges through litigation, appeals, and strategic responses to government enforcement, particularly for colleges and universities. Josh approaches his work for education and nonprofit clients from a mission-driven perspective, providing practical advice that protects institutions from undue risk without compromising their ability to fulfill their primary purposes. Please visit <https://www.saul.com/professionals/joshua-w-b-richards> for more information.

RICHARDS, Nick J.

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Featured in Tax (Colorado), Cannabis Law (USA – Nationwide)

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*Featured in Securities (USA - Nationwide),
Litigation (New York)*

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RICHARDSON, Bruce L

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*Featured in Energy & Natural Resources
(USA - Nationwide)*

Practice Areas: Partner Bruce L. Richardson focuses his practice on electric energy law. He advises independent power producers (IPPs), merchant transmission developers, electric power marketers, energy asset managers and private equity firms in the energy sector. While Bruce routinely appears before the Federal Energy Regulatory Commission (FERC) on regulatory matters and in administrative litigation, he represents energy sector clients on a wide range of regulatory, electric reliability, transactional and project issues. On regulatory matters, Bruce provides guidance on issues arising under the Federal Power Act, the Public Utility Regulatory Policies Act of 1978, the Energy Policy Acts of 1992 and 2005, and the Public Utility Holding Company Act of 2005. The guidance includes independent power production, interconnection matters, affiliate utility issues, transmission access and pricing, ancillary services, cost-based rates, regional transmission organizations, organized power markets, market-based rates, reliability must-run service, power supply purchases and sales, retail wheeling and wholesale electric customer disputes. Bruce also counsels clients on regulatory compliance matters, including the North American Electric Reliability Corporation (NERC) electric reliability standards and requirements. For transactions, he assists clients regarding electric power contracts, utility restructuring, and mergers and acquisitions. View more on: <https://www.mwe.com/people/richardson-bruce-l/>.

RICHARDSON, Matthew D

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Matt focuses on international commercial arbitration and has represented clients in ICC, AAA ICDR, HKIAC, SCC, and ad hoc arbitrations throughout the world. Matt has represented clients in a wide variety of commercial disputes ranging from intellectual property claims, disputes over F/RAND compensation, large-scale construction disputes, failed joint ventures, and breach of contract claims. Matt's clients include large consumer electronic companies, telecommunications companies, software developers, health care companies, and SOEs.

Career: Co-chair, firm's Litigation & Trial Practice Group; co-chair, firm's

International Arbitration & Dispute Resolution Team.

Professional Memberships: Institute for Transnational Arbitration (ITA).

RICHMAN, Lisa

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Lisa M. Richman focuses her practice on international dispute resolution matters, with a particular emphasis on international commercial arbitration and public international law. She has experience representing clients in a broad range of matters, including in the areas of international commercial and investment arbitrations, securities enforcement, securities litigation, general commercial litigation disputes and insurance coverage. Lisa's clients have included investors, governments, corporations, corporate officers and directors, and individuals in disputes seated in common law and civil law jurisdictions worldwide. Her work has included disputes conducted under ICC, ICSID, ICSID AF, AAA/ICDR, SIAC, HKIAC, JAMS, DIS, LCIA, CPR, Swiss Rules and UNCITRAL Rules as well as pure ad-hoc arbitrations. She has handled disputes in a wide variety of industries with a particular focus on disputes relating to energy, oil and gas, intellectual property, pharmaceutical, infrastructure, licensing, securities, telecommunications, joint ventures and construction. Lisa also has represented corporations, corporate officers and directors, and individuals in international and domestic arbitrations and litigations in the US and around the world. Complementing her dispute resolution expertise, Lisa has managed internal investigations worldwide and has helped a variety of companies to resolve government investigations, including World Bank Sanctions proceedings. Lisa is listed on the arbitrator list of the Vienna International Arbitral Centre (VIAC), in the LCIA's database of neutrals and is a member of the SIAC Users Counsel, the ITA Americas Committee and the DIS Rules Revision Committee. She is a native German speaker, and also speaks Spanish and French. Read full biography: <https://www.mwe.com/people/richman-lisa-m/>

RIDENOUR, David

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: A partner in our Finance and Restructuring practice, David Ridenour represents financial institutions as issuers, underwriters, borrowers, lenders, sellers and purchasers in a variety of sophisticated asset-backed securitization and structured lending transactions. In particular, he is an industry leader in the digital infrastructure space, where he serves as issuer's counsel for some of the largest and

most active 144A and 4(a)(2) issuance platforms in the market. Mr. Ridenour also advises lenders and borrowers with respect to senior and mezzanine credit facilities involving unsecured consumer loans, small business loans, mortgage and home equity loans and energy efficiency and solar loans, as well as advising both sellers and purchasers in forward flow purchase arrangements. David has years of experience working on both SEC publicly-registered and privately-negotiated securitization platforms totaling more than \$100 billion in issuance value, secured by credit card receivables, franchise loans, timeshare receivables, mortgage servicing rights, automobile loans and leases, equipment loans and leases, mortgage-backed securities and trade receivables.

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Featured in FCPA (USA - Nationwide)

Practice Areas: As chair of the firm's global Anti-Corruption Practice Group, Don Ridings leads a team of compliance and investigation lawyers based in the U.S., Europe and Asia. For almost two decades, Mr. Ridings has advised clients in nearly every major industry on a range of compliance issues arising under the FCPA and other anti-bribery regimes. He serves as outside anti-corruption counsel to several Fortune 500 companies, including two in the Fortune 10. Mr. Ridings routinely counsels clients on proposed investment transactions, helps companies update and strengthen their anti-corruption compliance programs and conducts global anti-corruption risk assessments. Mr. Ridings has led dozens of internal investigations arising from conduct in Africa, Asia, Europe, Latin America, the Middle East, and North America. He represents clients before the U.S. Department of Justice and Securities and Exchange Commission, where he has secured several non-public declinations. An experienced civil and international litigator, Mr. Ridings has represented clients in federal and state courts, administrative proceedings, and international arbitral tribunals. He maintains an active civil rights-focused pro bono practice.

RIGDON, Michael

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas)

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Daniel Ring is co-leader of the Chicago Litigation & Dispute Resolution practice and co-leader of the Product Liability & Mass Torts practice. He is a litigator,

trial lawyer and corporate advisor whose wide-ranging practice is focused on products liability, toxic tort, and complex commercial litigation. Dan has extensive experience in all phases of litigation involving product liability, mass and toxic torts, and complex commercial disputes in state, federal and multi-district proceedings. Dan has been repeatedly recognized in Chambers, Benchmark Litigation and LMG Life Sciences.

RINGEL, Brooke

Kelley Drye & Warren LLP, Washington, DC

Featured in International Trade (USA - Nationwide)

Practice Areas: Brook Ringel helps companies, associations, and coalitions across various industries effectively navigate U.S. trade law and policies. Her agility and experience with trade remedies litigation enables her clients to compete and thrive in hyper-competitive global markets, while ensuring that unfair trade practices do not go unchecked. Brooke represents U.S. manufacturers in international trade remedies litigation against unfairly traded foreign imports before the U.S. International Trade Commission and the U.S. Department of Commerce. By deeply understanding an industry, its members, and the market, Brooke excels at harnessing complex facts, legal issues, and data to obtain favorable results. Brooke also represents importers and exporters on the legal — and often highly technical — aspects of complying with the complicated rules for doing business across borders. When her clients draw the unwanted attention of regulators, Brooke guides them through disclosures, remediation, investigations, audits, and risk mitigation in a way that focuses on resolving matters with minimal cost and disruption.

RIPPEY, Edward

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Featured in Gaming & Licensing (USA - Nationwide), eDiscovery (USA - Nationwide)

Practice Areas: Edward Rippey (Chair of Covington's eDiscovery & Information Management practice) litigates, advises, and presents worldwide on legal, technical, and artificial intelligence issues. His practice — which is remarkably deep and broad and covers the continents of North America, South America, Asia, Europe, and Australia — consists of two major work flows. First, Mr. Rippey handles e-discovery in high-profile complex litigations, investigations, and arbitrations for such global corporations as AstraZeneca, Boehringer-Ingelheim, McKesson, MGM Resorts International, Northrop Grumman, SK Innovation, Takata, and several other high-profile technology companies. Second, he has a robust e-discovery advisory practice for such clients as Aristocrat Leisure, Astellas, Barrick Gold Corporation, The National Football League, Samsung, numerous international financial insti-

tutions, several election law entities, and other well-known conglomerates operating in scores of countries. Other significant activities include speaking at leading international conferences, publishing articles in journals worldwide, and sitting on national advisory boards and institutes. Mr. Rippey and his team also author, and provide to clients, their annual comprehensive 300-page eDiscovery Essentials book.

RIZZI, Patrick

Cozen O'Connor, Washington, DC

Featured in Transportation (USA – Nationwide)

Practice Areas: For more than two decades, Patrick Rizzi has represented and advised clients on aviation-related U.S. legal, regulatory, policy, transactional, and litigation issues. Pat has in-depth experience advising passenger and cargo airlines, airports, infrastructure companies, on-demand air taxi operators, operators and manufacturers of uncrewed aircraft systems, aerospace manufacturers, investment firms, repair stations, and technology companies in these areas. Pat regularly represents clients before the U.S. Department of Transportation, Federal Aviation Administration, and other government agencies.

Personal: Georgetown University, B.S.B.A., magna cum laude; New York University School of Law, J.D. (Law Review, Morton Geller Award)

RIZZO, Sarah Beth

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Featured in REITs (USA – Nationwide), Tax (Illinois)

Practice Areas: Counsels clients on a wide range of federal income tax matters, including initial public offerings, transactions involving real estate investment trusts (REITs) and partnerships, Up-C structures, tax-free and taxable acquisitions, mergers and dispositions, reorganizations, spin-offs, restructurings, private and public securities offerings, financings, private equity, joint ventures and foreign investments in the United States under the Foreign Investment Real Property Tax Act (FIRPTA). Also has experience in assisting clients in obtaining private letter rulings from the IRS and in representing clients on matters relating to audits and tax controversy before the IRS.

Personal: JD, Harvard Law School, 2011; BS, Washington University in St. Louis, 2006.

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Featured in International Trade (USA – Nationwide), Intellectual Property (District of Columbia)

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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: Jonathan Robbins is chair of Akerman's Cannabis Practice, counseling clients on the evolving, complex legal and business issues impacting companies with interests in the regulated substances industries. He has been published and quoted in national media outlets such as U.S. News & World Report, The American Lawyer, Politico, Washington Post, and Law360. He is a founding board member of the National Cannabis Bar Association and is also an active member of the National Cannabis Industry Association.

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)

See under California for profile.

ROBINSON, Anne

Latham & Watkins LLP, Washington, DC
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Featured in Government (USA – Nationwide)

Practice Areas: Anne Robinson, partner in the White Collar Defense & Investigations and Complex Commercial Litigation Practices, counsels clients on government contracts and litigation, as well as white collar and government investigations. Ms. Robinson represents government contractors in high-stakes enforcement matters in federal court and before federal regulatory agencies. She has particular knowledge in allegations involving the False Claims Act, and has in-depth experience advising clients in the defense, technology, healthcare, and financial services industries in False Claims Act investigations and litigation. She combines deep regulatory knowledge with extensive experience in all phases of False Claims Act investigations and litigation to secure successful resolutions for her clients. She pursues creative legal solutions to help resolve matters at the earliest possible stage. Ms. Robinson regularly advises companies on compliance with government contracts requirements and regulations, including mandatory disclosure obligations. She helps clients successfully navigate voluntary and mandatory disclosures, as well as suspension and debarment proceedings. Ms. Robinson has litigated dozens of bid protest cases involving procurements of most every size and industry. Ms. Robinson is the firm's Global Pro Bono Chair, managing one of the largest pro bono legal services providers in the world. Ms. Robinson also serves on Law360's Government Contracts Editorial Board. Prior to joining Latham, she served as a law clerk to Judge Edith Brown Clement of the United States Court of Appeals for the 5th Circuit. Speaking Engagements Ms.

Robinson has lectured on topics related to her practice. Speaking engagements include: "False Claims Act Trends & Developments," Pub K Annual Review Government Contract Conference (February 13, 2024) "Cooperation Credit in False Claims Act Cases," Federal Bar Association (May 3, 2023) Moderator, "Plain Language: Recent Developments in Contract Interpretation at the Federal Circuit," Federal Circuit Bar Association Webcast (October 2022)

ROBINSON, Arthur D

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Partner representing clients in initial public offerings, high yield issuances, restructurings and corporate governance issues. Transactions include IPOs of Sotera Health, CommScope, Duck Creek, Paycor, ADT, U.S. Xpress, Anywhere Real Estate, InnovAge, Bioventus, Nuvalent, Press Ganey and Frequency Therapeutics; offerings to finance the acquisitions of NBC Universal, Cablevision, Burger King and Anywhere Real Estate; financing transactions in Olin's acquisition of Dow Chemical's Chlor-Alkali business; Reverse Morris Trust transaction to spin-off and combine WarnerMedia with Discovery, Inc.; offerings for Carnival, U.S. Steel, Sprint, Endo Pharmaceuticals, Del Monte, Zai Labs, Bombardier Recreation, Apache, Northrop Grumman, Venator, Gartner, Wolverine, Block (formerly Square), Cimpres and PTC; and offerings to finance Mirant Corporation's and LatAm Airlines' emergences from bankruptcy.

Career: Joined, 1988; Partner, 1997.

Personal: University of Virginia School of Law (JD 1988); Wharton School of the University of Pennsylvania, (BSE summa cum laude, 1983).

ROBINSON, Nicholas

Paul Hastings LLP, New York

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Nick Robinson is a partner in the Structured Credit practice of Paul Hastings and is based in the firm's New York office. He has 20 years of experience practicing, and his practice has been dedicated to collateralized loan obligations (CLOs) and other structured products during most of this time. Mr. Robinson concentrates his practice on representing underwriters, asset managers, administrative agents, and debt and equity investors in CLOs, with a focus on the middle market and private credit sectors. He also specializes in representing lenders, borrowers and asset managers in bespoke structured loan facilities, CLO warehouse facilities, risk retention financings, and a variety of other asset-backed securities transactions. Mr. Robinson is frequently consulted on regulatory matters, in particular as to U.S. and EU risk retention compliance, the Volcker

Rule, and other regulatory compliance issues related to CLOs. His practice has also covered a broader range of capital markets matters, including debt private placements, leveraged finance, and transportation finance.

ROD, Jonathan

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Featured in Projects (USA – Nationwide)

Practice Areas: Jonathan Rod is of counsel in the New York office of Latham & Watkins, where he is a member of the Finance Department. He is the former Co-Chair of the Project Development & Finance Practice, as well as the former Global Co-Chair of the Power Industry Group. Mr. Rod handles a wide variety of securities and finance matters, with a principal focus on the energy, oil, gas, and infrastructure sectors. He has extensive experience in securities work, including innovative project bond financings in US capital markets. Mr. Rod is ranked Band 1 by Chambers Global and Chambers USA for US Projects, and is recognized as one of the leading attorneys in the US in the project finance area. He is named a Leading Lawyer for Project Finance, Energy Transactions, and Energy by The Legal 500 US, and recognized in Who's Who Legal – The International Who's Who of Project Finance Lawyers and Thought Leaders. Mr. Rod is also continually listed in The Best Lawyers in America as a recommended attorney in project finance law.

RODGERS, Greg

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Widely recognized as among the most prominent capital markets lawyers in the United States, Greg Rodgers represents clients in connection with a range of complex equity, equity-linked, debt, and hybrid securities offerings, as well as general corporate matters. He also serves as Global Vice Chair of the firm's Corporate Department. Drawing on two decades of varied capital markets experience, Mr. Rodgers helps companies, investors, and investment banks navigate their most complicated capital markets matters. He brings particular experience in structuring complex and innovative transactions. Notably, Mr. Rodgers pioneered the direct listing approach to becoming a public company on behalf of Spotify. Leveraging his sophisticated product knowledge, Mr. Rodgers advises on nearly every type of capital market transaction, including direct listings, initial public offerings, convertible notes and equity-linked offerings, private placements, debt offerings, and liability management transactions. He regularly advises on a variety of significant domestic and cross-border deals across all major industries, from technology and consumer retail to the airline and life sciences sectors. Mr.

Rodgers also advises clients on a pro bono basis, including by leading Latham & Watkins' relationship with the City Bar Justice Center's Neighborhood Entrepreneurial Law Project. He also serves as the firm's liaison to the United Way of New York City.

RODRIGUEZ, Mark
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Featured in Litigation (USA - Nationwide)

Practice Areas: Bankruptcy Adversary Proceedings Energy Litigation Class Actions Commercial Litigation

RODRIGUEZ MARIN, Fernando
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Featured in Projects (USA - Nationwide)

Practice Areas: Fernando Rodriguez Marin has more than 30 years of experience advising developers, investors and financial institutions on infrastructure, energy and real estate projects. He represents clients in project finance and development, M&A, and public-private partnership transactions. Transactions include transportation and social infrastructure projects, and renewable energy, energy efficiency, and water projects. Mr. Rodriguez Marin structures and negotiates project financing and development contracts, including construction, term, bridge and back/leverage loans, SPAs, MIPAs and project acquisition, sale, joint ventures and other investment arrangements. He has recognized experience in P3 and concession agreements and related transaction documents. His focus recently includes ESG financing and investment. He has extensive experience in Latin American and Spanish matters, having worked in Spain for 15 years and represented clients in projects in Spain and many Latin American jurisdictions (Chile, Colombia, Ecuador, Mexico, Peru and Central America.)

Professional Memberships: New York Bar; Madrid Bar

Publications: "The Progressive Case", P3 Bulletin, May 25, 2022. "TIFIA - The Impact of the Infra Act," Project Finance International, April 2022 "Public-Private Partnerships, USA," Lexology, October 2021

Personal: LL.M., Harvard Law School, 1988; LL.B., Universidad de Sevilla, 1983

ROGERS, Ashley
Gibson, Dunn & Crutcher LLP, Dallas
Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Ashley is a nationally recognized technology-focused practitioner sought out by market-leading global companies to handle their most novel and challenging consumer protection and data privacy matters. She has particular expertise defending clients in Federal Trade Commission (FTC), Consumer Financial Protection Bureau (CFPB), and state Attorneys General investigations and enforcement actions, as well as class action litigation and advisory matters involving a wide range of consumer protection and data

privacy issues. Ashley was named to Lawdragon's 2024 "500 Leading Global Cyber Lawyer" guide, which highlights "lawyers who connect it all - data and security, innovation and inspiration, litigation and exploration," and its 2023 "500 X - The Next Generation" edition, which recognizes attorneys whose "leadership will be called upon by businesses and individuals when they face their crossroads." She was also recently recognized as a Law360 "Rising Star" for Cybersecurity & Privacy, as one of D Magazine's "Best Lawyers Under 40," an "On the Rise" honoree by Texas Lawyer, and a "40 Under 40" business leader by the Dallas Business Journal.

Personal: JD, Stanford Law School, 2012; Master of Education, Chestnut Hill College, 2007; BA, Brigham Young University, 2005.

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Featured in FCPA (USA - Nationwide), Litigation (Illinois)
See under Illinois for profile.

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Christine Gregorski Rolph is a partner in the firm's Washington, D.C. office and has served as the Global Co-Chair of Latham & Watkins' Product Liability, Mass Torts & Consumer Class Actions Practice. Ms. Rolph has extensive experience in litigating consumer class actions, toxic torts, product liability/consumer fraud suits, and multi-plaintiff matters. She has represented clients in various high-stakes environmental, chemical, and complex commercial matters in federal and state courts. She has published articles in Law360, Class Action Litigation Report, law.com, Intellectual Property Strategist, and the Mass Torts/ABA Publication. Ms. Rolph served as co-editor of the Toxic Tort Litigation handbook published by the American Bar Association. In addition, Ms. Rolph has represented clients in major insurance matters involving a wide array of policy types, including comprehensive general liability policies, directors and officers policies, professional and employment liability policies, multi-media liability policies, and various other special and manuscript policies. Her practice includes the representation of entities in obtaining insurance coverage or bad faith damages in connection with environmental remediations. Ms. Rolph was appointed to head the Training and Career Enhancement Committee in Washington, D.C., and also has served as the Global Co-Chair of multiple associate training academies. In addition, she has been named as one of Latham's Best Supervisors on multiple occasions. Prior to joining Latham, Ms. Rolph graduated summa cum laude from Duke

University in 1994 and received her juris doctor from the University of Virginia School of Law in 1997. She was a Division 1 Track & Field collegiate athlete and received Duke University's William J. Griffith Award.

ROONEY, Byron
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Byron is a member of Davis Polk's Capital Markets practice. His practice focuses on advising U.S. and foreign companies on capital-raising transactions, as well as general corporate matters, public company disclosure and governance matters. Byron represents both corporate and financial institution clients across a broad range of transactions, including IPOs, direct listings, SPAC mergers, private placements and other equity offerings, and investment-grade, high-yield and convertible debt offerings. He has experience across a variety of sectors, including fintech, tech, e-commerce, consumer retail, financials and energy.

ROSATI, Kristen
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Featured in Healthcare (Arizona), Privacy & Data Security (USA - Nationwide)
See under Arizona for profile.

ROSE, Denise
Jackson Walker LLP, Dallas
Featured in Government (USA - Nationwide)

Practice Areas: Government Relations & Public Policy; Environment & Natural Resources; Healthcare & Life Sciences Areas of Experience: Government Affairs; Healthcare Legislative & Governmental Issues; Energy Regulation & Governmental Affairs; Government Contracts & Procurement; Insurance Administrative, Investigative, and Regulatory Matters

Career: When Denise Rose came to Jackson Walker, her primary experience was in the healthcare arena; however, in the time she has been at the Firm, she has expanded her practice across the business spectrum. Denise continues to work successfully for a broad array of clients on their legislative and regulatory issues, whether those issues are environmental, healthcare, local government, licensing, or procurement focused. She is adept at navigating the nuanced and complicated Texas budget process and has successfully helped clients achieve their goals. Denise has been working in and around the Texas Capitol for nearly two decades, and her strength is a deep knowledge of the legislative process and the people involved. She has cultivated relationships throughout the Texas Capitol and in state agencies. Denise provides effective strategic counsel to clients on a wide variety of issues, including but not limited to Medicaid and hospital finance, special utility districts, occu-

pational licensing, health care quality, and agency rulemaking processes and requests for proposals. Denise is adept in the legislative drafting process. She represents non-profit organizations, nationally ranked hospitals, and Fortune 500 companies at the Capitol. Prior to joining Jackson Walker, Denise served as Assistant Vice President for Legislative Affairs at the Texas A&M Health Science Center, where her work was primarily focused on the Health Science Center's budget needs for the state's healthcare workforce. Prior to the A&M Health Science Center, Denise served as the Senior Director of Government Relations at the Texas Hospital Association. She has years of experience tracking and analyzing legislation specific to hospitals and health-related institutions, and she has also drafted legislation, amendments, and expert witness testimony on various topics, as well as legislative appropriations requests and budget riders. Previously, Denise served as the Government Relations Liaison for Texas Children's Hospital and as a policy analyst at the Sunset Advisory Commission. She began her career at the Capitol as a Health Law Legislative Fellow for State Representative Vicki Truitt.

ROSE-SMITH, Sabrina
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Sabrina Rose-Smith is a partner in Goodwin's Financial Services Litigation and Consumer Financial Services Litigation practices. Her nationwide practice includes both defending financial institutions against consumer class actions and government enforcement actions, and providing regulatory compliance and litigation risk counseling to banks, credit card issuers, mortgage lenders and specialty and small-dollar FinTech companies. She is also a member of Goodwin's Environmental, Social and Governance (ESG) & Impact practice, and focuses on fair and responsible lending/banking, financial inclusion, and Community Reinvestment Act risks and obligations. Sabrina has previously served on Goodwin's Executive Committee, and as the Chair of CRED@Goodwin. She is currently the Hiring Partner for the firm's DC office. Sabrina defends financial services clients in high stakes enforcement matters and class action cases involving the Truth In Lending Act (TILA), the Fair Debt Collection Practices Act (FDCPA), the Real Estate Settlement Procedures Act (RESPA), the Fair Housing Act (FHA), the Equal Credit Opportunity Act (ECOA), the Financial Institutions Reform, Recovery, and Enforcement Act of 1989 (FIRREA), the Telephone Consumer Protection Act (TCPA), state and federal unfair and deceptive trade practices (UDAP) statutes and other alleged violations of law arising from her clients' lending, servicing and/or collections activity.

Personal: J.D. Vanderbilt University Law School B.A. Hollins University, with honors

ROSEN, Kevin
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Featured in Law Firm Defense (USA – Nationwide)

Practice Areas: Kevin Rosen has been lauded as one of the country's top "go-to" lawyers to defend all types of complex and high-stakes claims against law firms across the country in state and federal courts, bankruptcy courts, and arbitrations. For more than 35 years, Kevin has successfully defended over 150 legal malpractice, breach of fiduciary duty, aiding-and-abetting, and related lawsuits against law firms and lawyers with aggregate claims over \$50 billion through trial and arbitration, dismissal, summary judgment and appeal, as well as multiple investigations of law firms by federal and state agencies. Kevin also has successfully defended myriad disqualification motions, partner departure disputes, malicious prosecution actions, and discrimination and harassment claims against law firms. More broadly, Kevin's national practice involves handling complex business, commercial, and class action litigation in state and federal trial and appellate courts and commercial and international arbitrations.

Personal: JD, Columbia University School of Law, 1987; BA, Dartmouth College, 1984.

ROSEN, Tyler
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Featured in Political Law (USA – Nationwide)

Practice Areas: Tyler Rosen advises clients on government affairs compliance matters at the federal, state and local levels, including pay-to-play, campaign finance, lobbying, gifts and entertainment, conflicts of interest, and placement agent rules and policies of state and local public pension systems. He represents clients before government regulators and investigators at all levels. Mr. Rosen counsels clients on responding to shareholders pushing public companies to disclose increasing levels of information regarding their political activity and developing the appropriate disclosure policies. He advises clients on the political law implications of corporate mergers and spin-offs.

Career: J.D., Harvard Law School, 2009, A.B., Duke University, 2004.

ROSENBERG, Amanda
Willkie Farr & Gallagher LLP, Los Angeles
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Featured in Projects (USA – Nationwide)

Practice Areas: Amanda Rosenberg is a partner in Willkie's Los Angeles office. Amanda focuses her practice on the development, financing and sale and acquisition of renewable and

clean energy projects, with an emphasis on the tax aspects of energy finance deals, energy tax credits, government incentive programs, energy M&A and domestic and international project finance transactions. Amanda regularly represents sponsors, investors, buyers and seller and lenders in project finance transactions.

Career: <https://www.willkie.com/professionals/r/rosenberg%20amanda>

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Paul, Weiss, Rifkind, Wharton & Garrison LLP, New York
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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

ROSENBERG, Gabriel
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Gabe is a member of Davis Polk's Financial Institutions and Fintech practices. He counsels clients across the financial services, fintech and banking sectors on SEC, CFTC, CFPB, Federal Reserve and OCC regulations. In particular, he helps his clients navigate interactions with regulators, interpretation and implementation of legislation and regulation, regulatory enforcement actions and regulatory advocacy. Gabe's math/tech-heavy background allows him to understand his clients' trading, technology and data businesses in order to be able to best help them advocate on their behalf. Gabe is a frequent writer, commentator and lecturer on regulatory issues. He is co-editor of OTC Derivatives Regulation Under Dodd-Frank, a leading resource on the swap regulatory regime, and has held academic appointments at Yale Law School, the Yale School of Management and the Haas School of Business at UC Berkeley.

ROSENBLUM, Jeremy T
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Featured in Financial Services Regulation (USA – Nationwide), Banking & Finance (Pennsylvania)

See under Pennsylvania for profile.

ROSENTHAL, Jeffrey
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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Jeffrey A. Rosenthal's practice focuses on general commercial and international arbitration and litigation. For more than three decades, he has represented numerous foreign and domestic entities before a wide variety of judicial and arbitral bodies, including the International Chamber of Commerce, the London Court of International Arbitration, the American Arbitration Association, the Stockholm Chamber of Commerce, UNCITRAL, the Society

of Maritime Arbitrators, and a number of federal, state, and foreign courts. Jeffrey has tried or arbitrated more than two dozen cases through merits hearings as lead counsel concerning international joint venture disputes, intellectual property, contract disputes, maritime issues, bankruptcy, sports, insurance law, bilateral investment treaty disputes and tort law, among others. He has also served as arbitrator.

Career: Jeffrey joined the firm in 1992 and became a partner in 2001. J.D., magna cum laude, Harvard Law School (1992); A.B., cum laude, Dartmouth College (1989).

Professional Memberships: Co-Chair, 2020 New York Arbitration Week Member, Court of Arbitration for Sport Vice Chair, Executive Committee of the Board of Directors, New York International Arbitration Center Member, International Arbitration Club of New York Member, New York and New Jersey Bars

ROSENTHAL, Michael L
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Featured in Transportation (USA – Nationwide)

Practice Areas: Michael Rosenthal is chair of the firm's Transportation practice group and a member of the Litigation and Antitrust practice groups. He represents railroads and other rail-industry clients in regulatory proceedings, including mergers, rate cases, unreasonable practice cases, abandonment proceedings, and rule-makings before the Surface Transportation Board. He also represents both railroads and non-rail clients in litigation and appeals in federal and state courts, in arbitration proceedings, and before antitrust and other regulatory agencies, and he advises them on transportation and competition law.

Personal: Harvard Law School, JD, 1993; Cornell University, BS, 1990.

ROSENWASSER, Michael
Baker Botts L.L.P., New York
212-408-2533

Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Capital markets and securities; mergers and acquisitions.

Career: Practice spans over 50 years. Worked on more than 200 public financings and 100 M&A transactions. Focuses on transactions with a relatively high degree of tax structuring. Participated in developing several unique financing techniques including the development of master limited partnerships. Regularly advises private equity firms with respect to many types of transactions and assists Board of Directors with respect to conflicts of interest issues, as well as other governance matters.

Personal: The University of Texas, JD, magna cum laude, 1971; The University of Texas, BBA, summa cum laude, 1968

ROSENZWEIG, Brian
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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Brian Rosenzweig is Co-Chair of Covington's Securities & Capital Markets Practice. He represents domestic and foreign private and public companies in the life sciences and technology industries as well as the investment banks and venture capital funds that focus on these industries. Brian practices corporate and securities law with an emphasis on capital-raising transactions, including initial public offerings, follow-on equity offerings and de-SPAC transactions. Brian also regularly advises boards and management on SEC reporting, corporate governance issues and general corporate matters.

ROSMAN, Mark
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Featured in Antitrust (USA – Nationwide), Antitrust (District of Columbia)

Practice Areas: Mark is a first-chair trial lawyer with more than 30 years of experience litigating in both the public and private sectors. A seasoned antitrust litigator, Mark represents companies and individuals in connection with national and international antitrust and criminal matters, including cartel defense, criminal enforcement investigations, and merger and civil non-merger cases. He also has extensive experience handling Foreign Corrupt Practices Act (FCPA) violations, fraud investigations, bribery, obstruction of justice and kickbacks. Mark has served as lead lawyer in many prominent government enforcement actions as well. Mark previously served as Assistant Chief of the National Criminal Enforcement Section in the DOJ's Antitrust Division, where he oversaw teams of trial attorneys and law enforcement agents who prosecuted numerous cartel cases and related violations. He also served as Special Assistant to the Directors of Enforcement in the Antitrust Division's Office of Operations, where he assisted Directors and Deputy Assistant Attorneys General in criminal matters and merger and civil non-merger cases. Mark also worked on many cases involving amnesty, recommended indictments, plea agreements, immunity, investigations, and case development. Mark is a prolific speaker and author on antitrust law topics, including cartel investigations and enforcement, as well as criminal and civil litigation and investigations.

ROSS, Nancy

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Featured in Employee Benefits & Executive Compensation (Illinois), ERISA Litigation (USA - Nationwide)

Practice Areas: Nancy G. Ross is a partner in Mayer Brown's Chicago office and Chair of the award-winning ERISA Litigation practice, named by Law360 as a "Benefits Practice Group of the Year" four years in a row (2019-2022). She focuses her practice on the area of employee benefits class action litigation and counseling under the Employee Retirement Income Security Act of 1974 (ERISA). Nancy is consistently recognized as a leader in ERISA litigation. She has been named a Benefits MVP by Law360 on more than one occasion, most recently in 2022, a recognition reserved for an elite slate of attorneys who have distinguished themselves from their peers by securing hard-earned successes in high-stakes litigation. Nancy has extensive experience in counseling and representing employers, boards of directors, plan fiduciaries and trustees in matters concerning pension and welfare benefit plans. Her experience includes representation of pension and 401(k) plans, ESOPs, trustees and employers concerning their administration of plan assets and fiduciary responsibilities before the courts and the Department of Labor. Nancy frequently represents directors and officers who are named as defendants in ERISA litigation over 401(k) plans and other employee benefit plans. She also has extensive experience in assisting employers seeking to reduce their retiree health benefits exposure. Nancy has also been approved by various insurance companies to represent directors and officers in fiduciary litigation.

ROSSI, Laura

Winston & Strawn LLP, Los Angeles
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Featured in Projects (USA - Nationwide)

Practice Areas: With more than 20 years of experience, Laura Rossi represents both lenders and sponsors in energy project financings, energy tax equity partnerships, tax credit transfer purchase transactions, and energy acquisitions, particularly in connection with projects involving renewable energy and storage. She is not only consistently recognized for her ability to lead highly sophisticated and novel debt transactions, but also for the sheer volume of deals she undertakes. She has worked on a number of renewable energy projects involving wind, solar, and geothermal power and storage projects throughout the country. She is a prominent player in renewable energy and storage project finance and is highly regarded for her work representing lenders, institutional investors, and sponsors in not only energy and storage project financings, but also energy tax equity partnerships throughout the country. She also has

experience in complex transactions involving back-leverage financings (including hybrid financings that contain floating and fixed rate tranche of debt), tax equity financings, inverted leases, sale-leaseback transactions, holdco and mezzanine financings, portfolio financings, solar distributed generation asset financings, community solar financings, storage financings, equipment safe harbor loans, residential solar portfolios, bridge financings for the Investment Tax Credit and financings regarding the Production Tax Credit. Laura has represented solar developers, sponsors, and lenders (including financial institutions and institutional investors). She has also represented lenders with respect to some of the first solar hedge transactions done in the market. She can create structural solutions in financing transactions to allow parties to successfully close deals in an efficient manner.

ROTH, Derek

Paul Hastings LLP, New York

Featured in Leisure & Hospitality (USA - Nationwide)

Practice Areas: Derek Roth is a partner in the Real Estate practice of Paul Hastings and is based in the firm's Century City office. Mr. Roth is also the Global Co-Chair of the Hospitality & Leisure practice group, representing institutional real estate investors and real estate companies with respect to all aspects of their hotel, resort and other hospitality assets, including acquisitions and dispositions, joint ventures, finance transactions, hotel management and franchise agreements and operational issues. Having spent four years in Paul Hastings' Hong Kong office, Mr. Roth also has extensive experience representing clients in cross-border transactions between the United States and Asia.

ROTH, Stephen E

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Steve focuses on financial services regulatory issues, including federal securities and state regulatory requirements applicable to life insurance companies and their products, as well as mutual funds and other pooled investment vehicles. He advises insurance companies regarding development of new insurance and retirement income products, including registering variable and index-linked life insurance and annuity products with the SEC and counsels insurers regarding related ongoing securities disclosure and other compliance issues. He advises mutual funds and mutual fund trustees with respect to compliance with Investment Company Act requirements, and assists fund sponsors in developing innovative mutual funds and other pooled investment vehicles. Steve is lead counsel for the Committee of Annuity Insurers, a coalition of 32 life

insurance companies representing approximately 80 percent of the annuity business in the U.S., which for over 40 years has been a prominent advocate before the SEC, the NAIC and FINRA of regulatory policy affecting annuity and other retirement income products. He has served as co-chair of the ALI-CLE Conference on Life Insurance Company Products for 25 years.

ROTHERMEL, Anthony W

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Featured in REITs (USA - Nationwide)

Practice Areas: Tony Rothermel specializes in merger and acquisition transactions across a number of industries, including a focus on real estate private equity and investment management transactions. A partner in our Financial Institutions and Real Estate practices, Tony represents clients in connection with a variety of strategic transactions, capital formation and governance matters. Tony brings broad experience in public and private mergers and acquisitions, spin-offs and restructurings, strategic joint ventures, and other special situations. Mr. Rothermel also has extensive experience in advising boards and the C-suite for public and private companies on governance issues, Securities and Exchange Commission reporting and disclosure requirements, activism and other corporate and securities matters.

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Featured in Litigation (USA - Nationwide), Litigation (Texas: Houston & Surrounds)

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Featured in Projects (USA - Nationwide)

Practice Areas: IRVING ROTTER is co-leader of the firm's Energy practice. He has represented sponsors, lenders, equity participants, contractors and off-takers in project finance and infrastructure transactions and buyers and sellers in mergers and acquisitions. Irv's project finance experience includes representing the construction contractor and provider of contingent subordinated indebtedness for the FLAG project, the first project financing for a transoceanic fiber-optic telecommunications network, and representing a consortium of developers of two lignite-fired electric generating facilities using a structure that resulted in the project debt being off balance sheet to both the developer and the utility acquiring the facilities. Irv has also represented developers, lenders and equity investors in traditional and alternative energy solar, wind and biomass projects, biofuels projects and natural resources projects, and lenders and equity participants in industrial project finance projects. Irv also has extensive experience representing lenders and

borrowers in restructuring energy, alternative energy and biofuels projects.

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Featured in Transportation (USA - Nationwide), Government (USA - Nationwide)

Practice Areas: Emanuel (Manny) Rouvelas engages in a wide-ranging law and lobby practice representing leading companies and trade associations in transportation, telecommunications, high technology, hospitality, and manufacturing. For nearly five decades, he has traveled globally to more than forty countries advising clients and working with U.S. administrations, Congresses, and American and foreign embassies and governments. Manny opened the Washington, D.C. office of Seattle's Preston firm in June 1973 and guided its growth to more than 140 people at the time of its merger into K&L Gates in 2007. He is a founder of both the public policy and maritime law practices of K&L Gates, each consistently ranked nationally as among the best, most effective, and highly regarded in the United States. Manny is personally ranked in both maritime law and in government affairs by Best Lawyers in America, Super Lawyers, and The Legal 500. For fifteen consecutive years he has been named a "Top Lobbyist" by The Hill newspaper based on surveys of members of Congress and staff. In its 30th year anniversary edition, Legal Times newspaper recognized him as "one of the greatest Washington lawyers of the past 30 years," a "legal visionary," who helped turn Washington, D.C.'s legal and lobbying community into an international powerhouse. In 2020 Chambers USA ranked him in the top band of three lawyers nationally in Government Relations and in the top band of five lawyers in Transportation: Shipping/Maritime: Regulatory. Prior to joining the firm, Manny was counsel to the U.S. Senate Committee on Commerce and chief counsel to its Merchant Marine and Foreign Commerce Subcommittees, where he had lead staff responsibility for the enactment of thirty-two public laws. Included was major legislation relating to vessel construction and operation, oil spill prevention, vessel traffic systems, recreational boat safety, Coast Guard, Maritime Administration and Federal Maritime Commission programs. Manny has served as an advisor to two U.S. presidential transitions, a bipartisan Congressional caucus, an executive branch reorganization, several senators and congressmen, and many political campaigns. In 2016 he served on the Bipartisan Policy Center's working group, "Selecting a Vice President: Balancing Politics and Prudence." An honors graduate of the University of Washington, Harvard Law School, and participant in the Advanced Management Program at Harvard Business School and the Program on Corporate Governance for Directors at Stanford Business School, Manny has

long been committed to the importance of strong ethical governance in both the public and private sectors. He has taught, lectured, and counseled clients on governance issues. He has twenty years of experience serving on the boards of directors of three U.S. publicly traded companies and thirty years of service on the boards of directors of nonprofit charitable organizations, including the American Architectural Foundation, Greater Washington Board of Trade, National Hellenic Society, Smithsonian National Zoological Park and Conservation Biology Institute, and Washington Monthly magazine. He is a lifetime trustee, former vice-chair of the board, and visiting professor at the American College of Greece in Athens. In 2019, Manny was a co-founder and advisor of Lawyers Defending American Democracy, a coalition of lawyers united in the defense of our democracy, Constitution and values. He was also a co-founder of the National Vote at Home Institute, a nonpartisan nonprofit ensuring Americans can vote in fair, accessible, secure, transparent, equitable, and reliable Elections (Made up of former election officials, policy experts and communications professionals) and has continued to serve as an advisor. In 2020, he assisted and served as an advisor to the Connected DMV. The organization provides real world solutions for real regional impact in the District, Maryland, Virginia metropolitan area; delivering initiatives that can have the power to fundamentally reshape physical, digital, social and economic infrastructure in the region. His numerous professional, industry, and public service awards include the American Hellenic Institute's Heritage and National Public Service Award, United Seamen's Service Admiral of the Ocean Sea Award, and the Association of Government Relations Professionals (AGRP) Career Achievement Award.

Publications: "Serious clout: WA has one of the most powerful delegations in Congress," The Seattle Times, 6 January 2023 "Offshore Energy Report 26," The Maritime Executive, March/April 2018 "Pro Bono 2010: K&L Gates Turns on Water Works," The AmLaw Daily, 30 July 2010

ROVINESCU, Lee

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: International Arbitration; Investor-State Arbitration; Public International Law; Energy; Natural Resources; Construction; Technology
Career: Lee Rovinescu is a partner in Freshfields international arbitration group and is based in New York. Prior to moving to New York in 2014, he worked in our Paris and Dubai offices. His practice focuses on construction arbitration, as well as commercial and investor-state arbitration across a wide variety of sectors. He also regularly

advises clients on matters of public international law. Lee holds degrees in Quebec civil law (B.C.L.) and Canadian common law (LL.B.) from McGill University in Montreal and is admitted to the New York bar. He speaks English and French. For more information, visit <https://www.freshfields.us/contacts/find-a-lawyer/r/rovinescu-lee/>

Professional Memberships: Member of the North America Committee of the Campaign for Greener Arbitrations (CGA).

ROWE, Katrina

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Katrina S. Rowe is a partner in the Investment Funds Group at Kirkland & Ellis LLP. Her practice focuses on representing domestic and international sponsors on forming, marketing and operating private investment funds covering a wide spectrum of sectors, geographies and strategies, including buyout, credit, distressed debt, infrastructure, real estate, energy and mezzanine. Katrina also has significant experience working with sponsors on co-investment arrangements, joint ventures and separately managed accounts, as well as structuring, regulatory and compliance matters. In addition, Katrina has represented institutional investors in making investments in private funds. Her client list has included leaders in the industry such as Antin Infrastructure Partners, Arroyo Energy Investors, The Blackstone Group, Blackstone Credit (f/k/a GSO Capital Partners), The Carlyle Group, Fairview Capital Partners, Fortress Investment Group, Glendon Capital Management, H.I.G. Capital Partners, I Squared Capital, Oaktree Capital Management, Sandbrook Capital and more.

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Featured in Projects (USA – Nationwide)

Practice Areas: Kent is a partner in the global Projects, Energy, Natural Resources and Infrastructure practice, and he splits his time between our New York and Los Angeles offices. His global experience is unique among infrastructure lawyers. Kent has been involved in major infrastructure financings in the Americas, Europe, the Middle East and Asia, including many first-of-their-kind transactions. He has played a leading role in the development of private finance in the transportation infrastructure sector in North America, having successfully closed many transactions now considered templates for infrastructure finance. He has been involved in the financial closing of more than 100 infrastructure and natural resources transactions worldwide. In 2023 US Legal 500 recognised Kent as a Leading Lawyer in Finance: Project Finance. Chambers USA 2023 ranked Kent at Band 1 in Projects: PPP and

advanced his ranking to Band 2 in the Projects – Nationwide market.

ROWLAND, Gregory

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Featured in Investment Funds (USA – Nationwide), Registered Funds (USA – Nationwide)

Practice Areas: Greg is a member of Davis Polk's Investment Management practice. He provides transactional, regulatory and compliance advice to investment advisers, mutual funds, closed-end funds, business development companies, private equity funds and hedge funds. He devotes a large portion of his practice to the structuring, launch and operation of registered investment companies and hedge funds and to the sales, acquisitions and restructurings of asset management firms. Financial institutions, technology companies and asset managers also turn to Greg for guidance in connection with transactional, regulatory and compliance issues concerning digital currency and blockchain activities, including digital currency fund formation. In addition, Greg advises financial institutions, fund sponsors, corporations, employees' securities companies and other entities regarding exemptions under the Investment Company Act and Investment Advisers Act.

RUBENSTEIN, Marc A

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Featured in Life Sciences (Massachusetts), Life Sciences (USA – Nationwide)

See under Massachusetts for profile.

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Featured in Startups & Emerging Companies (USA – Nationwide), Corporate/M&A (Maryland), Life Sciences (USA – Nationwide)

Practice Areas: Asher Rubin is the global co-chair of Sidley's Technology and Life Sciences Transactions Group. He advises publicly held and private companies across the life sciences life cycle, venture capital and private equity funds, and academic medical centers on transactional matters within all segments of the life sciences industry. He provides legal counsel and strategic advice on licensing, collaboration, joint venture and merger and acquisition transactions. Additionally, Asher has extensive experience in capital raising, including venture capital financing, public financing, including IPOs, secondary offerings and PIPE transactions, and royalty based financing. Asher regularly advises public and private life sciences company boards of directors on matters related to corporate governance. Asher advises clients and has deal experience that includes the United States, Europe, Asia and the Middle East.

RUBIN, Brian L

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Featured in Financial Services Regulation (USA – Nationwide), Securities (USA – Nationwide)

Practice Areas: Brian is co-head of the Eversheds Sutherland securities enforcement team. With more than 20 years of experience in federal securities law, first prosecuting and now defending, Brian represents clients being examined, investigated and prosecuted by the SEC, FINRA, other self-regulatory organizations and states. As former NASD (now FINRA) Deputy Chief Counsel of Enforcement and Senior Enforcement Counsel at the SEC, he brings an insider's perspective to defending companies and individuals in regulatory proceedings, litigation, arbitrations and counseling. Brian has also successfully litigated against the SEC, FINRA, and arbitration claimants, leading to multiple dismissals. His in-depth knowledge and understanding make him a sought-after speaker at conferences, including on panels with an SEC Commissioner, the CEO of FINRA and the heads of SEC and FINRA Enforcement. Brian is also a prolific writer, focusing on issues such as compliance officer liability and enforcement sanctions. His regular studies about FINRA's disciplinary actions are the subject of widespread interest. Brian is also a three-time recipient of the Distinguished Legal Writing Award presented by the Burton Awards for Legal Achievement and he was selected Author of the Year by the National Society of Compliance Professionals.

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Featured in Media & Entertainment: Transactional (Illinois), Advertising (USA – Nationwide)

See under Illinois for profile.

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Michael H. Rubin represents leading technology companies in high-stakes litigation and regulatory matters in the United States and globally. He serves as Global Co-Chair of the Privacy & Cyber Practice, as Global Vice Chair of the Technology Industry Group, and leads the firm's AI Task Force. Mr. Rubin draws on more than two decades of experience at the leading edge of legal issues in Silicon Valley. As a seasoned litigator he has the strategic judgment to minimize exposure in enterprise-threatening disputes, securing the best possible outcomes in court and matters before the Federal Trade Commission, state attorneys general, and other regulators. As a pioneering technology lawyer, he

has the perspective to counsel companies active in the artificial intelligence and other emerging technologies sectors on product design and business model development. And as an accomplished leader, he assembles top-notch cross-practice and cross-jurisdictional teams to respond quickly to crises and help companies at all stages of their life-cycle realize their business objectives. Mr. Rubin regularly provides counsel and representation on: •Privacy and cybersecurity issues and incidents arising under US and global regulations •Artificial intelligence matters ranging from design, to governance, to regulatory compliance and defense, to litigation •Emerging technologies and the novel business and regulatory issues Mr. Rubin regularly earns recognition for his market-changing work from leading industry publications, including Law360, National Law Journal, and Chambers. Mr. Rubin regularly writes and speaks on technology, AI, privacy, and cybersecurity topics. He is a member of the firm's LGBTQ+ Lawyers' Group.

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Elena Rubinov represents clients on M&A and private equity transactions, with a particular focus on energy, renewables and infrastructure sectors. She advises public and private companies, including private equity and infrastructure funds, on corporate and business combination transactions such as mergers, acquisitions, divestitures, investments, co-investments, joint ventures, recapitalizations, restructurings, and bankruptcy sales. She counsels clients in a variety of industries, including energy, infrastructure, power and utilities, insurance, media and entertainment, chemicals, financial services, and retail. She also advises clients on debt and corporate restructurings in connection with equity recapitalizations, rights offerings, and 363 sales and acquisitions.

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Arthur Rublin is a partner in Mayer Brown's New York office. He is a member of Mayer Brown's Banking & Finance, Structured Finance and CDOs and CLOs practices. Art's legal experience spans more than 20 years, a majority of which have been focused on CLOs and other structured products as well as derivative transactions. Art has extensive experience advising asset managers, investment banks and other institutions in structured finance transactions and other complex financings, with a focus on new-issue collateralized loan obligation transactions, resets and refinancings, and warehouse facilities. He advises

clients on related regulatory issues, including Investment Advisers Act, private placement and risk retention issues.

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Environment & Natural Resources Climate Law Energy Law Mining
Career: Jane Rueger draws on her deep knowledge of the electric and natural gas industries and markets to advise clients in transactional, litigation, policy, and regulatory matters. Jane regularly represents clients in the negotiation of power purchase agreements (PPA) (conventional and renewable generation), mergers and acquisitions (M&A) transactions, project financings, and interconnection agreements. She also counsels market participants on regional transmission organization (RTO) and independent system operator (ISO) market rules around the United States and the development of creative strategies to successfully operate within those markets. Her experience includes Federal Energy Regulatory Commission (FERC) applications, litigation, settlements, and enforcement matters. She is a trusted advisor to energy market participants with regard to all aspects of FERC regulation, including obtaining and maintaining market-based rate authority, obtaining prior authorization for mergers and acquisitions under Section 203 of the FPA, FERC audits, North American Electric Reliability Corporation (NERC) compliance issues, and tariff administration and compliance. In addition, Jane advises clients on advancing their energy policy goals at both federal and state levels in areas such as transmission planning, grid interconnection, market structures, and adoption of policies favorable to cutting-edge technologies that are critical to decarbonizing the energy industry, such as zero-emission vehicles.

RUGE, Mark
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Featured in Transportation (USA - Nationwide)

Practice Areas: Mark Ruge is a lawyer in the public policy and law practice group at the global law firm K&L Gates, one of the largest policy groups in the United States. He focuses his practice on the federal government, representing clients on policy matters before Congress, administrative issues before the federal agencies/departments, and, occasionally, regulatory disputes in the federal courts. He is involved in a broad range of maritime issues and issues related to the Great Lakes states. In 2018, he was inducted into the Great Lakes Marine Hall of Fame, the first attorney ever chosen. A veteran of more than a decade as a staffer on Capitol Hill, Mark serves as counsel to

the American Maritime Partnership, the largest coalition in the history of the U.S. maritime industry, and represents numerous other transportation clients on federal policy issues. In addition, he represents and has represented a broad range of other companies, associations, higher education institutions and other entities on federal legislative tax, healthcare, commerce, appropriations, and other issues. Mark also counsels clients on issues before the federal agencies and departments. He has successfully helped litigate cases under the Administrative Procedure Act, which mandates rational decision-making by federal agencies. Mark has participated successfully in numerous agency administrative appeals and rulemakings. He is a principal author of "The Essential Guide to the Jones Act, A Roadmap to Compliance with America's Foundational Maritime Law." Before joining the firm, he worked on Congressional staffs, including positions as chief of staff to Rep. Bob Davis (R-MI) and as deputy staff director (minority) of the House Merchant Marine and Fisheries Committee, where he specialized in Michigan and Great Lakes issues. Mark is a graduate of Georgetown University Law Center and Northern Michigan University. He received an Executive Certificate in Leadership and Management from the University of Notre Dame's Mendoza College of Business. He served as the Parish Council president at St. Luke Catholic Church in McLean (VA) for nearly 20 years; chairman of the Board of Directors of the Father McKenna Center; co-chairman and founder of the Food From the Bar legal community food drive that has raised more than 5 million meals for the Capital Area Food Bank in Washington, D.C.; the national board chairman for the Ignatian Volunteer Corps; and as the Fathers' Club president at Gonzaga College High School in Washington, D.C. Mark is a part owner of the Green Bay Packers.

Publications: "Federal Spending Means Big Money for Great Lakes Shipping," Great Lakes/Seaway Review, July-September 2021 "Offshore Energy Report 26," The Maritime Executive, March/April 2018 Co-author, "Facts Still Matter: How Social Media and Even Mainstream Publications Got It Wrong on the Jones Act and Puerto Rico," The Maritime Executive, November/December 2017

RUANEK, Eric
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Featured in Products Liability (USA - Nationwide)

Career: Eric is a trial lawyer who has spent his career helping pharmaceutical and medical device companies manage risk. From mass tort litigation to individual compliance issues, the life sciences industry relies on Eric to help navigate their most difficult problems. His work ranges from serving as nationwide trial counsel for one of the world's

largest pharmaceutical companies to helping small life sciences companies ensure regulatory compliance and avoid litigation. Eric has defended clients in litigation involving mass tort, personal injury, and wrongful death claims in state and federal courts. He has served as lead national counsel and trial counsel in defending claims throughout the country, litigated in "virtual firms" for large mass torts, and represented clients against numerous single-plaintiff claims. Equally comfortable with science and the law, Eric understands his clients' products and technologies and can communicate complex scientific issues to diverse audiences. He is adept at managing expert witnesses, explaining difficult medical concepts, and counseling scientists on the legal risks when bringing innovative products to market.

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Featured in ERISA Litigation (USA - Nationwide)

Practice Areas: Myron D. Rumeld has over thirty-five years of experience handling all aspects of ERISA litigation at both the trial and appellate level. His broad experience includes numerous representations of 401(k) plan fiduciaries defending class action employer stock and excessive fee claims, and representations of large multiemployer pension and health fund trustees in the defense of a large assortment of fiduciary breach lawsuits. He has defended class action suits against Charles Schwab, Barnabas Health, Inc., Neuberger Berman, and the American Federation of Musicians Pension Fund, among many other clients; and he has tried cases for The Renco Group and Foot Locker, Inc., among others. Myron is presently co-chair of Proskauer's ERISA Litigation Group. He previously served as co-chair of Proskauer's nationally renowned Employee Benefits & Executive Compensation Group. He also served as the past co-chairman of the Board of Editors for the American Bar Association publication, Employee Benefits Law (BBNA).

RUNYAN, Nicole
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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Nicole M. Runyan is an investment funds partner in the New York office of Kirkland & Ellis LLP, and heads the Firm's registered funds practice. Nicole has over two decades of experience advising clients on the formation, registration, operation and oversight of nearly every type of registered fund as well as business development companies (BDCs) and real estate investment trusts (REITs). Nicole has a broad background representing mutual funds, ETFs, listed closed-end funds and other traditional registered funds investing across a variety of asset classes and strategies, including:

public and private U.S., developed and emerging market equities; private credit, structured credit, high-yield, preferred securities, directly originated and broadly syndicated loans and other income-producing strategies; real estate and infrastructure assets; and commodities and natural resource assets. She also commits significant time to counseling clients on the design and offering of alternative investment products, such as BDCs, REITs, funds of funds, interval funds and tender offer funds, that offer access for retail and high net worth investors to a variety of traditional "private market" asset classes, including on a primary, secondary, direct or co-investment basis. Additionally, Nicole advises clients on the full range of issues facing registered funds, including regulatory and compliance matters, SEC exemptive relief applications and compliance, trading and conflict issues, registration and disclosure matters, seed capital and other funding transactions, financing arrangements, and extraordinary events such as restructurings, acquisitions and activist matters. Nicole's representative clients include Alger, Apollo, Ares, Bain Capital, BDT & MSD Partners, Blue Owl, Cliffwater, Crescent Capital, First Pacific Advisors, Fortress, Macquarie, Neuberger Berman, Polen Capital, Vista Equity Partners, Willow Tree Credit Partners and 5C Investment Partners.

RUSKIN, Bradley I

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Featured in Sports Law (USA - Nationwide), Litigation (New York)

Practice Areas: A preeminent litigator and trial lawyer, Brad Ruskin is a senior partner at Proskauer and co-chairs its Sports Law Group. He has served as co-chair of the Litigation Department and has been Proskauer's longest serving member on its worldwide Executive Committee. Brad has tried a significant number of high stakes, headline-making cases to verdict or appellate victory, on issues ranging from so-called "bet-the-company" antitrust challenges to questions of first impression under Delaware Corporate law, to complex commercial disputes. Sports Business: As co-chair of Proskauer's renowned Sports Law Group, a significant portion of Brad's practice is dedicated to litigating issues and counseling clients active in the sports business. He has represented virtually every sports and conference league, including Major League Soccer, the National Hockey League, National Football League, National Basketball Association, Major League Baseball, ATP Tour, WTA, WSL, PAC-12 and the Big East Conference. In addition, Brad has represented ownership groups and clubs across major U.S. sports, including the Washington Nationals, the Miami Marlins, the New York Jets, the Philadelphia Eagles and the New Jersey Devils, as well as media companies in sports-related disputes. Technology, Media and Telecommunications: Brad

represents numerous technology, media and telecommunications companies in a wide variety of litigated disputes, including partnership issues, communications and copyright law issues, bankruptcy disputes, data breaches, contract rights and complex class actions. He has represented a diverse set of clients including T-Mobile USA, Tech Mahindra, ML Media Partners, Madonna, the RP Media Companies and the Rascoff/Zysblat Organization. Antitrust and General Commercial Disputes: Brad regularly defends clients in major antitrust and complex commercial cases. In the antitrust arena, he has litigated cases across myriad industries. In addition to literally a score of sports matters, he has represented companies such as Weyerhaeuser, Sanofi, Henry Schein and Lupin. In one precedent setting case, Brad secured a full defense verdict after a multi-week jury trial on behalf of the ATP Tour (the men's professional tennis circuit), subsequently argued and won the case on appeal before the Third Circuit, and finally argued and won an issue of first impression under Delaware corporate law before the Delaware Supreme Court. Brad also regularly handles a wide range of litigation matters, including contract, fraud, licensing, trademark, franchising, partnership, intra-corporate, real estate, bankruptcy, unfair competition, and other commercial disputes. He has litigated matters throughout the country before both state and federal courts, as well as in domestic and international arbitral forums. Brad has also handled proceedings (along with foreign co-counsel) before the European Commission and the Office of Fair Trading. Throughout his decades long career, Brad has been a leader in a wide array of public service activities. He currently serves as a Member of the Executive Committee and Vice Chair of the Legal Aid Society, the Chairperson of the Board of the Student Leadership Network (and recipient of its "The Man We Love Award"), a Member of the ADL Sports Leadership Council, and a Member of the Jewish Theological Society's Advisory Board (and recipient of its Simon Rifkind Award). In addition, Brad frequently publishes articles, has taught a graduate school class at NYU's Tisch School and has testified before legislative and other bodies concerning administration of justice and court operations in New York State.

RUTLEDGE, Karl

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Featured in Gaming & Licensing (USA - Nationwide), Gaming & Licensing (Nevada), Sports Law (USA - Nationwide)

Practice Areas: Gaming Interactive Gaming International Business Services Real Estate and Development Projects Sweepstakes and Promotions Liquor Law

Career: Karl Rutledge is chair of the Commercial Gaming Group and a partner in the in the firm's Las Vegas

office. He focuses on land-based and Internet gaming as well as promotional marketing, with a particular emphasis on eSports, skill-based contests, sports betting, social gaming, sweepstakes, official rules, and terms and conditions. Risk analysis and creative business structuring are keys to pursuing new offerings. Karl helps established and emerging companies operate legally in the U.S. under state and federal gaming and sweepstakes laws. Karl also serves as an ongoing advocate for his clients and their gaming interests. He often interfaces with gaming regulators, social media platforms, advertisers, and payment processors to present his clients' positions as to why they constitute a lawful operation.

RWEJUNA, Serena

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: To read more, visit: www.whitecase.com/people/serena-rwejuna

RYAN, Jay

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Energy Infrastructure; Energy Markets; Renewables; and Energy Regulatory and Litigation
Career: Jay Ryan represents electric and gas utilities, private equity investors, private equity portfolio companies, merchant generation and transmission developers, hydroelectric licensees, and offshore wind and other renewable companies on the development of infrastructure projects, FERC regulation of generation and transmission assets, and the operation of energy and capacity markets. Named an Energy and Environmental Trailblazer by The National Law Journal, Jay currently advises clients on energy transition matters, including DOE funding programs; the development of HVDC transmission, offshore wind assets, pumped storage projects, and cross-border facilities; and FERC regulation of transmission assets and wholesale power markets. Jay's expertise includes infrastructure permitting; audits, investigations and enforcement actions; asset acquisitions, due diligence and divestitures; issues arising under federal and state energy and environmental laws; and associated regulatory, litigation, and transactional matters.

Professional Memberships: Jay currently serves on the Board of the Northeast Chapter of the Energy Bar Association and is a former Board Member of the Washington, D.C. chapter of Girls on the Run. Jay previously served as Chair of Baker Botts' Energy Regulatory Practice and Chair of the National Hydropower Association's Regulatory Affairs Committee.

RYAN, Kelly

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Kelly Ryan is the global leader of the Firm's real estate funds practice, with 25 years of experience focused exclusively on real estate private equity across the U.S., Europe and Asia. Kelly represents many of the largest global private equity firms, as well as sector-specific operators and allocators, newly formed spin-outs and family offices involved in launching investment vehicles, including open-end and permanent capital products, closed-end funds, club deals and separately managed accounts focused on real estate, infrastructure and other real assets. A significant portion of his practice also focuses on strategic investments, secondary transactions and other liquidity events involving private equity firms.

Personal: Northwestern Pritzker School of Law, J.D., College of the Holy Cross, B.A.

RYAN, Robert A

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: ROB RYAN focuses on the representation of issuers, underwriters, sponsors and other transaction parties across an array of SEC-registered and exempted capital markets transactions, such as initial public offerings, preferred and common equity offerings and various types of debt offerings. Rob also regularly advises clients with regard to ongoing disclosure, reporting and corporate governance matters. These clients range from highly-seasoned public companies to nascent enterprises, and represent a variety of different geographies and sectors, including financial services and insurance, technology, hospitality, life sciences, real estate, manufacturing, consumer goods and retail. Rob has been recommended by Chambers Global in Capital Markets: Debt & Equity: Eastern United States (2022-2024) and Chambers USA in Capital Markets: Debt & Equity (2021-2023).

RYAN, Thomas C.

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Featured in Litigation (USA - Nationwide), Energy & Natural Resources (Pennsylvania), Litigation (Pennsylvania)

See under Pennsylvania for profile.

RYDDER SCHWARTZ, Maria

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Featured in Startups & Emerging Companies (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/r/rydder-maria>

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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Nabil Sabki is a partner in the Investment Funds Practice Group in the Chicago office of Kirkland & Ellis LLP. Nabil's practice focuses on the representation of the asset management industry where he has significant experience representing private fund sponsors, including the largest and most sophisticated asset managers in the world. He has industry leading experience, including advising clients on over 175 SEC exams, registering over 75 advisers with the SEC and working on numerous SEC and SRO inquiries and enforcement actions during his career. Nabil acts as primary outside regulatory counsel to numerous private fund sponsors and asset managers on cutting-edge matters and regularly helps them to navigate the ever evolving regulatory landscape. He also advises clients in connection with complex financial services related transactions, including mergers and acquisitions, joint ventures and private securities offerings. Nabil also regularly advises companies with respect to investment company status issues under the Investment Company Act of 1940. In 2018, Crain's Chicago Business named Nabil to Chicago's Notable Minority Lawyers list, which honors lawyers who are leading the legal profession in Illinois and beyond, and who, through their practices and pro bono work, are advancing the causes of justice and equality.

Personal: University of Minnesota Law School, J.D., cum laude 1999; University of Michigan, B.A., Political Science with Honors, James B. Angell Scholar 1996.

SACCHET, Michael

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Featured in Products Liability (USA - Nationwide)

Career: Sacchet specializes in complex civil litigation, including multi-district litigation. Involved in all aspects of the case, Sacchet excels at briefing, oral argument, and cross-examining expert witnesses at deposition and trial. Given his litigation experience and leadership skills, Sacchet was recently appointed to serve as Co-Lead Counsel in MDL 3081: In re Bard Implanted Port Catheter Products Liability Litigation and to serve on the Plaintiffs' Steering Committee in MDL 3089: In re Oral Phenylephrine Marketing and Sales Practice Litigation. In 2023, only ten years after graduating from Harvard Law School, Sacchet was invited to become the youngest-ever Fellow of the International Academy of Trial Lawyers, which limits membership to 500 attorneys from the United States who possess superior skill and recognized ability in trial and appellate practice. Sacchet has co-tried numerous cases to verdict, including five bellwether trials

in the 3M Earplugs MDL — the largest MDL in American history. Obtaining more than \$200 million in verdicts in less than a year, Sacchet never lost a 3M Earplugs trial and helped secure the largest multi-plaintiff verdict (\$110 million) and the largest single-plaintiff verdict (\$77.5 million) in the MDL. Sacchet has also briefed and argued discovery, dispositive, pre-trial, and post-trial motions in federal and state district courts across the country. He has drafted appellate briefs and/or argued before the United States Supreme Court, United States Court of Appeals for the Eighth and Eleventh Circuits, Minnesota Supreme Court, and Minnesota Court of Appeals. Notably, Sacchet was appointed to the Plaintiffs' Steering Committee and named Chair of the Law, Briefing, and Legal Drafting Committee in MDL 2885: In re 3M Combat Arms Earplug Products Liability Litigation. A four-member panel appointed Sacchet to both positions after reviewing nearly 200 applications from attorneys across the country and listening to 64 presentations over a 2-day period. As Chair of Law & Briefing, Sacchet briefed and argued cross-motions for summary judgment on 3M's global preemption defense. The MDL judge hailed Sacchet's oral argument as "outstanding" and "as good as any" she'd seen in her 18 years on the bench. The MDL court granted plaintiffs' motion for summary judgment and denied 3M's cross motion on the government contractor defense, allowing over 200,000 cases to proceed to trial. In addition, Sacchet defeated numerous Daubert and other dispositive motions in MDL 2666: In re Bair Hugger Forced Air Warming Devices Products Liability Litigation. As a result of the arguments that Sacchet briefed and argued in the Eighth Circuit, nearly 6,000 cases against 3M were reinstated after the district court erroneously excluded plaintiffs' general-causation experts and dismissed the MDL. In addition to his role as Co-Lead Counsel of the In re Bard Implanted Port Catheter MDL, Sacchet was selected to serve on numerous Subcommittees (Trial, Settlement, Law & Briefing, and Common Benefit). Finally, as a certified mindfulness meditation teacher, Sacchet frequently presents CLEs on mindful lawyering. He also leads meditation practice groups for lawyers and the public. Please contact Sacchet to learn more about those opportunities. Prior to joining Ciresi Conlin, Sacchet served as a law clerk to Judge Diana E. Murphy of the United States Court of Appeals for the Eighth Circuit and to Judge Philip S. Gutierrez of the United States District Court for the Central District of California. Before law school, Sacchet served as a Teach for America Corps Member in East Palo Alto, California. Sacchet graduated with honors from Harvard Law School, where he was an editor of the Harvard Civil Rights-Civil Liberties Law Review, argued and wrote award-winning briefs in the Ames Moot Court Competition, and received numerous dean's scholar prizes for out-

standing academic work. He graduated first in his class from Northwestern University, where he was honored with the Top Grade Point Average Award as well as the Best Legal Studies Undergraduate Thesis Award.

SACKS, Russell D

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Russell Sacks is a financial services regulatory partner in the firm's Corporate practice. He provides advice to market participants on a worldwide basis with respect to regulatory, transactional, trading and markets issues, with particular emphasis on U.S. regulation of securities broker-dealers, asset managers, clearing agencies, and electronic trading systems. Mr. Sacks represents broker-dealers and asset managers on all aspects of those business' life cycles, with particular emphasis on regulation of private banks and wealth managers; investment banks; equity and fixed-income trading operations; research businesses; regulation of syndicates; and electronic trading systems. Russell regularly represents globally important financial institutions, including state-owned financial institutions, on their cross-border activities. Russell also regularly represents SIFMA with respect to various issues in respect of SEC and FINRA regulation.

SAFFOS, Stelios

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Featured in Banking & Finance (New York), Private Credit (USA - Nationwide), Capital Markets (USA - Nationwide)

Practice Areas: Stelios G. Saffos, Global Vice Chair of Latham's Capital Markets and Public Company Representation Practices and Global Chair of the Hybrid Capital Practice, advises many of the world's leading private equity sponsors, asset managers, financial institutions, and companies on investments and financings at all levels of the corporate structure, from initial public offerings and traditional loan and bond structures through complex structured equity and mezzanine financings. Mr. Saffos advises clients on investments and accessing capital through: Initial public offerings, direct listings, and deSPAC mergers Secured and unsecured high-yield debt offerings Direct lending and other private capital transactions Bridge lending and loan commitments Preferred, growth, and control equity investments Debt exchange offers and tender offers Work-outs and restructuring transactions Mezzanine financings He also serves as a strategic advisor to both domestic and foreign companies with respect to their most sensitive and highest-stakes general corporate, finance, and securities matters. Mr. Saffos provides clients a sophisticated understanding of what is at market, drawing on diverse financing experience and deep relationships

with global investment banks, private equity funds, venture capital funds, direct lenders and alternative capital providers, and innovative companies, including high-growth and disruptive entities in the technology, consumer, retail, and healthcare sectors. Prior to joining Latham, Mr. Saffos served as a Judicial Clerk to United States District Judge Joseph H. Rodriguez. He is a former member of the firm's Strategic Client Committee.

SAFIR, Peter O

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Featured in Life Sciences (USA - Nationwide), Healthcare (District of Columbia)

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SAGER, Nadia S.

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Nadia Sager represents top private fund sponsors and investors in forming, investing in, and operating leading domestic and international private funds. She draws on more than 25 years' of experience and formerly served as Global Co-Chair of the Investment Funds Practice. Ms. Sager regularly advises a full range of sponsors, from first-time fund managers to leading institutional asset managers, as well as the full spectrum of institutional investors — including sovereign wealth funds, strategic corporates, funds of funds, family offices, and tax-exempt organizations. She helps sponsors with their formation, global fundraising, capital deployment, and operating activities for a range of private funds, including: Real estate funds Infrastructure funds Energy funds Debt funds Buyout funds Venture funds Co-investment funds Complementing her fund work, she is a leading practitioner in the development of creative and innovative vehicles. She combines market savvy with technical skill to help clients form a range of structures including: Closed-end funds Open-end and evergreen funds Permanent capital vehicles Joint ventures Strategic partnerships Club arrangements Other syndicated vehicles Ms. Sager regularly advises on, structures, and negotiates major transactions, including: Fund formation transactions GP-led secondary sale transactions Buying and selling control and minority stakes in asset management firms Co-investment arrangements Internal sponsor arrangements Sponsor spin-outs Separation arrangements Leadership Ms. Sager has been instrumental in the formation of a number of Latham's global diversity, equity, and inclusion programs. Most notably, she co-founded the Women's Leadership Academy and served as the original chair of Latham's market-leading attorney diversity program. She has held multiple practice leadership roles

at the firm, including as Global Co-Chair of the Investment Funds Practice, Local Corporate Department Chair, and Global Chair of the firm's attorney training program.

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Clients turn to Nicole Saharsky to brief and argue high-stakes appeals in the US Supreme Court and in the federal and state appellate courts. Clients also rely on Nicole to develop legal strategy and to advocate for them in trials and in administrative agency proceedings. Nicole has argued 30 cases in the U.S. Supreme Court and many cases in the federal and state courts of appeals. Her appeals cover a wide range of subjects, including administrative law, antitrust, banking, bankruptcy, constitutional law, environmental law, labor and employment law, corporate criminal liability, securities fraud, ERISA, intellectual property, personal jurisdiction, and tax. Nicole's Supreme Court oral arguments are available here. Nicole was recognized on the Forbes inaugural list of "America's Top 200 Lawyers." She has been identified by the Legal 500 as a "Leading Lawyer" in the Dispute Resolution (Appellate) practice area and ranked in Chambers USA for Appellate Law. She also has been recognized by Washingtonian as one of Washington DC's best lawyers for Supreme Court practice and as one of Washington DC's "most powerful women."

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: All things relating to the laws governing the collection, use, storage, transmission, and deletion of sensitive information. This includes incident response, incident response readiness, building global privacy programs, and representing companies in class action lawsuits and regulatory enforcement actions arising from data breaches or alleged privacy violations. **Career:** Al is chair of the Privacy and Data Security Practice. He began his career as an appellate court staff attorney, where he learned how judges analyze legal issues. He leveraged this experience to begin his private practice career as an appellate and trial support lawyer in commercial litigation matters. Al recognized that privacy and data security law had a strong future and matched well with his personal interests. He started a blog, began writing and speaking about the topic, took on some pro bono matters, and eventually built a highly successful privacy and data security practice at Shook.

Professional Memberships: Chair Emeritus, The Sedona Conference's Working Group on Privacy and Data Se-

curity Liability; Founding Board Member, Privacy Bar Section, International Association of Privacy Professionals; Cybersecurity Committee, Florida Courts Technology Committee

Publications: The Data Security Law Journal - <https://www.datasecuritylawjournal.com> For a full list of all publications, visit Al's bio page at <https://www.shb.com/professionals/s/saikali-alfred>
Personal: Huge Peloton and tech enthusiast.

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Featured in False Claims Act (USA - Nationwide), Healthcare (District of Columbia)

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Seo Salimi is a partner and the Co-Head of Equity Capital Markets and Co-Chair of the Corporate Life Science Group of Paul Hastings and is based in the firm's New York office. His practice focuses on representing life science companies and investment banks in public and private capital markets transactions, such as initial public offerings, follow-on offerings, at-the-market transactions, and private placements. Mr. Salimi has extensive experience in cross-border financing transactions, representing issuers and investment banks in complex dual listings, as well as cross-border IPOs and follow-on offerings. Mr. Salimi is a trusted advisor to both public and private companies in their capital raising strategy and ongoing corporate matters, including SEC compliance and corporate governance.

SALLEY, Stephen
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Bank Regulatory Corporate Governance Cybersecurity Digital Assets Financial Services Financial Services Investigations & Litigation Financial Services Mergers & Acquisitions Fintech Investment Management Latin America Mergers & Acquisitions M&A Financial Advisory Payments Private Equity

Career: Stephen Salley is a partner in the Firm's Financial Services Group. His practice focuses on mergers and acquisitions and bank regulatory, supervisory and enforcement matters involving financial institutions. Mr. Salley represents U.S. and non-U.S. banks, asset managers, broker-dealers, insurance companies, private equity funds, trade associations and other firms in the financial services industry. He also advises clients on corporate governance and other general corporate matters.

Mr. Salley's regulatory practice includes representation of clients before federal and state bank regulatory agencies and advice regarding financial reform, activities, applications, regulatory-driven restructurings, non-controlling investments, affiliate transactions (Regulation W), insider transactions (Regulation O), management interlocks (Regulation L) and international operations of U.S. banks and U.S. operations of non-U.S. banks (Regulation K).

Professional Memberships: American Bar Association New York City Bar Association

Personal: University of Dayton, BA (2006); The Ohio State University, JD (2009)

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Featured in REITs (USA - Nationwide)

Practice Areas: Public Companies Counseling + Compliance, Corporate Finance | Capital Markets, Corporate Governance, Mergers + Acquisitions
Career: Justin is a partner in the firm's Corporate Finance | Capital Markets practice and serves as co-chair of Morrison Foerster's REIT practice. Justin represents both issuers and underwriters in a wide variety of corporate and securities matters, including initial public offerings, primary and secondary offerings, private placements, senior and subordinated debt financings, and liability management transactions. In addition, he serves as primary outside counsel to numerous public company clients with respect to corporate governance issues, compliance with the U.S. federal securities laws, and the requirements of the New York Stock Exchange (NYSE) and NASDAQ, as well as general corporate matters. Justin is recognized as a leading lawyer in Chambers USA 2021 for REITs. He is recommended by Legal 500 US 2020 for REITs and Capital Markets: Debt Offerings.

Personal: University of Massachusetts, B.A., 2000; American University Washington College of Law, J.D., 2005; American University, M.B.A., 2006

SALTZ, Kate
Huntz Andrews Kurth LLP, Richmond

Featured in REITs (USA - Nationwide)

Practice Areas: Kate advises issuers and underwriters on a wide range of U.S. capital markets transactions, including initial and follow-on public offerings, private placements and convertible and investment-grade debt issuances. She also advises public companies and boards on corporate governance, Securities Act and Exchange Act disclosure and compliance matters, NYSE and Nasdaq listing requirements and capital raising, investment and other strategic transactions. Kate has particular experience advising issuers and underwriters on corporate and securities transactions involving REITs across asset classes, include mortgage, office, industrial and retail. Kate also acts as counsel on a pro bono basis to

a non-profit organization dedicated to providing funding for the treatment and cure of ALS.

SALVATI, Laura
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Laura Salvati has advised issuers, underwriters, banks and other financial institutions in a variety of structured finance transactions. Her experience includes representing clients in whole business securitizations, bankruptcy-related refinancings and warehousing facilities, as well as assisting with structuring tax equity investments in pools of residential and commercial solar power facilities. She also has acted as counsel in private placements involving the issuance of asset-backed notes, pass-through certificates and bonds. While her practice is focused on structured finance, she also has worked on general corporate and capital markets-related matters for her clients.

Career: J.D., McGill University Faculty of Law, 2009, B.C.L., McGill University Faculty of Law, 2009

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Omar Samji is a partner in Weil's Private Equity practice and is based in Houston. Omar advises energy companies and investors in mergers & acquisitions, equity and debt financings, joint ventures, project development, and commercial arrangements in hydrogen, carbon capture & sequestration, energy storage, renewable fuels, and other energy transition areas. He also counsels clients on corporate governance matters. He is a frequent speaker on the topic of energy transition and energy infrastructure.

Career: Joined Firm: 2023
Personal: Columbia University (J.D., Harlan Fiske Stone Scholar, 2004); McGill University (B.Com., Dean's List, 2000); Admissions: Texas; New York; California

SANCHEZ, Vincent
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Featured in Outsourcing (USA - Nationwide), Outsourcing (California)

Career: <https://www.dlapiper.com/en/people/s/sanchez-vinny>

SANDERS, Joshua
Calfee, Halter & Griswold LLP, Columbus

Featured in Government (USA - Nationwide)

Practice Areas: Federal Government Contract and Agency Regulation Government Relations and Legislation State Government Relations and Policy Public Law

Career: As a lawyer and a registered lobbyist, Josh Sanders has spent

many years involved in the practice of Government Relations, bringing more than 20 years of valuable experience on a variety of complex issues to his clients across a number of unique industries. Josh, a Partner and Co-Chair of Calfee's Government Relations and Legislation practice group, works on legislative, agency and executive projects for a number of Fortune 500 companies as well as emerging bio-tech. His experience is varied, from working with the Department of Commerce to obtain liquor permits to the obtainment of funds to complex state revisions in the state budget. Josh has extensive legislative experience in the areas of alcohol, tobacco, transportation, gaming, pharmaceuticals, bio-tech, construction, energy, labor, telecommunications and education. Josh also has directed a number of grass-roots projects aimed at both state and federal elected officials while also working directly on campaigns for numerous candidates. Josh lobbied throughout the Midwest for both the largest smokeless tobacco manufacturer and the world's leading premium drinks business. This combination of state government knowledge and corporate culture understanding allows Josh to produce results for his clients. Josh started his career as a Legislative Service Commission Fellow learning the ways of the Ohio Senate. He then furthered his state government knowledge as a legislative liaison for the Ohio Department of Commerce. This firsthand experience allows Josh to help his clients navigate the complexities and hurdles found in the legislative and agency arenas. Josh also brings an in-depth understanding of the needs and responsibilities of his corporate clients in the government relations field and especially to those handling a multi-state region. He has been a presenter at the Crain's Cleveland Business Breakfast Series as well as at the Ohio State Bar Association's Leadership Academy. Josh has also presented at the International Council of Shopping Centers Retail Development & Law Symposium. Josh serves as chair of the Calfee Jewish Lawyers affinity group, and he is a member of the firm's Diversity, Equity and Inclusion group. Josh joined Calfee in February 2011 and was elected Partner in 2013. He began serving as Vice Chair of the Government Relations and Legislation practice group in 2020.

Professional Memberships: Ohio State Bar Association Liquor and Gaming Law Committee Supreme Court of Ohio Lawyer to Lawyer Mentoring Program Leadership Council on Legal Diversity Mentorship Program Ohio Lobbying Association, President Ohio Council of Retail Merchants, Board of Directors Values in Action, Board of Directors

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Featured in Tax (Massachusetts), REITs (USA - Nationwide)
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SANTOS, Jaime

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Featured in Appellate Law (USA - Nationwide), ERISA Litigation (USA - Nationwide)

Practice Areas: Jaime A. Santos is co-chair of Goodwin's Appellate and Supreme Court Litigation practice, a member of the firm's ERISA Litigation and Life Sciences Disputes groups, and co-chair of Goodwin's Dobbs Task Force. Jaime's work focuses on appellate matters and complex civil litigation in federal courts, including ERISA litigation, patent litigation, class actions, constitutional law, and product litigation. She has argued before the Supreme Court of the United States and more than half of the federal courts of appeals. Most recently, Jaime successfully argued before the Supreme Court in *Wilkinson v. Garland*, an important case about the reviewability of immigration decisions that the Court decided 6-3 in favor of our client *Situ Wilkinson*.

Personal: JD, Harvard Law School 2011 (magna cum laude); BA, University of San Diego 2005 (summa cum laude)

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Featured in Capital Markets (Massachusetts), REITs (USA - Nationwide)

Practice Areas: Ettore Santucci, a partner in the firm's Business Law department, is co-chair of its REITs and Real Estate M&A practice, and co-chair of its Debt Capital Markets practice. He focuses primarily on capital markets transactions, cross-border transactions, mergers and acquisitions, corporate governance and executive compensation.

Personal: JD, Boston College Law School 1985 (summa cum laude); JD, Faculty of Jurisprudence of the University of Bologna, Italy 1982 (summa cum laude); BA, Manhattanville College 1981

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Featured in Projects (USA - Nationwide)

Practice Areas: Nicolai Sarad advises financial institutions, developers, equity investors and governmental agencies in the United States and internationally on project structuring, development and financing, acquisitions and dispositions, and restructurings, as well as providing day-to-day operations and maintenance advice. He focuses on power, renewable and sustainable energy (including solar, wind, energy storage, sustainable fuels and fuel cells) and infrastructure projects (including mobility and social infrastructure public-private partnerships), water, mining, process plants

and major manufacturing. In addition to documenting project financings, on the development side, he has significant experience with EPC and Design Build Contracts, Major Supply Contracts, Operation and Maintenance Agreements and Concession Agreements, as well as early and late-stage project purchase and sale documentation. Mr. Sarad also represents lenders and borrowers in secured and unsecured corporate, asset-based and structured financings. His recent experience includes a broad array of transactions utilizing energy tax credit financing and credit transfers.

Publications: Co-author, "The Progressive Case," June 1, 2022 Co-author, "TIFIA - The Impact of the Infra Act," April 6, 2022 Co-author, "Infrastructure Investment and Jobs Act: Selected Changes Impacting Public-Private Partnerships," *Bracewell Insights*, November 23, 2021 Co-author, "Financing ESCO Energy Efficiency Projects," *Project Finance International*, October 6, 2021 Co-author, "Public Private Partnerships: Overview," *Lexology*, October 1, 2021
Personal: JD, University of California, Berkeley School of Law, J.D., M.A.L.D., Tufts University, The Fletcher School of Law & Diplomacy; BA, Reed College

SARGENT, Patrick

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Pat focuses on structured finance and capital markets transactions, covering all aspects of commercial real estate finance, warehouse lending, and securitization, as well as structured financings of other diverse asset types. He has represented issuers, underwriters, lenders, servicers, investors, and national credit rating agencies in public and private structured finance transactions. Pat has served on the board of governors of the Commercial Real Estate Finance Council (CREFC), having previously served as its president, and is a recipient of the CREFC Founders Award. He has also served on the board of directors of the Structured Finance Association, on the Mortgage Bankers Association Commercial Mortgage board of governors, and on the board of the Chartered Realty Investor Society. He is a frequent speaker and author on commercial real estate finance issues.

SARNO, Glenn R

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Glenn Sarno is a Corporate Partner focusing on private investment funds and other facets of alternative asset management. He has represented private fund sponsors on a global basis in many asset classes, including private equity, real estate, infrastructure, energy, sports & entertainment, mezzanine and

senior debt, RMBS, CMBS, CDOs, food & agriculture, healthcare, education, timber and carbon credits, manager stakes, seed capital, co-investment and secondaries. Glenn also has extensive experience with fund-of-funds, feeder funds, separately managed accounts, employee securities companies, continuation funds, structured secondaries, GP stakes transactions and listed fund products, as well as the structuring of house-team arrangements, spin-outs, succession planning and spin-outs for private equity and hedge fund businesses.

Career: Joined Firm, 1993; Partner, 2001.

Personal: Duke University (JD, with honors, 1992); University of Connecticut (BA, summa cum laude, Phi Beta Kappa); Judicial Clerkship; Former Chair, NYC Bar Private Funds Committee.

SARRIA, Alejandro

Miller & Chevalier Chartered, Washington, DC

Featured in Government (USA - Nationwide)

Practice Areas: Focuses practice on government contracts-related litigation, including contract claims and disputes, bid protests, False Claims Act lawsuits, and complex civil litigation. Has substantial experience litigating cases arising from military operations, national security programs, and nuclear and environmental remediation projects. Recognized expert on a wide range of federal procurement matters including cost allowability and cost accounting, defective pricing, domestic preference laws, intellectual property and data rights, supply chain security and cybersecurity regulations, subcontract pricing and flowdowns, commercial items and federal supply schedule contracting, organizational conflicts of interest, and business ethics and conduct requirements. Also recognized for his unique experience helping companies identify and mitigate their exposure to potential civil and tort liability and has worked with clients in numerous industries to secure liability protection and indemnification under the SAFETY Act, Public Law 85-804, the Price Anderson Act, the Defense Base Act (DBA), and FAR 52.228-7 (Insurance-Liability to Third Persons).

Career: Vice Chair, Litigation Department

Professional Memberships: Co-Chair, Battlespace and Contingency Procurements Committee, Section of Public Contract Law, ABA; Vice Chair, Contract Claims and Disputes Resolution Committee, Section of Public Contract Law, American Bar Association (ABA).

Personal: J.D., The George Washington University Law School, 2008; B.S., University of Florida high honors, 2005

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Featured in Products Liability (USA – Nationwide), Litigation (Louisiana)

See under Louisiana for profile.

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

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Featured in Bankruptcy/Restructuring (Illinois), Bankruptcy/Restructuring (USA – Nationwide)

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SAVAGE, Christine

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Featured in International Trade (USA – Nationwide)

Practice Areas: Christine Savage leads our firm's practice in sanctions law, export controls, and national security investigations of inbound U.S. investment before the Committee on Foreign Investment in the U.S. ("CFIUS"). Christine has over 20 years of experience helping clients handle their international trade regulatory, compliance, and investigation needs. She advises clients in a broad range of industries, including aerospace and defense, energy, FinTech and financial services, semiconductors and information technology, and biotechnology, on issues involving sanctions and export control laws. She also assists clients in evaluating foreign investment transactions in sensitive U.S. industries and technologies, including helping them navigate proceedings before CFIUS. Ms. Savage looks for practical ways to help solve our clients' concerns, including defending clients in enforcement proceedings and inquiries before the Office of Foreign Assets Control, Bureau of Industry and Security, and Directorate of Defense Trade Controls; assisting clients with internal investigations and compliance programs; and analyzing and structuring complex regulatory and licensing solutions. She also represents clients' interests before the Executive Branch and Congress on the impact of trade and national security regulations on their businesses, including advocating for legislative and regulatory solutions to help advance their trade and investment goals.

SAVAGE, Justin

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Featured in Transportation (USA – Nationwide), Environment (District of Columbia)

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SAVERI, Joseph R

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Featured in Antitrust (USA – Nationwide), Antitrust (California)

See under California for profile.

SAVIANO, Frank A

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Frank Saviano advises on complex and business-critical corporate matters in the sports and media industry. Mr. Saviano counsels leading participants in the sports and media industry ranging from major sports leagues, professional sports teams, and team owners to private equity firms, financial institutions, sports media networks, and sports-adjacent companies. Mr. Saviano regularly advises on: •Professional sports franchise investments, acquisitions, and sales •Sports and media-related M&A •Media rights •Joint ventures •Strategic investments •Sponsorships and other significant commercial transactions •Arena and stadium development •Sports gambling transactions •League governance and rules Mr. Saviano currently serves on the firm's Pro Bono Committee.

SAVOFF, Zuzana

Sidley Austin LLP, Chicago

Featured in Capital Markets (USA – Nationwide)

Practice Areas: ZUZANA SAVOFF is a partner in the firm's New York office. She focuses her practice on the tax aspects relating to structured finance, securitization and fund formation. Zuzana's principal areas of experience include residential and commercial mortgage-backed securitization, asset-backed securitization, real estate mortgage investment conduits, securitization of non-performing and re-performing loans, CLO and CRE CLO transactions, servicer advance financings, MSR financings and synthetic securitizations. Zuzana also has broad experience representing domestic and foreign hedge funds. Zuzana received her J.D. from Benjamin N. Cardozo School of Law and her L.L.M. in taxation from New York University School of Law.

SAVVA, John L

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)

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SCALZO, Kayleigh

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Featured in Government (USA – Nationwide)

Practice Areas: Kayleigh Scalzo represents government contractors in high-stakes litigation matters with the government and other private parties. She has litigated bid protests in a wide variety of forums, including the Govern-

ment Accountability Office, U.S. Court of Federal Claims, U.S. Court of Appeals for the Federal Circuit, FAA Office of Dispute Resolution for Acquisition, Port Authority of New York and New Jersey, federal and state agencies, and state courts. She is also a co-head of the firm's Claims, Disputes, and Other Litigation Affinity Group within the Government Contracts practice. Kayleigh has particular experience navigating state and local procurement matters at both ends of the contract lifecycle, including bid protests and termination matters. In recent years, she has advised and represented clients in connection with procurements in Alaska, Arizona, California, the District of Columbia, Illinois, Indiana, Kansas, New Jersey, New York, Pennsylvania, Tennessee, Texas, and Virginia.

SCANLON, Michael

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Featured in Transportation (USA – Nationwide)

Practice Areas: Michael Scanlon is a member of the public policy and law group in the Washington, D.C. office of the global law firm K&L Gates. Michael engages in a wide-ranging federal practice that concentrates on the maritime, postal, and financial services industries, administrative procedure, and litigation. Michael advises and represents both large and small clients on a broad range of commercial and administrative law issues. His litigation experience includes numerous federal court and agency proceedings at both the trial and appellate levels. Michael also advises and helps lobby on behalf of a wide range of companies and industry associations pursuing legislation, seeking regulatory implementation of newly-enacted laws, and representing their interests before Congress and federal agencies. Before joining the firm, Michael clerked for Chief U.S. District Judge Frederick J. Scullin of the Northern District of New York. He received a master's degree in public administration along with his law degree from the Maxwell School at Syracuse University. Prior to studying law, Michael was the director of research and communications with a national financial services trade association based in Washington, D.C. Postal Michael is also a member of the postal law practice. He represents mailing, shipping, and ecommerce clients, mail service providers, mail technology companies, and industry trade associations on a wide-range of postal matters, including: strategic business counselling, contractual, and compliance advice, defending and resolving investigations and enforcement actions by the U.S. Postal Inspection Service, and litigation before the Postal Regulatory Commission and federal courts. Michael has extensive experience representing clients in rate and classification proceedings, rulemakings, and complaint proceedings. He represents clients in USPS revenue deficiency claims and investigations alleging violations of the

False Claims Act in connection with USPS Move Update and other complex mailing eligibility requirements. Michael has experience with both domestic and international mail policy and rate issues and in negotiating contract pricing arrangements with the USPS. Michael has extensive experience working with industry associations and providing strategic advice on regulatory and legislative postal policy matters. Maritime Michael's practice involves domestic and international maritime matters. He represents U.S. and foreign shipping companies, including container shipping companies, tanker operators, cruise lines and bulk carriers, marine terminal operators, and marine service providers before the U.S. Maritime Administration, the Federal Maritime Commission, U.S. Customs and Border Patrol, the U.S. Department of Commerce, the Congress and federal courts. Michael has significant experience in areas of vessel documentation, citizenship, operation and crewing, operating support (VISA, Maritime Security Program), and national defense shipping. His maritime representations include extensive work on the coastwise laws and their enforcement. Michael has significant fisheries litigation experience representing seafood harvesters, processors, trade associations, and environmental groups in federal court.

Publications: "Biden Competition Order May Shift Ocean Carriers' Course," Law360, 20 July 2021

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Featured in Litigation (USA – Nationwide), Litigation (New York)

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Featured in Insurance (USA – Nationwide), Insurance (New York)

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SCHANER, Lawrence

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Practice Areas: Lawrence Schaner is an independent arbitrator with over three decades of experience in the resolution of cross-border and domestic business disputes. His experience includes administered and ad hoc cases under many rules, including the AAA, CPR, ICC, ICDR, JAMS, KCAB, LCIA, SCC, SIAC and UNCITRAL. He is a Fellow of the College of Commercial Arbitrators, a Fellow of the Chartered Institute of Arbitrators and member of

the ICC Commission on Arbitration. He has taught a seminar on international arbitration as an Adjunct Professor at Northwestern University Pritzker School of Law, since 2010. Until April 2017, he was a partner at Jenner & Block, where he co-founded and co-chaired the firm's international arbitration practice. He serves on the panels of arbitrators of many arbitral institutions around the world. He is a graduate of Stanford Law School (JD) and Duke University (BA). He is a member of the bars of California, Illinois and New York.

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Featured in Litigation (USA - Nationwide)

Practice Areas: Michelle Scheffler is a partner in Skadden's Houston office and counsels energy clients in high-stakes litigation matters. Michelle is at the forefront of some of the most important disputes facing energy clients today in state and federal courts across the country. She is sought out for both her courtroom skills and her strategic thinking. Michelle has led trial teams for oil and gas, renewables, pipeline, and marketing clients concerning nearly every aspect of the energy value chain. She regularly handles matters related to royalties, leases, surface rights, transportation, storage and distribution. Additionally, she advises clients on matters related to joint ventures and partnerships, construction-related disputes, and environmental issues. Her experience continues to be recognized by clients and colleagues and she has been named a Texas Super Lawyer, a Thomson Reuters Stand-Out Lawyer, and has been honored by Benchmark Litigation for several years running. The Legal 500 named Michelle in its Energy Litigation: Oil and Gas category and the National Diversity Council named her one of Top 50 Women in Oil and Gas.

SCHELL, Christopher

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Chris is a member of Davis Polk's Capital Markets and Derivatives & Structured Products practices. He represents issuers and investment banks in equity and debt capital markets transactions and offerings of structured products, including synthetic exchangeable securities and other equity, commodity and currency linked products. He has extensive experience developing new financial products, including innovative offerings of units, warrants, exchange traded notes and proprietary indexes, for retail and institutional investors. He advises on SEC, FINRA and other regulatory and transactional matters related to structured products, such as SEC comment letters, compliance projects and the impact of the Dodd-Frank Act.

SCHIFFER, Michael D

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Featured in Corporate/M&A (Maryland), REITs (USA - Nationwide)

Practice Areas: Mike Schiffer advises publicly and privately held real estate investment trusts (REITs), banks, and other corporations in connection with mergers and acquisitions, corporate governance issues, securities transactions, and financings. Mike also represents community development entities and other parties in connection with Federal New Markets Tax Credit (NMTC) financing transactions and has experience advising clients on opportunity zones. Mike has spoken on corporate law and governance issues, including on stockholder activism, and has been retained to provide expert testimony on a Maryland corporate law matter. He has also spoken on Bank M&A and NMTC financing transactions.

SCHILLING, Andrew

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Andrew W. Schilling leads Schilling Law LLC, where he represents entities and individuals in government investigations, internal investigations, and civil litigation. He regularly defends organizations and individuals in civil enforcement actions and investigations by the U.S. Justice Department, U.S. Attorney's Offices, the CFPB, state Attorneys General, agency Inspectors General, and other federal and state enforcement agencies.

Career: Mr. Schilling brings to any engagement more than 30 years of experience, including more than a dozen years of service as an Assistant U.S. Attorney in the U.S. Attorney's Office for the Southern District of New York (SDNY) and 18 years in private practice. Mr. Schilling served as the Chief of the Civil Division of the SDNY from 2010-2012, on the Executive Staff of then-U.S. Attorney Preet Bharara. In that role, he led an office of 57 Civil AUSAs, established and led the SDNY's Civil Frauds Unit, and supervised all federal civil litigation on behalf of the United States, its agencies, and officers in the courts of the Southern District. Prior to serving as Civil Chief, Mr. Schilling served as Chief of the Civil Rights Unit of the SDNY. In that role, he supervised and handled criminal civil rights investigations and prosecutions, and civil enforcement investigations and actions, including actions under the Americans with Disabilities Act (ADA) and the Fair Housing Act.

SCHINDLER, Lee

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Featured in Startups & Emerging Companies (USA - Nationwide)

Practice Areas: Emerging Companies & Venture Capital Law Corporate Law Mergers & Acquisitions Venture Capital

Biotechnology & Pharmaceutical Clean Technology Healthcare Interactive Entertainment Internet & E-Commerce Internet of Things (IoT) Autonomous & Uncrewed Vehicle Systems (AUVS) Artificial Intelligence & Machine Learning Immersive Technology Blockchain, Digital Assets & Custody Fintech Medical Device Digital Media & Entertainment, Gaming & Sports Retail & Consumer Products

Career: Lee Schindler, a partner in the Emerging Companies & Venture Capital practice, serves as corporate counsel to high growth technology and life science companies. Lee also represents venture capitalists and corporate venture groups that invest in such companies. Lee regularly advises clients across a range of industries and technologies, including software-as-a-service, cloud infrastructure, mobile applications, and gaming, AI and machine learning, data security, blockchain, fintech, e-commerce, UAVs, cleantech, material science, healthcare IT, medical devices, and biotechnology. Many of the companies Lee works with have emanated from Massachusetts Institute of Technology, Harvard University, the University of Washington or other academic or research institutions. Lee has counseled numerous companies from their earliest stages of growth through exit events, including several IPOs and dozens of M&A transactions. His representation corresponds to every critical point involving emerging companies and the VC community. This includes entity formation, board matters, securities law compliance, equity compensation, financings (friends & family, angel, venture capital, growth equity and strategic), mergers & acquisitions and public offerings. Lee also works closely with his clients on fundraising strategy.

SCHISA, Will

Davis Polk & Wardwell LLP, Washington, DC

Featured in International Trade (USA - Nationwide)

Practice Areas: Will is counsel in Davis Polk's Financial Institutions practice. He advises clients on the economic sanctions laws and regulations administered by the Treasury Department's Office of Foreign Assets Control (OFAC). Clients appreciate the extensive experience Will obtained serving for nearly 10 years as an attorney in the Office of the Chief Counsel, Foreign Assets Control, the legal office that supports OFAC. In addition to sanctions, Will advises clients on U.S. anti-money laundering (AML) and export control laws and regulations, and also supports the firm's practice before the Committee on Foreign Investment in the United States (CFIUS).

SCHLAGER, Ivan A

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Featured in International Trade (USA - Nationwide)

Practice Areas: Ivan Schlager is an international trade and national security

partner in the Washington, D.C., office of Kirkland & Ellis LLP. Ivan provides counsel on structuring, negotiating and documenting transactions to address regulatory issues, including approval by the Committee on Foreign Investment in the United States (CFIUS). His pioneering work includes developing many first-of-their-kind agreements to mitigate CFIUS risk and first-of-their-kind Foci agreements. He represents a diverse group of clients ranging from defense companies, major telecommunications providers, and media and technology companies to private equity firms and companies in the financial services, energy, manufacturing and health care industries. Ivan has significant experience navigating national security reviews and negotiating complex mitigation agreements. He has developed innovative structures to address national security issues in some of the largest and most complex cross-border transactions. He also assists clients with industrial security (including mitigation of foreign ownership, control or influence (FOCI)), international trade, export control and government contracting issues, as well as congressional investigations and other matters involving government relations and investigations.

SCHLAPHOFF, Aaron

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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Attorney bio can be found here: paulweiss.com/professionals/partners-and-counsel/aaron-j-schlaphoff

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Featured in Litigation (USA - Nationwide), Products Liability (USA - Nationwide)

Practice Areas: Paul Schmidt is a nationally recognized trial lawyer and strategist, with a practice focused on life sciences clients. He has been selected as a "Top Litigator" by National Law Journal and an MVP by Law 360, and his wins have been recognized by publications such as American Lawyer (in its Litigator of the Week and Product Liability Litigation Department of the Year features, and in "Covington Lawyers Kill on Cross-Exams in Cymbalta Case") and the National Law Journal (recognizing Covington as Washington Litigation Department of the Year finalist). In addition to trial wins around the country, Paul also maintains an active appellate practice, including sweeping precedent-setting wins in a string of 18 argued appeals. Finally, he has played key leadership roles in multiple successful mass torts, including ones resolved for the defense through Daubert wins.

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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: MICHAEL SCHMIDTBERGER is the chair of the firm's Executive Committee. He previously served as a global co-leader of the Investment Funds group and managing partner of Sidley's New York office. Mike's principal areas of practice are securities and futures-related funds and corporate transactions, including related regulatory matters. He advises and represents clients in domestic and international offerings of hedge funds, hybrid funds, fund of funds, public and private commodity pools, and structured derivative and principal-protected transactions. He has also counseled clients in numerous fund restructurings and work-out situations.

SCHNEIDER, Janice

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Featured in Offshore Energy (USA – Nationwide), Environment (District of Columbia)

Practice Areas: Janice M. Schneider is Global Co-Chair of the Environment, Land & Resources Practice. She draws on more than 30 years of experience on environmental and natural resource issues. Prior to rejoining Latham, Ms. Schneider served as Assistant Secretary for Land and Minerals Management for the US Department of the Interior where she oversaw four Interior Department agencies: the Bureau of Land Management (BLM), Bureau of Ocean Energy Management (BOEM), Bureau of Safety and Environmental Enforcement (BSEE), and the Office of Surface Mining Reclamation and Enforcement (OSMRE), including more than 12,000 employees and a combined budget of US\$1.5 billion. As Assistant Secretary, she oversaw the Department's management and use of federal lands, waters, and mineral and non-mineral resources on about 245 million acres of federal surface lands, 700 million acres of federal mineral interests, and the 1.7 billion acre Outer Continental Shelf, successfully completing an extensive array of agency rules and initiatives. She was confirmed by the US Senate in May 2014. Prior to joining the US Department of the Interior, Ms. Schneider was a partner in Latham's Environment, Land & Resources Department, served as Chair of the department in Washington, D.C., and served as Global Co-Chair of the firm's Project Siting & Approvals Practice where she handled a broad range of matters in federal court and before federal agencies, members of Congress, and its staff. Before that she served as Counselor to the Deputy Secretary of Interior, a trial attorney at the US Department of Justice in the Wildlife Section, and in the Interior's Office of the Solicitor in the Division of Indian Affairs and the Honors Program.

Her experience includes: •National Environmental Policy Act (NEPA) •Endangered Species Act (ESA) and other wildlife laws •Federal Land Policy and Management Act and National Forest Management Act •Mineral Leasing Act •Mining laws •Clean Water Act •Tribal and cultural resource issues •Outer Continental Shelf Lands Act (OCSLA) Ms. Schneider has extensive experience guiding clients to successful outcomes in the energy development sector both onshore and offshore, including renewable solar and wind energy, hydropower, oil and gas, coal, pipeline and transmission line development, licensing, operation, and compliance; the minerals and mining sector; and public land, national forest, American Indian land, national wildlife refuge, and national park use and management. Ms. Schneider is a first-chair litigator and is well versed in federal policy development and legislative and regulatory activities, including working effectively with states and local government and industry, tribal, and non-governmental stakeholders; analysis and drafting of legislative language and testimony; preparing and commenting on rules; and other agency initiatives. She is a frequent public speaker and has testified before Congress numerous times. Before entering the legal field, Ms. Schneider worked for six years as a biologist and consultant with the National Park Service, University of Miami, Florida Department of Transportation, and a private firm.

SCHOENTHAL, Allison

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Allison Schoenthal is a partner in the firm's Financial Industry group, Co-Chair of the Banking and Consumer Financial Services practice and the New York head of the Consumer Financial Services Litigation practice. She represents banks, trusts, lenders, government-sponsored enterprises, private equity firms, and loan servicers in consumer finance litigation and enforcement matters. Her experience includes individual and class action lawsuits, regulatory counseling and investigations, and defending against enforcement actions by state and federal regulators. She has handled more than 1,000 state and federal consumer finance matters, defending clients against claims under RESPA, TILA, FDCPA, TCPA, HOEPA, FCA, DPA, UDAP/UDAAP, among other statutes and laws. Allison and her team have obtained important rulings for financial institutions, and have a favorable track record representing clients in the lending industry.

Personal: JD, Fordham University School of Law 2000; BA, University of Virginia 1997

SCHONFELD, Mark

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Featured in Securities (USA – Nationwide)

Practice Areas: Mark is a Co-Chair of Gibson Dunn's Securities Enforcement Practice Group. His practice focuses on the representation of financial institutions, public companies, hedge funds, accounting firms and private equity firms in investigations conducted by the Securities and Exchange Commission (SEC), Department of Justice (DOJ), States Attorneys General, Financial Industry Regulatory Authority (FINRA) and other regulatory organizations. He also conducts internal investigations and counsels clients on corporate governance, compliance and crisis management matters.

Career: Formerly Director of the New York Regional Office of the SEC.

Personal: Juris Doctor, cum laude, Harvard Law School in 1988. Bachelor of Arts degree, summa cum laude, and with Highest Distinction from the University of Rochester in 1984.

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

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SCHROEDER, Jeff

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Featured in Projects (USA – Nationwide)

Practice Areas: Mr. Schroeder is head of Hunton Andrews Kurth's energy and infrastructure team and his practice focuses on project development and finance (both domestic and international), tax equity transactions, acquisitions and disposition of projects and portfolios and related financings.

Professional Memberships: Member, District of Columbia Bar.

Publications: Co-author: 'Renewable Energy 2018, United States' (Getting the Deal Through, October 2017). Co-author: 'Regulatory Considerations for Cross-Border Power Plant Development' (Project Finance, September 2001).

Personal: BA, University of Virginia; JD, Washington and Lee (cum laude).

SCHULTZ, Ethan M.

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Featured in Projects (USA – Nationwide)

Practice Areas: Ethan Schultz guides clients in acquisitions and divestitures,

joint ventures, financings, and other corporate and commercial transactions in the energy and infrastructure sectors. Mr. Schultz represents strategic and financial investors, independent power producers, project developers, public utilities and financial institutions across a wide range of asset classes, with a particular focus on renewable energy and cleantech infrastructure. He draws on extensive transactional experience in the energy space to help clients efficiently achieve their commercial objectives. While in law school, Mr. Schultz served as Executive Editor of the University of Pennsylvania Law Review. Before that, he worked as a financial analyst for Enron and Project GRAD USA, a nonprofit focused on improving public education.

SCHUMAN, Brett

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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: Brett Schuman is the co-chair of Goodwin's Intellectual Property group. He is a partner in the firm's IP Litigation group, focusing his practice on patent and other IP litigation in federal and state courts around the country. Brett's patent litigation practice comprises patent cases on behalf of both plaintiffs and defendants across various industries. He serves as lead partner and lead trial counsel in patent infringement litigation matters involving mobile phone technology, broadband communications technology, semiconductor fabrication and circuitry, wearables, and pharmaceuticals. He also has handled approximately 30 IPR and CBM proceedings at the Patent Trial and Appeal Board. Brett is an approved panel counsel for RPX, the leading provider of patent risk solutions and insurance services. Brett's practice also comprises copyright and trade secret litigation, including trade secret litigation relating to employee mobility and trade secret litigation between competitors. For example, Brett was co-lead counsel for Otto Trucking, LLC in the Waymo LLC v. Uber Technologies, et al., where Goodwin achieved a summary judgment victory for our Otto Trucking in late 2017. Brett also served as co-lead counsel during the related Google v. Anthony Levandowski et al. arbitration proceedings. Brett also co-chairs the firm's Cannabis practice where he advises US and international businesses in, or looking to get in, the cannabis industry. His clients range from Fortune 500 companies to emerging companies. He advises cannabis industry clients regarding the federal and state regulatory regimes relating to cannabis, IP issues, products liability, and other issues. He also represents cannabis industry clients in litigation, including leading brands such as PAX Labs and Kiva Brands, Inc.

Personal: JD, Harvard Law School 1996 (cum laude); BA, University of Michigan 1993 (Phi Beta Kappa)

SCHUMAN, Ian

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Ian Schuman, Global Chair of Latham & Watkins' Capital Markets Practice, represents issuers and underwriters in complex, high-profile equity and debt offerings, both in the United States and internationally. Mr. Schuman offers clients unique experience handling prominent capital markets transactions on behalf of globally recognized brands and major investment banks. He advises on matters involving a range of industries, with a particular focus on the consumer retail, restaurant, and technology sectors. Mr. Schuman also represents companies with respect to general corporate and securities matters. His transactional work includes advising on: •Cross-border transactions •Debt exchange offers •High yield debt offerings •Initial public offerings •Public and private equity offerings •Tender offers and consent solicitations His broader corporate practice includes advising on: •Corporate governance issues •Periodic and current filings with the Securities and Exchange Commission •Satisfying requirements set forth by the New York Stock Exchange and Nasdaq Mr. Schuman previously served as the firm's New York Deputy Office Managing Partner.

SCHUSTER, Mitchell

Meister Seelig & Fein PLLC, New York

Featured in Sports Law (USA – Nationwide)

Practice Areas: Mitchell Schuster is the firm's Administrative Partner and the Chair of the Litigation Department. He offers clients a unique combination of litigation experience with a keen perception of the sports and entertainment industry. As an effective and seasoned litigator with substantial jury trial experience, he counsels clients on complex civil matters in both state and federal courts, and his practice focuses on general business and commercial matters, representing corporations, insurance carriers and individuals on business-torts, employment issues, insurance disputes, and intellectual property litigation. Mr. Schuster's practice extends to the sports and entertainment industry, comprised of professional athletes of the NFL, NBA, NHL, MLB, recording artists and talent in film and television. He provides counsel on crisis management, estate and insurance planning, formation and administering of charitable entities, endorsement and appearance agreements, investment opportunities, new business ventures and fraud recovery. With over 30 years of experience, Mr. Schuster has earned a reputation as a market-leading crisis specialist, working extensively with high net-worth individuals to manage severely adverse situations, both criminal and non-criminal such as; blackmail attempts, criminal investigations, family law related issues, asset recovery, nightclub assaults and photo, video

and texting scandals. His strategic and focused advice in conjunction with his ability to identify, assess, manage and respond quickly to these risks and critical events has helped preserve his clients' reputations and avoid the negative impact on their personal and professional brands.

SCHWAMM, Michael

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Featured in Cannabis Law (USA – Nationwide)

Practice Areas: Mr. Schwamm represents public and private entities in all aspects of their business affairs. He practices in the areas of mergers and acquisitions, securities and technology law and provides general corporate counseling. Within the cannabis sector, Mr. Schwamm advises companies of all sizes, including startups, venture-backed companies, privately held businesses and public companies. In particular, he has worked on two of the larger cross-border public company mergers and well as industry roll-ups. He also provides services to venture capital and private equity funds and angel investors as well as high net worth individuals and family offices, in connection with fund formation and investment. Mr. Schwamm has moderated or participated on a number of panels focusing on investing in cannabis.

Career: Duane Morris LLP: Partner, 2003-present; Warshaw Burstein Cohen Schlesinger & Kuh: Of Counsel, 2000-2003, Partner, 1999-2000, Senior Associate, 1994-1998; FiberCity Networks, Inc.: Vice President and General Counsel, 2000-2002, Acting Chief Operating Officer, 2001-2002; Shea & Gould: Associate, 1983-1994

Professional Memberships: Association for Corporate Growth; ACG New York Cares; American Bar Association; Association of the Bar of the City of New York

Personal: Georgetown University Law Center, J.D., magna cum laude, 1983; University of Pennsylvania, B.A., cum laude, 1980

SCHWARTZ, David L

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Featured in Offshore Energy (USA – Nationwide), Energy & Natural Resources (USA – Nationwide)

Practice Areas: David Schwartz has extensive experience representing entities involved in electric generation, transmission and distribution, electric and gas marketing and trading, and gas transportation and distribution. He is the former Global Chair of the Energy Regulatory & Markets Practice and former Co-Chair of the Global Power Industry Group. Mr. Schwartz has been active in the formation of the developing electricity markets in the United States; led transactional and regulatory teams in mergers and acquisitions and divestitures of

energy companies and assets; litigated contract, rate, and transmission access disputes; and drafted federal and state energy legislation. He also has extensive experience in negotiating power purchase and sale agreements, electric transmission agreements, natural gas transportation agreements, energy management agreements, and electric and gas interconnection agreements. Mr. Schwartz regularly advises clients on energy matters before the Federal Energy Regulatory Commission (FERC), various state public utility commissions, the US Department of Justice (DOJ), the Federal Trade Commission (FTC), the Securities and Exchange Commission (SEC), the Commodity Futures Trading Commission (CFTC), and the Department of Energy (DOE). Mr. Schwartz is consistently recognized as a top energy attorney in Corporate Counsel Magazine, Best Lawyers in America, Who's Who Legal: Energy, Chambers USA, Chambers Global, and The Legal 500 US. The Legal 500 US recently selected him into its Hall of Fame for his energy transactional and regulatory work and as a Leading Lawyer for his renewable energy work. In 2021, he was named a M&A Client Service All-Star by BTI Consulting Group based on a survey of US corporate counsel and executives. Mr. Schwartz is a member of the American Bar Association and has held leadership positions in the Energy Bar Association.

SCHWARTZ, Eric

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: In 2016 Eric Schwartz retired as a partner in the international arbitration group of King & Spalding and now practises independently as an arbitrator and as an arbitrator member of Fountain Court Chambers in London. He is a former secretary general (1992-1996), court member (2006-2012) and vice president (2012-2015) of the ICC International Court of Arbitration. He has also served as a vice-chair of the ICC institute of world business law. Over the course of four decades of legal practice, Eric has acted as counsel and as an arbitrator in international arbitration proceedings in all the principal European arbitration venues, as well as in Africa, Asia and North America. He has particular expertise in relation to disputes concerning large infrastructure projects as well as investment treaties and complex cross-border transactions in the energy, IP or IT and pharmaceutical sectors. Although Eric is especially well known for his ICC arbitration experience, he has also acted in arbitrations under the rules of the American Arbitration Association, CI-ETAC, the European Development Fund, the ICDR, the Netherlands Arbitration Institute, the LCIA, the Stockholm Chamber of Commerce, the Singapore International Arbitration Centre and the Vienna International Arbitration Centre,

in addition to ICSID and UNCITRAL.

He has experience of disputes under a variety of legal systems, including those of France, England, Switzerland, the United States and multiple jurisdictions across the Middle East, Africa and Asia. Eric is the author of dozens of articles on international arbitration practice as well as the co-author (with Yves Derains) of A Guide to the ICC Rules of Arbitration (Kluwer, 2nd ed, 2005) and the editor of several other books, including (with B Hanotiau) Multiparty Arbitration (ICC 2010) and Class and Group Actions in Arbitration (ICC 2016). Eric was educated at Dartmouth College (BA 1973) and Yale University (JD 1976) and is a member of the California Bar and an emeritus member of the Paris Bar. He is fluent in English and French.

SCHWARTZ, Ian

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Partner Ian M.

Schwartz focuses on the formation and operation of private equity funds. As head of the Firm's Investment Funds Group, Ian is highly skilled in counseling private fund clients in connection with the structuring of fund investments and provides advice on legal and regulatory compliance matters for funds and their investment advisers. He also assists fund sponsors in connection with the organization and documentation of their internal firm arrangements. He has served as legal counsel in numerous multimillion-dollar and middle-market private investment fundraisings for institutional and boutique sponsors across a spectrum of investment strategies, including buyout, real estate, mezzanine debt, fund of funds, industry-specific, infrastructure, region-specific, secondary, co-investment and CDO. View more at: <https://www.mwe.com/people/schwartz-ian-m/>

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Featured in Technology (USA – Nationwide), Technology (California)

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Andrea Schwartzman, Global Chair of Latham & Watkins' Investment Funds Practice, advises clients on the formation and ongoing operations of a broad range of private investment vehicles. Nationally recog-

nized as a leading investment funds lawyer, Ms. Schwartzman delivers practical and business-focused advice to private fund sponsors and asset managers at all stages and sizes, as well as institutional investors. She advises clients on various types of fund formation across a range of investment areas, including the buyout, energy and infrastructure, technology, and credit spaces. Ms. Schwartzman's work encompasses a variety of matters in the private capital space, including:

- Fund formation • GP-led secondary transactions • Internal sponsor economic arrangements • Joint ventures • Strategic transactions, including the acquisition of investment managers

Ms. Schwartzman also frequently provides pro bono counsel to various nonprofit organizations on general business matters. Ms. Schwartzman regularly speaks and writes on key issues concerning the investment funds space, including for leading industry conferences and publications. Ms. Schwartzman previously served as Global Vice Chair of the Associates Committee.

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Featured in eDiscovery (USA - Nationwide)

Practice Areas: Class Action; eDiscovery; Wage and Hour

Career: Reinforcing the firm's commitment to providing its clients with leading-edge solutions in this critical area of the law, Lauren assists Littler attorneys and clients in all aspects of electronic discovery, including initial preservation obligations; developing strategies for efficient and effective data harvesting; review and production; implementing cost-shifting/cost-reduction strategies and the admissibility of electronic evidence at trial. She has extensive trial experience and handles court appearances and motion practice on matters relating to eDiscovery. Additionally, Schwartzreich serves as co-chair of Littler's LGBTQ+ Pride Committee and is a member of the firm's Diversity and Inclusion Council and the Virtual Litigation Planning Committee. She frequently speaks and publishes on eDiscovery, social media, privacy, and litigation technology issues.

Professional Memberships: American Bar Association - National Institute on E-Discovery, Program Chair; The Sedona Conference® - Working Group Series Leadership Council; New York City Bar Association - LGBT Rights Committee, former Secretary 2010-2012

Personal: J.D. Emory University School of Law; B.A. Emory University

SCHWEITZER, Lisa M

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

SCHWOLSKY, John
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Featured in Insurance (USA - Nationwide), Insurance (New York)

See under New York for profile.

SCOTT, Carmen
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Featured in Products Liability (USA - Nationwide)

Practice Areas: Human Rights, Medical Devices, Medical Drugs

Career: With a focus on women's products, Carmen Scott represents victims of harmful medical drugs and devices, medical negligence, and corporate misconduct. She also advocates for human trafficking victims who seek to hold hotel franchises and other corporate entities accountable for allegedly enabling trafficking for profit. Carmen helps lead Motley Rice's mass tort pharmaceutical litigation by managing complex personal injury and economic recovery damages cases. She has been on the forefront of national litigation, including multidistrict litigation pending in California for thousands of women who developed severe health complications allegedly caused by Bayer Corp.'s contraceptive device Essure®. She previously litigated claims involving NuvaRing®, Yaz® and Yasmin® birth control drugs and devices and served on the Plaintiffs' Steering Committee in In re NuvaRing Products Liability Litigation. She also served as co-lead counsel in In re Mirena Product Liability state court consolidation in New Jersey, and as co-chair of the AAJ Mirena® IUD Litigation Group. Prior to joining Motley Rice in 2005 and concentrating her efforts on the medical practice area, Carmen represented numerous clients in jury trials, working on products liability, personal injury, and business cases for both plaintiffs and defendants. Carmen is a frequent speaker on medical litigation and topics involving women's products, regularly lecturing at both legal seminars and public advocacy events on such issues as plaintiffs' rights in medical negligence and dangerous drug cases. She has been quoted in numerous national media outlets and publications, including The Associated Press, NBC News New York, Marie Claire and MotherJones.

Professional Memberships: American Association for Justice, Exchange Advisory Committee; Section and Litigation Group Coordination Committee American Bar Association South Carolina Association for Justice South Carolina Women Lawyers Association

SCOTT, Henry T
Milbank LLP, Washington, DC

Featured in Projects (USA - Nationwide)

Practice Areas: Henry T. Scott is a partner in the Los Angeles office of Milbank LLP and a member of the firm's Global Project, Energy and Infrastructure Finance Group. Mr. Scott's practice focuses on corporate, transactional and energy law. His core specialty is

the representation of debt and equity financing parties in complex North American renewable energy transactions, especially those involving investment and production tax credits and the federal loan guarantee program. He has also been involved in transactions involving geothermal generation projects, coal gasification facilities, and onshore LNG terminals, as well as rail and road public-private partnership (PPP) infrastructure projects. He regularly advises buyers and sellers in the acquisitions, workouts, and dispositions of energy and infrastructure assets, and structuring transactions more broadly in energy transition related businesses, including battery storage, electric vehicles, and renewable fuels. In addition, Mr. Scott has experience representing clients involved in the space, communications, and transportation sectors, and has represented clients in connection with the financing of aviation, satellite, and other space-related assets. Mr. Scott is ranked by Chambers in the Chambers USA Guide 2022 (Projects: Renewables & Alternative Energy - USA - Nationwide) and recognized by Legal 500 (Energy: Renewable/Alternative Power). He was also recently named the Energy Project Development Lawyer of the Year in California - 2022 by INTL Magazine in their Global Awards series, and was recognized as a Rising Star in Project, Energy, and Infrastructure Finance by Euromoney in the 2021 Rising Stars Expert Guide. He earned his J.D., cum laude, from Georgetown University Law Center, where he was the Editor-in-Chief of the Georgetown Journal of Law & Public Policy and received his B.A., summa cum laude, from the University of Notre Dame, where he was elected Phi Beta Kappa. Mr. Scott co-authored the United States chapters of the first and second editions of The Renewable Energy Law Review, and the United States chapter of numerous editions of the Projects and Construction Review, published by Law Business Research Ltd.

SCOVILLE, Michael
McGuireWoods LLP, Washington, DC
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Featured in Transportation (USA - Nationwide)

Practice Areas: Product Liability Law Aviation & Transportation Appeals, Issues & Strategy Latin American Compliance Unmanned Vehicle Systems

Career: Michael is a seasoned trial attorney with substantial experience in aerospace sector litigation, product liability claims and risk counseling, domestic and international arbitrations, and investigations involving the False Claims Act (FCA) and Foreign Corrupt Practices Act (FCPA). He is known for representing top companies in complex cases, including high stakes arbitration disputes. Michael has litigated matters involving a diverse range of industries, from aviation and aerospace to telecommunications, yachting, recreation equipment, and tire manufacturing. Noteworthy highlights include success-

fully arguing for summary judgment on the government contractor defense in a military rotorcraft matter; prevailing on an eight-figure arbitration claim involving an aerospace supply-chain dispute; and representing a major aviation manufacturer in multidistrict litigation arising from a significant commercial aviation accident. Before joining McGuireWoods, Michael honed his skills as a federal prosecutor with the U.S. Attorney's Office in Seattle, Washington, where he tackled numerous jury and bench trials. Leveraging this background, he conducts thorough risk assessments and investigations related to FCA and FCPA matters. Prior to serving as a federal prosecutor, Michael was a law clerk to Justice Anthony M. Kennedy of the U.S. Supreme Court and Judge J. Michael Luttig of the U.S. Court of Appeals for the Fourth Circuit.

SEALE, Daniel
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Featured in Banking & Finance (New York), Private Credit (USA - Nationwide)

Practice Areas: Daniel Seale is a partner in the New York office of Latham & Watkins and is Global Chair of the firm's Banking Practice. Mr. Seale is a member of the Finance Department; the Banking, Capital Markets, and Private Equity Practices; and the firm's Strategic Client Committee. He is a former Vice Chair of the firm's Associates Committee and former Local Chair for the Finance Department in the New York office. Mr. Seale represents financial institutions, corporate borrowers, and other alternative financing providers in leveraged finance transactions with a particular focus on acquisition financings. Mr. Seale has also represented buyers and sellers in both public and private mergers and acquisitions transactions. Having advised on hundreds of large-cap syndicated loans, middle market loans, unitranche loans, and direct lending transactions, Mr. Seale has broad exposure to the global financial markets and its key participants. He regularly handles major financing transactions for clients such as Antares Capital, Bank of America, Blackstone Credit, Golub Capital, JPMorgan, Morgan Stanley, and Sixth Street. Mr. Seale served as a Judicial Clerk to Chief Judge Ronald Lagueux of the United States District Court, District of Rhode Island.

SEDERBERG, Christian
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Featured in Cannabis Law (USA - Nationwide)

Career: Christian Sederberg is a partner at Strategies 64 based in Denver. He is a widely recognized leader in the cannabis industry and works closely with government officials, trade associations, members of the business community, and advocates to advance thoughtful cannabis policy at the local, state, and national level. He is also a co-founder of the Vicente LLP

law firm, where he currently serves as special counsel, representing cannabis businesses and ancillary companies on a wide range of compliance, regulatory, corporate, and legislative issues. Christian played an integral role in the passage and implementation of Colorado's historic cannabis legalization initiative in 2012, and was nominated by Gov. John Hickenlooper to represent the campaign on the Amendment 64 Implementation Task Force. He also sat on the executive committee of the Committee for Responsible Regulation, which coordinated the campaign to establish statewide excise and sales taxes on the sale of adult-use marijuana in Colorado. Christian currently serves on the board of Colorado Leads. He previously served as the Board Chair for the U.S. Cannabis Council and the Cannabis Trade Federation, as well as a board member of the National Cannabis Industry Association. He was included in the National Law Journal's inaugural list of "Cannabis Law Trailblazers," as well as the Cannabis Business Executive 100, a list of the 100 most influential people in the global cannabis industry and policy reform movement. Since 2020, Christian has been recognized as one of the nation's top cannabis lawyers by the prestigious Chambers and Partners USA. He was named a top corporate lawyer in 2021-2023's The Best Lawyers in America® and has been included in 5280's list of "Denver's Top Lawyers" every year since 2015.

SEGALIS, Boris

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Boris Segalis is a partner in Morrison Foerster's Privacy + Data Security Group. For over a dozen years, he has counseled clients on privacy and cybersecurity issues in the context of strategic product advice, corporate transactions, and regulatory investigations. Boris regularly advises clients on the development and implementation of data-driven products and services, on global privacy and cybersecurity compliance, and on handling cyber incidents affecting companies and users globally. Boris also regularly defends companies in U.S. federal, state, and global privacy and cybersecurity investigations, including representing clients in front of the Federal Trade Commission (FTC), the New York and California attorneys general, and foreign regulators. Boris's practice focuses on advising clients on the requirements of a variety of U.S. privacy and cybersecurity laws, including the California Privacy Rights Act (CCPA/CPPRA) and other U.S. state privacy laws; state cybersecurity requirements such as the New York State Department of Financial Services (NYDFS)'s Cybersecurity Regulation; the Children's Online Privacy Protection Act (COPPA); the Family Educational Rights and Privacy Act (FERPA); CAN-SPAM; NIST's Cy-

bersecurity Framework (CFS); the Telephone Consumer Protection Act (TCPA); and the Video Privacy Protection Act (VPPA). Boris regularly advises financial institutions and Fintech companies on the Gramm-Leach-Bliley Act (GLBA), the Fair Credit Reporting Act (FCRA), and the Payment Card Industry Data Security Standard (PCI DSS). Boris also has experience advising companies on privacy concerns stemming from the Illinois Biometric Information Privacy Act (BIPA) and other biometric data requirements. Boris has a strong command of global privacy and cybersecurity laws and advises companies on regulations such as the General Data Protection Regulation (GDPR), the EU-U.S. Data Privacy Framework, and the EU's ePrivacy Directive. Boris counsels clients ranging from emerging to late-stage to public companies across industries, including technology, data brokerage, AI, financial services and Fintech, crypto, life sciences, consumer services, e-commerce, AdTech, media, and others. For seven consecutive years, Boris has been individually recognized by Chambers USA in the Privacy & Data Security category and is recognized by Chambers Global for Privacy & Data Security – USA. He has also been recognized by The Legal 500 as a leading lawyer in cyber law (including data privacy and data protection). Crain's New York Business has previously included him in its 40 Under 40 list, and New York Metro has recognized Boris as both a Super Lawyer and a Rising Star. Boris is a Certified Information Privacy Professional (CIPP/US) through the International Association of Privacy Professionals (IAPP), has previously served as co-chair of NYC IAPP KnowledgeNet, and served on the IAPP's Research Board. Boris currently serves as one of the leaders of the UJA Privacy and Cybersecurity Group. Boris also is an adjunct professor at Vanderbilt University School of Law, where he co-teaches a class on the law of data as an asset.

SEIGUER, Julian J.

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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)
See under Texas for profile.

SELBY, Timothy P

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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Structures alternative investment funds, including private equity, private credit, hedge, crypto/digital assets, commodity, venture, and private equity. Advises fund managers on compliance with, and exemptions from, various investment, security, and commodity laws, SEC and CFTC regulations, and NFA rules. Also counsels clients on SEC and CFTC/NFA regulatory enforcement matters. Advises clients on fund platforms, access vehicles, and seed arrangements.

Career: Chair, firm's Investment Funds Group.

Professional Memberships:

Chairman, New York Alternative Investment Roundtable; former Chairman, Committee on Futures and Derivatives Regulation, NYC Bar Association; Private Investment Funds Committee of the NYC Bar Association.

Personal: Licensed CPA, New York; Awarded Investment Foundations Certificate by CFA Institute

SELIGA, Joseph

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Featured in Political Law (USA – Nationwide), Projects (USA – Nationwide)

Practice Areas: Joe Seliga is co-lead of Mayer Brown's Government Transactions practice and co-lead of Mayer Brown's Projects and Infrastructure Industry Team. Joe advises on path-breaking road, bridge, airport, port, public parking, rail, mass transit, social infrastructure, water, wastewater and convention center infrastructure M&A and public-private partnership (P3) transactions. He has advised on many "Deal of the Year" award-winning transactions and has served as counsel to government owners, equity investors, lenders and contractors.

SELIGMAN, Terri

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Featured in Advertising (USA – Nationwide)

Practice Areas: Advertising, Marketing & Public Relations Branded Entertainment Charitable Organizations Intellectual Property Technology & Digital Media Data Strategy, Privacy & Security Fashion Hospitality Law Social Media

Career: Terri J. Seligman is Co-Chair of the Advertising, Marketing & Public Relations Group at Frankfurt Kurnit. Best Lawyers in America named her the 2022 "Advertising Lawyer of the Year" in New York City and The Legal 500 guide included her in their "Hall of Fame" for Advertising in 2022 and 2023. Ms. Seligman regularly appears in Best Lawyers, Chambers USA America's Leading Lawyers for Business, Super Lawyers magazine, and The Legal 500. The New York Law Journal included her as one of only seven 2022 Diversity Initiative honorees. Crain's New York Business included her on their 2022 Notable Diverse Leaders in Law list and their 2022 Notable Women in Law list. She was also the only law firm partner selected by New York Business Journal for its inaugural "Women of Influence Awards," honoring business women who stand out both for their achievements in the marketplace as well as their commitment to community and mentoring. Ms. Seligman is one of the country's preeminent practitioners before the National Advertising Division (NAD), representing both advertisers and challengers in competitive advertising disputes. She also represents

companies in disputes and regulatory matters before broadcast networks and state and local enforcement agencies. In addition, Ms. Seligman advises on the full complement of advertising and marketing law issues, including claims and substantiation, native advertising, social media, mobile marketing and laws governing intellectual property and rights of publicity and privacy. She also regularly advises on sweepstakes and contests, and laws governing gift cards, reward programs, rebates, and other popular marketing devices. In addition to her counseling practice, Ms. Seligman also drafts and negotiates contracts for advertising and marketing arrangements, including celebrity talent deals, sponsorship and co-promotion agreements, media agreements, and licensing agreements. Ms. Seligman is a well-known public speaker on advertising, marketing, and Internet law issues. She has been a featured speaker at leading industry conferences and is a frequent contributor to the firm's Advertising Law Updates blog. Her writings have appeared in Inside Counsel magazine, Advertising Compliance Service, iMedia Connection, The Computer and Internet Lawyer, Law 360, and other publications. She has served as a Vice-Chair of the Advertising Disputes and Litigation Committee of the Antitrust Section of the American Bar Association (ABA) and as a Co-Chair of the Advertising and Commercial Speech committee of the MLRC. Ms. Seligman is a graduate of New York University School of Law (J.D., 1985), and Wesleyan University (B.A., with honors, 1982). She clerked for the late Hon. Morey L. Sear, former Chief Judge of the United States District Court for the Eastern District of Louisiana. Ms. Seligman is a Life Fellow of the American Bar Foundation and a past recipient of the Cornerstone Award from Lawyers Alliance for New York, the leading provider of legal services for nonprofit organizations improving the quality of life in New York City neighborhoods. She serves on the Board of Trustees of The Brearley School. Ms. Seligman is admitted to practice in New York and California.

SEMRAD, Lauren

Cleary Gottlieb Steen & Hamilton LLP, New York
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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Lauren Semrad's practice focuses on advising U.S. and international financial institutions on U.S. bank and bank holding company regulatory matters. Among other areas, this includes the legal and regulatory frameworks addressing financial company insolvency and resolution, capital and liquidity requirements, and qualified financial contracts. Lauren is frequently counsel to leading financial market trade associations and ad hoc coalitions on major industry initiatives and comment letters.

Career: Lauren joined the firm in 2014 and became a partner in 2024. J.D.,

Vanderbilt Law School, 2014, Order of the Coif, Law Review Articles Editor; B.A., University of Virginia, 2010.

Professional Memberships: Member of the Bar in New York and District of Columbia.

SENDEROWICZ, Jeremy I

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Mr. Senderowicz focuses his practice on advising registered investment companies, private funds and their investment advisers on a variety of matters pertaining to the Investment Company Act of 1940, the Investment Advisers Act of 1940 and other securities laws. He is a leading practitioner in the area of exchange-traded funds (ETFs), with extensive experience representing ETF sponsors and ETF fund complexes. His ETF clients include a wide range of asset managers, from startups to large, established firms. He has advised numerous ETF clients in launching novel products, including obtaining new regulatory relief for such products, and has obtained a large number of exemptive orders, no-action letters and other regulatory relief from the SEC on behalf of his ETF clients. Mr. Senderowicz has also advised numerous clients in matters relating to cryptocurrency and blockchains, including proposed offerings of bitcoin ETFs and other issues relating to funds which invest in cryptocurrency and the use of blockchains by asset managers and in securities offerings. Mr. Senderowicz also has significant experience with forming and providing ongoing advice to registered funds of hedge funds, other types of continuously offered closed-end funds and mutual funds. He has advised numerous clients regarding a wide variety of issues in building out their alternative fund product lines, including reorganizations and board matters.

SENSIBA, Charles

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Featured in Energy & Natural Resources (USA – Nationwide)

Career: A recognized national leader in hydropower, including all federal environmental and other regulatory policies affecting hydropower, Chuck Sensiba provides strategic, legal and policy counsel on a full range of existing and emerging issues affecting the hydropower industry. In his nearly 25 years of legal practice, Chuck represents hydropower interests in some of the most high-profile, complex and controversial proceedings involving the regulation of non-federal hydropower projects across the U.S. He regularly handles matters arising under the Federal Power Act, National Environmental Policy Act, Endangered Species Act, Clean Water Act, National Historic Preservation Act, Coastal Zone Management Act, and the array of other federal and state regulatory programs pertaining

to hydropower. His work includes successful representation in scores of hydroelectric relicensing proceedings before the Federal Energy Regulatory Commission (FERC); attainment of original FERC licenses for new project development; FERC license enforcement and compliance proceedings; administrative and appellate litigation before the U.S. Courts of Appeal on hydropower licensing and administrative matters; and policy work before the U.S. Congress. Chuck serves clients ranging from some of the largest and most complex facilities in the nation to small water supply projects. He also serves on the Board of Directors for the National Hydropower Association.

SERVIDIO, John

Goodwin, New York

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Featured in Capital Markets (USA – Nationwide), Derivatives (USA – Nationwide)

Practice Areas: John Servidio is a partner in Goodwin's Capital Markets and Digital Currency & Blockchain Technology practices. He advises clients on the origination, sales, and trading of financial instruments including securities, rates, currencies, commodities, and digital assets. In the capital markets space, John assists dealers and issuers with structuring equity and equity-linked offerings, hedging and monetization transactions, securities repurchase programs, and corporate derivatives. In the digital asset space, he helps clients build and invest in protocols for staking, financing, lending, and trading virtual currencies.

Personal: JD, Pepperdine University 2002; MBA, Pepperdine University 2002; BSBA, University of Arizona 1996

SERWIN, Andrew B

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Featured in Privacy & Data Security (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/s/serwin-andrew>

SESSIONS, Lynn

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Featured in Healthcare (Texas), Privacy & Data Security (USA – Nationwide)

See under Texas for profile.

SETTERLUND, Eric

Bradley Arant Boult Cummings LLP, Birmingham

Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Cybersecurity & Privacy Healthcare Health Information Technology, Privacy & Security Class Action Litigation Litigation Long Term Care & Senior Housing Behavioral Health Artificial Intelligence Cybersecurity & Privacy – Energy

Career: Eric Setterlund serves as a co-chair of Bradley's Cybersecurity and Privacy Practice Group. Eric has extensive experience with matters related to privacy, security protections and regulatory compliance. Prior to joining

the firm, Eric served as chief privacy officer and privacy and data counsel for BlueCross BlueShield of Tennessee. He draws upon his real-world business and program management experience to provide his clients practical advice for complex regulatory and transactional matters. Eric has a strong understanding of the day-to-day management and maintenance of an enterprise privacy program, including the development and implementation of required policies, procedures, and customer notices. He has years of experience guiding clients through significant changes in the regulatory landscape of state, federal, and international privacy and data use laws, including HIPAA, 42 C.F.R. Part 2, ONC Information Blocking Rules, CMS Interoperability mandates, CCPA/CPRA, GDPR, PIPEDA, COPPA, CAN-SPAM, FCRA, TCPA, CPA, UCPA, CTDPA, VCDPA, FTC rules, data breach notification laws, and other U.S. and international privacy and data requirements. In addition to his extensive program management experience, Eric has assisted clients with a variety of other compliance and transactional matters. He has broad experience in structuring and negotiating complex technology transactions and data sharing arrangements in the healthcare space, such as drafting and negotiating master services agreements (MSAs), software license agreements, software as a service (SaaS) agreements, professional services agreements, and data use agreements and advising clients on strategic outsourcing and offshoring initiatives. He also has assisted clients with the development of new products and services to ensure compliance with privacy laws, including helping clients with emerging technologies, such as artificial intelligence (AI), and other digitization and customer outreach efforts. Eric has significant experience helping clients prepare for privacy and security risk assessments and third-party audits. Eric has helped numerous public and private clients across all industries investigate and respond to data breaches or significant cybersecurity events, including helping companies notify customers, the media, and state and federal regulators. He has helped clients develop and implement response plans and test their cybersecurity readiness to mitigate risk associated with future incidents. Eric also has successfully defended and represented clients in numerous investigations and complaints brought by federal and state regulators, including the Department of Health & Human Services' Office of Civil Rights for alleged violations of HIPAA. In addition, Eric is a member of Bradley's Class Action Litigation team, focusing on privacy- and data breach-related class action matters. He has experience across all phases of civil litigation, including initial investigation, developing case strategy, drafting dispositive motions, working with experts, preparing for trial, and handling high-stakes appeals. Eric is designated as an ANSI Certified Information Privacy Professional (CIPP/

US) by the International Association of Privacy Professionals.

Professional Memberships:

International Association of Privacy Professionals (CIPP/US)

SEWELL, David

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Financial Transactions Financial Services Corporate, Regulatory, Compliance & Transactions Consumer Finance Law White Collar & Investigations Financial Services & Investments Fintech Cannabis Law

Career: David Sewell advises banks, nonbank financial institutions, direct lenders, and payments and fintech companies on federal and state banking law and regulation. He also has substantial experience assisting clients with Bank Secrecy Act (BSA) and anti-money laundering (AML) regulations, as well as compliance with sanctions programs administered by the Office of Foreign Assets Control (OFAC). His practice includes handling charter and licensing matters before state and federal regulatory agencies; advising on compliance with banking, payments, and consumer finance regulations; supporting transactions involving financial institutions and fintech companies at all stages of maturity; and representing clients in supervisory examinations, investigations, and enforcement proceedings involving the Federal Reserve, Office of the Comptroller of the Currency (OCC), Consumer Financial Protection Bureau (CFPB), Financial Deposit Insurance Corporation (FDIC), Treasury Department, OFAC, and various state regulatory and law enforcement agencies.

SEYFERTH, Patrick

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Featured in Products Liability (USA – Nationwide), Litigation (Michigan)

Practice Areas: Product Liability Advanced Technologies Business and Commercial Class Actions Securities / Finance

Career: Patrick Seyferth is a co-founder of Bush Seyferth PLLC and a member of BSP's executive committee. In 2022, Patrick was appointed by Chief Judge Jeffrey S. Sutton to the Advisory Committee on Rules for the U.S. 6th Circuit Court of Appeals. He also serves as an Executive Board member for the Federal Bar Association (ED of Michigan); a Sustaining Member to the Product Liability Advisory Council; and on the 6th Circuit Life Member Committee. Patrick was recognized in 2019 by Best Lawyers as Troy, Michigan's Product Liability Lawyer of the Year and was featured in Leading Lawyers Magazine – Michigan Edition 2020. Patrick has handled catastrophic product liability and commercial cases in 23 states. During the past 25 years, he has gained extensive trial experience, which includes first-chairing complex

trials through jury verdict in AZ, MI, OH and TN. Patrick has proudly represented some of America's best-known companies — such as GM LLC, Ford Motor Company, Pulte, VWGoA, Textile Management, Nissan, and Hyundai — as well as several individuals. He has been recognized for his accomplishments as a federal mediator, lectured nationally on trial advocacy issues and managed BSP's \$1,000,000 plus charitable foundation since 2003.

Professional Memberships: Life Member Committee—U.S. 6th Circuit Court of Appeals (Appointed Member) Advisory Committee on Rules—U.S. 6th Circuit Court of Appeals (Appointed Member) Life Member—U.S. 6th Circuit Court of Appeals Federal Bar Association Eastern District of Michigan, Executive Board Member, Sustaining Member Product Liability Advisory Council, Sustaining Member Leading Lawyers, Advisory Board Member, 2018—present Oakland County Bar Foundation, Fellow Eastern District of Michigan, Appointed Member e-Filing Rules Committee Oakland County Bar Association, Member American Bar Foundation, Life Fellow Michigan Defense Trial Counsel, Member

Publications: Avoiding the Blind Spots: Evidentiary Issues, Exhibits, Experts, and Trial Strategies, DRI For the Defense, Published Winter 2018 Privacy, Cybersecurity, and the Connected Car, DRI In-House Defense Quarterly, Published Spring 2015 Lawsuits Involving Component Suppliers, DRI In-House Defense Quarterly, Published Spring 2012 Trial Strategies: Humanizing the Corporate Defendant, DRI In-House Defense Quarterly, Published Winter 2010

Personal: Patrick heads the BSP Charitable Foundation which, to date, has raised nearly \$1 million for various charities. He also serves on the Advisory Board for New Day Foundation for Families, a MI non-profit that provides resources to families afflicted by cancer. In 2018, Patrick received the New Day Foundation for Families Matt Kell and Cathy Spehn Legacy Award. In 2022, the New Day Foundation for Families honored Patrick for his steadfast commitment to the organization with the Jack Aronson Champion Award. This award recognizes those who demonstrate a champion's spirit of humility, courage, strength, and perseverance in the effort to bring hope to families fighting cancer. Patrick leads the firm's pro bono efforts and has also gained positive results for individuals and families in need. In one pro bono case, Patrick helped 2 young girls deal with a child sexual abuse matter that made a "lasting impact" on their lives. Although a Spartan to the core (he met his wife Sandi in East Lansing), Patrick is proud to have graduated from the University of Michigan Law School. Patrick and his wife Sandi—a CPA who does charity work and serves as the Controller for Annox Company—have 5 children and reside in Rochester, Michigan. Spending time with his family is Patrick's favorite hobby.

SEYMOUR, Karen Patton
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Featured in Financial Services Regulation (USA - Nationwide), Securities (USA - Nationwide), Litigation (New York)

Practice Areas: White-collar criminal defense, internal investigations, crisis management, complex commercial litigation, corporate governance

Career: Karen Patton Seymour is a member of the S&C's Management Committee. She has a multidisciplinary practice focusing on corporate governance, crisis management, complex commercial litigation, white-collar criminal defense, and internal investigations involving a wide variety of subjects. Ms. Seymour rejoined the Firm in 2021 from Goldman Sachs, where she served as Executive Vice President and General Counsel and was a member of the Management Committee. She oversaw the firm's strategy regarding class action and other litigation and enforcement issues and served as a key advisor to the firm across a wide variety of legal and reputational matters. Prior to her time at Goldman Sachs, Ms. Seymour was co-managing partner of S&C's Litigation Group and represented corporations and individuals in state and federal investigations and proceedings involving allegations of securities fraud and insider trading, FCPA, anti-money laundering, OFAC sanctions, and criminal antitrust violations. She often worked on complex, multi-jurisdictional matters, such as leading the negotiations of numerous significant settlements involving multiple jurisdictions. Illustrative of this is the high profile sanctions settlement Ms. Seymour secured for BNP Paribas in 2014 for which the Financial Times noted the "limited fallout." Ms. Seymour has tried numerous jury and bench trials in federal court and argued many appeals before the U.S. Court of Appeals for the Second Circuit. She has deep experience representing corporations and individuals outside of the United States in responding to U.S. inquiries and investigations, and assisting in complex international investigations. From 2002 to 2004, Ms. Seymour served as Chief of the Criminal Division for the U.S. Attorney's Office for the Southern District of New York, where she supervised 165 federal prosecutors and oversaw all criminal investigations and prosecutions in the district.

Professional Memberships: Member, The Board of Trustees of The Metropolitan Museum of Art; Trustee, The University of Texas Law School Foundation; Member, American Law Institute—Adviser on Restatement of the Law Third, Conflict of Laws project and on Principles of the Law, Compliance, Enforcement, and Risk Management for Corporations, Non-Profits, and Other Organizations; Board Member, Perlman Music Program; Board Member, Public Art Fund; Honorary Trustee, Vera Institute of Justice

Personal: University of London, LL.M., 1987; The University of Texas School

of Law, J.D., 1986; Southern Methodist University, B.A./B.S., 1983

SEYMOUR, Samuel W
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Accounting fraud, securities fraud, foreign bribery, price fixing, economic sanctions violations, money laundering, obstruction of justice. Mr. Seymour's practice also encompasses commercial litigation and arbitration matters, including derivative cases, shareholder actions and complex contract disputes.

Career: Mr. Seymour has represented clients in many high-profile investigations involving allegations of accounting fraud, securities fraud, foreign bribery, price fixing, economic sanctions violations, money laundering and obstruction of justice. He represents individuals and institutions in enforcement matters across a broad range of financial and industrial business sectors worldwide. Mr. Seymour also served as an Assistant U.S. Attorney and Deputy Chief Appellate Attorney in the Southern District of New York from 1988 through 1991.

Professional Memberships: Widely recognized for his professional achievements, Mr. Seymour is a member of numerous organizations serving the legal and educational communities.

Personal: Columbia Law (J.D., 1982); Dartmouth (A.B., 1979).

SHAHEEN, Randal M
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Featured in Advertising (USA - Nationwide)

Practice Areas: Randy Shaheen has more than 30 years of experience as an advertising attorney. A member of BakerHostetler's Advertising, Marketing and Digital Media team, he represents clients before a variety of regulatory agencies, including the Federal Trade Commission (FTC), Consumer Financial Protection Bureau (CFPB), National Advertising Division (NAD) and state attorneys general, and he is sought after for his handling of multijurisdictional matters. Randy's background facilitates practical insight: He has a significant history with matters related to privacy and data security, marketing to children, "green" claims, dietary supplements, claims of weight loss and health and performance, comparative claims, the use of surveys and "Made in the USA" claims. Randy is the firm's Washington, D.C. Digital Assets and Data Management Leader.

SHANBERG, Stefani
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Featured in International Trade (USA - Nationwide), Intellectual Property (California)

Practice Areas: Patent Litigation ITC Litigation Litigation Intellectual Property Law Technology & Communications
Career: Stefani Shanberg is a long-term trusted advisor to global technology companies, representing them in in-

tellectual property cases before federal courts and the International Trade Commission (ITC). A go-to lawyer for many of the hottest technology companies, she has extensive experience in all areas of IP litigation and often obtains successful outcomes based on creative and novel issues of law. She has won cases at trial, on summary judgment, and on motions to dismiss; and prevailed on advantageous claim constructions, won motions to transfer and stay, and convinced courts of appeal to affirm favorable lower-court rulings. Stefani has litigated cases throughout the nation, including more than 100 cases in the Northern District of California alone. Her credentials include being appointed as one of six lawyer representatives for the Northern District of California for the 2024-26 term. She is also a member of the Northern District of California Patent Instructions and Rules Attorney Advisory Committee and is frequent and successful volunteer mediator for the Northern District of California Court's Alternative Dispute Resolution program. Stefani has deep experience with investigations before the ITC. As the only West-coast based past-president of the ITC Trial Lawyers Association, she has a unique ability to craft winning strategies for technology companies facing ITC investigations and to understand their needs and priorities when litigating in this unique forum.

Professional Memberships: Stefani is the only West coast lawyer to have served as President of the ITC Trial Lawyers Association and is a member of the Patent Instructions and Rules Attorney Advisory Committee and a frequent court-appointed mediator for the Northern District of California.

SHANLEVER, Mike
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Featured in Construction (USA - Nationwide), Construction (Georgia)
See under Georgia for profile.

SHANMUGAM, Kannon K
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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/kannon-k-shanmugam>

SHANNON, Patrick
Latham & Watkins LLP, Los Angeles
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Patrick Shannon, former Global Co-Chair of the firm's Capital Markets and Private Equity Finance Practices, represents clients in their most sophisticated capital markets transactions. Mr. Shannon draws on more than two decades of experience advising private equity sponsors, their portfolio companies, investment banks,

and public and private companies on: •Acquisition financing •Initial public offerings •Equity and debt offerings, including high yield offerings •Public company representation and corporate governance •Liability management transactions •SPAC transactions He leverages deep market knowledge and extensive resources across Latham's global platform to help clients navigate the full spectrum of capital markets transactions in any market conditions. A recognized leader at the firm, Mr. Shannon sits on the Associates, Opinions, and Retirement Committees and previously was a member of the Recruiting Committee.

SHAPIRO, Daniel

Winston & Strawn LLP, New York

Featured in Projects (USA - Nationwide)

Practice Areas: Dan Shapiro represents sponsors, developers, investors, lenders, and underwriters in energy, infrastructure, and transportation transactions, with significant experience in project and acquisition financings and public-private partnerships.

SHARKEY, Linda

Kramer Levin Naftalis & Frankel LLP, Paris

Featured in Derivatives (USA - Nationwide)

Practice Areas: Linda Sharkey works on capital markets matters, derivatives, and banking and finance regulatory issues for the firm's New York and Paris offices.

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*Featured in Antitrust (USA - Nationwide),
Antitrust (California)*

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SHARRON, JessicaAlston & Bird LLP, Los Angeles
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Featured in Government (USA - Nationwide)

Practice Areas: Jessica practices in the areas of government contracts and construction litigation. She represents government contractors across many industries, including health care, banking, telecommunications, and construction in all aspects of the government-contractor relationship. Jessica advises clients on compliance with federal, state, and local procurement regulations, including the FAR, agency supplements, and state equivalent rules. Jessica represents clients in bid protests, government contract claims litigation, False Claims Act litigation, and government investigations. Jessica also negotiates government contracts and serves as special counsel in M&A transactions involving government contractors.

SHAW, AndrewBracewell LLP, Washington, DC
andrew.shaw@bracewell.com*Featured in Government (USA - Nationwide)*

Practice Areas: Andrew Shaw uses his public policy experience

and knowledge of Congress and the Executive Branch to guide clients on federal legislative and regulatory issues impacting the energy and environmental sectors. He advises clients on a range of issues, including the Inflation Reduction Act, the Bipartisan Infrastructure Law, Clean Air Act (CAA) regulations, climate change mitigation and adaptation, clean/renewable energy incentives, nuclear power, oil and gas, grid modernization, trade and foreign policy. In addition, he develops and implements government affairs strategies for domestic and international clients in engaging with Congress, the Executive Branch, industry associations and nongovernmental organizations.

Career: Andrew worked for the US Environmental Protection Agency (EPA) as a clerk for both the Federal Facilities Enforcement Office in Washington, DC, and the EPA's Region 7 headquarters in Kansas City, Kansas. At the EPA, he focused on compliance and enforcement issues related to the CAA, the Clean Water Act, the Comprehensive Environmental Response Compensation and Liability Act and the Resource Conservation and Recovery Act. In addition, Andrew worked for Representative Dennis Moore (D-KS), advising on issues and initiatives in the agriculture, education, energy, environmental and transportation sectors. He assisted in developing consumer safety legislation — which subsequently became law — that requires companies to manufacture child-resistant portable gasoline containers.

Professional Memberships: Board member, DC Bar Foundation's Young Lawyers Network Leadership Council Capital Pro Bono Honor Roll, 2011–2020

SHEEHAN, BartholomewSidley Austin LLP, New York
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Featured in REITs (USA - Nationwide)

Practice Areas: BARTHOLOMEW A. SHEEHAN, III, is co-head of the firm's New York Capital Markets group. He represents both issuers and underwriters in a wide variety of securities offerings and has extensive experience providing legal advice to clients under the Securities Act of 1933 and the Securities Exchange Act of 1934. In addition to securities offerings, his practice includes consultation with clients regarding corporate governance matters and public company reporting obligations. Bart currently serves as company counsel or designated underwriters' counsel for more than 20 companies. Bart's practice focuses on IPOs, follow-on and secondary common stock offerings, preferred stock offerings, ATM programs, offerings of convertible and exchangeable securities, and offerings of senior and subordinated debt securities. Bart has worked with companies in many sectors, including real estate, utilities, financial institutions, and industrials.

SHEEHAN, Christian

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Featured in False Claims Act (USA - Nationwide)

Practice Areas: Christian Sheehan represents clients across a range of industries with internal and government investigations and litigation. Christian focuses his practice on False Claims Act (FCA) defense, and has represented clients in high-stakes FCA matters involving government contracts and procurement, disaster recovery work, pharmaceutical pricing and sales, and the Anti-Kickback Statute (AKS). He has successfully represented clients at every phase of a FCA matter — from persuading the government not to intervene to winning at trial, and when necessary, winning on appeal. He has extensive experience helping clients navigate parallel administrative proceedings, including before the Armed Services Board of Contract Appeals. Christian also has significant experience litigating issues relating to attorney-client privilege and work product protection in the context of internal investigations. Christian is an accomplished appellate advocate as well, and has presented oral argument before multiple federal courts of appeals in FCA and other matters. He also counsels clients on diverse and sensitive compliance issues. Christian is the managing editor for the firm's Qui Notes blog, which publishes regularly on significant FCA and related legal developments. He also maintains an active pro bono practice.

SHELDON, Matthew

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Matt Sheldon counsels many of the nation's largest banks, mortgage lenders, and fintech companies on their most sensitive regulatory, enforcement, and litigation matters. His practice focuses on helping those clients successfully align their business goals and strategies within the complex framework of federal and state regulatory requirements. Much of his work centers on assisting clients with their regulatory relationships, whether in the examination, investigation, or enforcement context. Matt is a partner in Goodwin's Consumer Financial Services Litigation practice and he serves as co-chair of Goodwin's Banking and Consumer Financial Services practice. He is also the Head of Goodwin's Litigation Practice for the Washington, DC office.

Personal: J.D., 2006 William & Mary School of Law B.A., 2002 William & Mary

SHELLEY, Anthony

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Featured in ERISA Litigation (USA - Nationwide)

Practice Areas: Litigates employee benefits, health care, and pension issues before federal courts, including litigation involving ERISA and FEHBA.

Career: Defends companies and plans in class actions and individual suits concerning challenges to benefits denials, exclusions from coverage, eligibility, fiduciary duties, and subrogation and reimbursement matters. Deals frequently with issues of federal jurisdiction and the preemption of state law. Represents entities and classes of individuals aggrieved by plan terminations before and against the Pension Benefit Guaranty Corporation. Has argued before the US Supreme Court. Served as firm Chair from 2011–2017.

Personal: JD, Harvard Law School; BA, Canisius College.

SHELLEY, Shane

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Featured in REITs (USA - Nationwide), Tax (California: Southern)

Practice Areas: Shane is a partner in the Federal Tax Group and is based in Morrison Foerster's San Diego office. He has a comprehensive tax practice with a focus on U.S. federal income tax matters. Shane has substantial experience counseling on the tax aspects of most business transactions, including M&A, fund formations, joint ventures, international structuring and capital markets offerings. He has unique expertise in a variety of complex tax areas, including REITs and real estate, renewable energy and financial products. He frequently advises REIT and real estate clients regarding REIT compliance and structuring in connection with their significant offerings, M&A transactions, U.S. and non-U.S. focused fund formations and joint ventures, property contributions and other transactions. He regularly advises renewable energy sector clients with respect to tax matters through all phases of project development, including project M&A, "beginning of construction" issues and tax equity structuring matters. Additionally, he advises both U.S. and non-U.S. financial institutions in their capital markets offerings, including structured products and other derivative instruments, and has a detailed understanding of the U.S. tax treatment of different types of products. He has a unique ability to develop creative, business-minded solutions to his clients' most challenging transactional tax problems across industries.

SHELTON LEIPZIG, Dominique

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Dominique Shelton Leipzig is a Chambers-ranked partner in Mayer Brown's Los Angeles office and a member of the Cybersecurity & Data Privacy practice. She leads the firm's Ad Tech Privacy & Data Management team. She also serves as leader of the firm's Global Data Innovation team and, in that role, Dominique advises CEOs and Board Members on their fiduciary duty of oversight as it relates to emerging digital and data technologies, including generative AI. She is one of the country's top privacy, artificial intelligence and data lawyers and her considerable experience helps clients navigate the evolving legal compliance issues related to privacy, artificial intelligence and data security for their digital data initiatives. In her fourth book, *Trust. Responsible AI. Innovation. Privacy and Data Leadership*, Dominique has pioneered a step-by-step approach for successfully optimizing digital technology through responsible data stewardship.

SHEPHERD JR, John Lee
Hunton Andrews Kurth LLP, Washington, DC
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: For more than 20 years, John has represented public utility energy suppliers and transmission owners, regional transmission organizations, state agencies, large industrial concerns, and other electric power and natural gas market participants in a wide variety of complex regulatory litigation, certification, and enforcement matters before the Federal Energy Regulatory Commission (FERC) and federal courts. From 2018-2022, John served as Director of Legal Policy at FERC, where he advised three Chairmen and several Commissioners on the implementation of energy policy through administrative and appellate litigation. His responsibilities included drafting orders, facilitating negotiations, managing external litigation, and drafting briefs and arguing cases in matters before the Supreme Court, appellate courts, district courts, and bankruptcy courts. John's ongoing work in private practice continues to emphasize energy and capacity market design, transmission incentives and cost allocation, pipeline certification and abandonment, hydroelectric licensing, Mobile-Sierra issues, waivers, civil enforcement matters before FERC and federal courts. John is a retired U.S. Army combat veteran and devotes significant pro bono time to disabled veteran and guardian ad litem matters. In addition to his work representing clients, John has been an Adjunct Professor of Energy Law and Appellate Advocacy at The George Washington University Law School since 2016.

SHERIDAN, Rachel
Kirkland & Ellis LLP, Washington, DC (202) 389-3440
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Rachel Sheridan is a partner in the Capital Markets Practice

Group in the Washington, D.C., office of Kirkland & Ellis LLP. Rachel focuses her practice on capital markets transactions, representing private equity funds and their portfolio companies, issuers, investment banks and public companies in a wide range of matters. She has extensive experience with public and private offerings of equity and debt securities, as well as buyout, liability management, restructuring and SPAC transactions. She also regularly counsels public companies regarding their public reporting obligations, corporate governance matters and other issues related to public company status.

SHERMAN, David
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Featured in Private Equity (USA - Nationwide)

Practice Areas: David Sherman is a partner in the Investment Funds Practice Group in the New York office of Kirkland & Ellis LLP, where he focuses his practice on advising sponsors regarding private equity fund matters, including forming, marketing and managing investment vehicles, launching new business lines, as well as operational, legal and regulatory issues at both the fund and sponsor level. David represents a wide range of sponsors, including publicly traded global asset managers, prominent middle-market sponsors and first-time fund sponsors, across various investment strategies, including buyout, aviation/transportation, credit, special situations, real estate, senior equity and growth equity funds, with fund sizes ranging from \$100 million to \$10 billion. He also frequently represents sponsors on raising capital for targeted individual investments or subsets of investments, including forming co-investment vehicles, overage funds, annex funds, warehouse vehicles and continuation funds. David also counsels sponsor clients on internal economic and governance arrangements, seed investments, spin-outs, conflict transactions and other corporate transactions involving private investment funds. Some of David's representative clients have included, among others, Abry Partners, SK Capital Partners, The Carlyle Group, Carlyle Aviation Partners, Pretium, Onex Transportation Partners, Castllake, Amulet Capital Partners, Garnett Station Partners, BBAM, Stone-Goff Partners and Vx Capital Partners.

SHERWIN, Peter J W
Proskauer Rose LLP, New York 1 (212) 969-3261
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Featured in International Arbitration (USA - Nationwide), Real Estate (New York)

Practice Areas: Peter Sherwin is a partner in Proskauer's Litigation Department, head of the International Arbitration Group, head of the Commercial Real Estate Litigation Group, and a member of the Latin America Practice. Peter counsels clients in complex cross-border commercial

disputes, often involving a joint venture, a licensing or distribution relationship, or an acquisition, most of which are resolved in international arbitration and the rest in federal and state courts in the United States. He has significant experience in the pharmaceutical, lodging, real estate, and sports industries and, when necessary, regularly takes cases through evidentiary hearings. Peter also regularly serves as an arbitrator in proceedings before the International Chamber of Commerce (ICC) and the International Centre for Dispute Resolution (ICDR) and is the U.S. member of the ICC International Court of Arbitration and the Chair of the ICC U.S.A. Arbitration Committee.

SHERWOOD, Amanda
Arnold & Porter, Washington, DC
Featured in Government (USA - Nationwide)

Practice Areas: Amanda Sherwood's practice covers a wide range of government contracts matters. She assists clients in complying with the various regulatory challenges specific to the contracting and national security industries, ranging from contract administration matters including questions of cost allowability, to cyber security and data rights matters, to compliance with domestic preference and other regulatory regimes. She has experience bringing, defending, and appealing contract claims; responding to government investigations and Freedom of Information Act requests; and pursuing and defending bid protests. She has assisted numerous clients, including nontraditional contractors, negotiate contracts and other agreements with the federal government, navigating the regulatory landscape to reach mutually agreeable solutions. Amanda has represented government contractors before the Government Accountability Office, Boards of Contract Appeals, Court of Federal Claims, Federal Circuit, District Courts, and various federal agencies.

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Featured in Capital Markets (California), Capital Markets (USA - Nationwide)
See under California for profile.

SHIMAMOTO, Sean
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Featured in Projects (USA - Nationwide)

Practice Areas: Sean Shimamoto, head of the firm's West Coast Tax Group, advises clients in the energy sector on a variety of tax matters involving the structuring, development, acquisition and/or disposition of renewable energy projects, and the related project financing, including the qualification for and monetization of tax credits and other tax benefits associated with such projects. His clients include: AES Corporation, Bank of New York Mellon Corporation, Brookfield Renewable Partners, Citigroup, DE Shaw, Duke Energy, EDP

Renewables, Enel Green Power, First Solar, Goldman Sachs, InterGen, NextEra, Ontario Power Generation, Pattern Energy Group, Quinbrook Infrastructure Partners, Starwood, TerraForm Power Inc., among others.

Career: LL.M., New York University School of Law; J.D., University of Oregon School of Law; B.A., University of California, Los Angeles

SHINOHARA, Tori
Mayer Brown LLP, Washington, DC
Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Tori Shinohara is a partner in Mayer Brown's Washington DC office and a member of the Consumer Financial Services group. She practices in the areas of mortgage banking and consumer finance, and concentrates on representing clients in connection with federal and state government enforcement matters and counseling clients on compliance with federal and state consumer financial protection laws and regulations, including the Equal Credit Opportunity Act, the Fair Credit Reporting Act, the Fair Debt Collection Practices Act, the Fair Housing Act, the Home Mortgage Disclosure Act, the Servicemembers Civil Relief Act, the Truth in Lending Act and federal and state prohibitions against unfair, deceptive, or abusive acts or practices. Tori also assists clients with performing regulatory compliance due diligence in connection with investments or acquisitions related to consumer financial products, such as mortgage loans, auto loans, student loans, consumer loans and retail installment contracts. Tori represents a broad range of clients, including financial institutions, mortgage lenders and servicers, consumer finance companies and secondary market participants.

SHORT JR, Herbert J
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Featured in Energy & Natural Resources (Georgia), Energy & Natural Resources (USA - Nationwide)
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SHOSHTARI, Adam M
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Featured in eDiscovery (USA - Nationwide)

Practice Areas: Data and Discovery Strategies; Privacy and Data Security; Mass Tort; Litigation

Career: Adam's practice focuses on discovery, records and information management, information protection and data privacy. As part of Shook's Data and Discovery Strategies group, Adam advises clients on best practices for preservation, collection, processing, review and production as part of the discovery process. He has experience in preparing and negotiating protective orders and production protocols, as well as opposing unduly burdensome

and costly discovery requests and “discovery on discovery” efforts. In addition, Adam has successfully executed Microsoft Office 365 deployments — employing creative and “outside the box” solutions to planning, change management, data governance and in-place discovery in the Microsoft Cloud environment — for some of the world’s largest organizations.

Professional Memberships: Adam volunteers with The Electronic Discovery Institute, a nonprofit organization that studies litigation processes and produces educational programs for the benefit of the federal and state judiciary. He spearheads EDI’s Spoliation Guide, a 50-state case survey intended to aid practitioners who need more information than they can find in a case law primer.

Publications: A Litigator’s Pragmatic Approach to Avoiding Discovery Disasters, Litigation, Vol. 45, No. 2, Winter 2019, Co-Author. Spoliation Edition 3.0, Patrick Oot, ed., The Electronic Discovery Institute, 2019, Co-Author.

SHOSS, Cynthia R

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Featured in Insurance (USA – Nationwide), Insurance (New York)

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SHOYER, Andrew W

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Featured in International Trade (USA – Nationwide)

Practice Areas: ANDREW SHOYER co-leads the firm’s Global Arbitration, Trade and Advocacy practice. Andy focuses on the implementation and enforcement of international trade and investment agreements. Andy also advises companies on compliance with sanctions administered by the U.S. Treasury Department’s Office of Foreign Assets Control (OFAC) and export controls and anti-boycott rules administered by the U.S. Department of Commerce’s Bureau of Industry and Security (BIS). Drawing on his experience at the Office of the U.S. Trade Representative (USTR) and with the World Trade Organization (WTO), Andy advises companies, trade associations and governments on the use of WTO, USMCA and other treaty-based trade and investment rules to open markets and resolve disputes. He works extensively with manufacturers and service providers on WTO compliance in Asia and on protection of intellectual property in bilateral and regional free trade negotiations. Andy spent seven years at USTR, serving most recently as legal adviser in the U.S. Mission to the WTO in Geneva. He was the principal negotiator for the United States of the rules implementing the WTO Dispute Settlement Understanding and has briefed and argued numerous WTO cases before dispute settlement panels and

the WTO Appellate Body. Prior to his arrival in Geneva, Andy was assistant general counsel at USTR in Washington, D.C., where he served as principal legal counsel in the negotiation of the market access rules of the NAFTA, as well as the framework agreements with various Latin American countries. He also worked on numerous trade policy issues with the U.S. Congress and the economic agencies of the executive branch of the U.S. government.

SHUGRUE, John

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Featured in Insurance (USA – Nationwide), Insurance (Illinois)

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SHULTZ, Mack

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Featured in Transportation (USA – Nationwide)

Practice Areas: Product Liability Law Aviation & Transportation Interactive Entertainment Immersive Technology Digital Media & Entertainment, Gaming & Sports

Career: Focused on complex product liability litigation throughout the United States and around the world, Mack Shultz represents companies in a variety of fields, including aviation, consumer electronics, and virtual reality. Mack defends aircraft manufacturers in major accident litigation, including the Malaysia Airlines flight MH370 disappearance, the October 2018 Lion Air 737 MAX accident, and the 2024 Alaska Airlines door plug incident. Past experience includes the September 11 Litigation and the 2013 Asiana Airlines 214 accident in San Francisco. Mack also advises clients on strategies to reduce risk exposure, including contractual risk-allocation provisions; appropriate warnings and customer-facing documents; compliance with various regulatory regimes; and planning for future contingencies.

SHUTRAN, Richard

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Featured in Projects (USA – Nationwide)

Practice Areas: Rich Shutran counsels development companies, investment funds, and strategic investors in connection with mergers and acquisitions, leveraged finance and project finance matters, and restructurings and reorganizations, with an emphasis on energy, transportation, and other infrastructure businesses. Rich also has extensive experience in transactions involving Latin America. Rich has been recognized by Best Lawyers in America as a leader in Project Finance, is regularly recognized as a leading lawyer by Chambers USA and Chambers Global, and was most recently recognized by Legal 500 US 2020 and 2021 for his work in Energy: Renewable/Alternative, Energy Transactions: Conventional Power, and Finance: Project Finance.

SHWACHMAN, Perry

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Featured in Insurance (USA – Nationwide), Insurance (Illinois)

See under Illinois for profile.

SIBLEY, Kendal

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Featured in REITs (USA – Nationwide)

Practice Areas: Kendal focuses on federal income tax issues related to REITs and real estate funds, including capital markets transactions, mergers and acquisitions, private investment funds, joint ventures, and structured finance and securitization. Kendal represents REITs invested in a broad range of property types, including mortgage-backed securities, mortgage loans, hotels, excess mortgage servicing rights, single family (SFR) and multifamily residential, commercial office buildings, healthcare properties, and medical office buildings. Kendal advises clients on ongoing operations, roll-up transactions, tenant services, solar, fund formation, tax protection agreements, and FIRPTA issues.

SIDDIQUI, Arshi

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Featured in Government (USA – Nationwide)

Practice Areas: Arshi Siddiqui is a leading Democratic strategist and lobbyist with a national practice focused on synthesizing public policy and politics into successful federal strategies. She is consistently sought out for her ability to form bipartisan coalitions, navigate intractable public policy challenges, and help companies build their brands in Washington. Her practice focuses on a wide range of issues and some recent client milestones include --
•Securing a delay in implementation of an overly broad and burdensome 1099-K tax reporting requirement that would have forced millions of Americans to pay more taxes than they owed for selling items via online platforms;
•Working with an innovative start-up to secure regulatory guidance by the Environmental Protection Agency that integrated a path for newer technologies to destroy PFAS “forever chemicals,” ensuring that local communities will have viable options to burning or landfiling toxic chemicals.

Career: Before joining Akin, Arshi served as senior advisor and counsel to House Speaker Nancy Pelosi, working on a number of bills that ultimately became law. Earlier in her career, Arshi worked at a leading D.C. law firm, as well as serving as Ways and Means counsel and policy advisor to various members of Congress.

Personal: J.D., Georgetown University Law Center

SIGETY, Elizabeth

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Featured in Startups & Emerging Companies (USA – Nationwide)

Practice Areas: As an attorney practicing finance and franchise law in Pennsylvania and New York including a strong presence in the New York City, Philadelphia and Bucks County regions, Liz focuses on a wide variety of corporate, finance, mergers and acquisitions, franchising, licensing and distribution matters. For 30 years, Liz has been a trusted adviser to clients, including emerging companies and entrepreneurs, handling business and financial transactions such as venture capital and angel financing, mergers and acquisitions, structured finance, securities, private placements, franchise regulatory matters and franchise agreements. As Chair of the firm’s national Emerging Companies & Venture Capital Practice Group and Founder and Co-Chair through 2019 of the firm’s Franchise & Distribution practice, Liz offers her clients a comprehensive practice equipped to provide risk management through innovative guidance in a company’s expansion and daily operations. In addition, Liz serves as a member of the Steering Committee for the firmwide Women’s Initiative and is a member of the firm’s Finance Committee. Liz acts as general counsel for numerous emerging and middle-market businesses, including franchise, life science, technology and hospitality companies, overseeing and coordinating their finance and regulatory matters. She is also a member of the firm’s Corporate Securities Practice Group.

Career: In the emerging companies’ arena, Liz is the Co-Founder and Managing Director of Delaware Crossing Investor Group, a network of angel investors that has been investing in early-stage companies since 2005. She is also active with a number of committees and groups where she is able to contribute her expertise, including the Pennsylvania Angel Network, the Angel Capital Association and the Alliance of Women Entrepreneurs. She is a Board Member of the Private Investors Forum, which produces the Angel Venture Fair and other events in the Philadelphia region, and has served for many years on the various organizing committees, including the technology track investor/entrepreneur outreach committee for the IMPACT Venture Summit produced by the Greater Philadelphia Alliance for Capital & Technologies. In addition, she serves on the Board of the Philadelphia Israeli Chamber of Commerce. A frequent speaker and writer, Liz enjoys addressing topics related to franchise and emerging businesses and matters pertaining to women’s entrepreneurship. She regularly serves as a judge for pitch competitions for startup companies for a large variety of organizations. With respect to the franchise industry, she is heavily involved with

the International Franchise Association (IFA) and has been granted the status of a Certified Franchise Executive by the IFA. In addition, she has been serving on the IFA's Women's Franchise Committee since 2013 and was the Co-Founder and Co-Chair of the Philadelphia chapter of the organization's Women's Franchise Network. Liz is a member of various professional organizations, including the New York City Bar Association, the Bucks County Bar Association and the Philadelphia Bar Association, as well as the American Bar Association's Forum on Franchising and Business Law Section. She also served as a board member for the Doylestown Hospital, the Village Improvement Association of Doylestown and the Doylestown Health Foundation, and was both a board member and Vice President of Child, Home & Community Inc. in Doylestown. She has been serving on the board of the East Side House Settlement in the Bronx, NY, since 1991. She also acts as the pro bono legal advisor to the Village Improvement Association and the East Side House Settlement, and has served as Chair of the Annual Fund for Buckingham Friends School. Liz has also been named a Legal Player by 1851 Franchise for 2017 and 2018, was named among the Women Leaders in the Law by ALM in 2015, a Legal Eagle by the Franchise Times every year between 2014 and 2020, and one of the Most Powerful and Influential Women in Pennsylvania by the National Diversity Council in 2012. In 2015, she was honored with an Entrepreneur Champion Award from the Pennsylvania Biotechnology Center.

Professional Memberships: American Bar Association: Business Law Section, Franchising Section | Angel Capital Association, Summit Committee (2016) | Bar Association of the City of New York | Delaware Crossing Investor Group: Managing Director and Co-Founder | IMPACT Venture Summit: Organizational Committee Member (Technology Track, Early Stage and Investor/Entrepreneur Outreach Committee, Member (since 2013)) | International Franchise Association: Co-Founder and former Co-Chair, Philadelphia Women's Franchise Network, Women's Franchise Committee (2013-2019) | Philadelphia Bar Association: Business Law Section, Franchise Committee | Pennsylvania Angel Network | Science Center Innovators Walk of Fame Committee (2017) | Select Philadelphia Emissary Program (since 2018)

Personal: University of Chicago Law School (J.D.) | Yale College (B.A.)

SIGNORELLI, Michael

Venable LLP, Washington, DC
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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Michael Signorelli, co-chair of the Technology and Innovation Group, focuses his practice on advising and representing clients on issues related to data privacy and security. Mike regularly advises companies

on compliance with relevant Internet, cybersecurity, advertising, and marketing regulations, as well as responding to data breaches. He represents clients in federal and state data-related legislative issues, rulemaking proceedings, and other matters before the Federal Trade Commission (FTC), Federal Communications Commission (FCC), Federal Election Commission (FEC), the U.S. Department of Commerce, and other U.S. federal and state agencies.

SIMMONS, Clayton I.

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Clayton Simmons' practice focuses on the structuring, documentation, and regulatory analysis of over-the-counter derivatives; securities-backed credit facilities, including affiliate margin loans; convertible and exchangeable securities; and other structured financial products. He regularly advises clients including major financial institutions, private funds, and other derivative end users on issues relating to securities and derivatives regulations and bank regulatory and insolvency regimes applicable to those products.

Career: Clayton joined the firm in 2013. J.D., cum laude, Harvard Law School (2013); B.A., University of Chicago (2007).

Professional Memberships: Member of the Bar in New York Bar

SIMMONS, Rebecca J

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Bank Regulatory Bankruptcy Litigation Broker-Dealer Capital Markets Commodities, Futures & Derivatives Consumer Financial Services Cybersecurity Digital Assets Financial Services Fintech Privacy Restructuring Venture Capital & Emerging Growth Companies

Career: Partner since 2000. Rebecca Simmons is a partner in the Firm's Financial Services and Capital Markets Groups, head of its payments practice and co-head of its FinTech practice. She represents clients in the development of payments, settlement, clearing and other FinTech businesses and systems; in regulated transactions such as the development of new lines of business and corporate acquisitions; in the structuring and development of financial products, novel securities and structured transactions; and in insolvency related matters and resolution planning, including living wills. Her practice areas include U.S. banking and commodities laws and regulation, payments, technology and outsourcing matters, derivatives structuring and regulation, U.S. securities laws, capital markets transactions, bankruptcy and insolvency issues relating to complex transactions, and corporate restructuring. Ms. Simmons leads S&C's payments practice

and resolution planning practice. Her insolvency-related practice addresses insolvency and bankruptcy matters inherent in structuring transactions and business relationships, the restructuring and resolution of failed financial institutions, and resolution planning in response to U.S. and other regulatory requirements. Her work includes assisting payment and clearing systems in assessing and addressing the risk posed by potential member defaults. She also continues to represent a range of clients in derivatives, structured products and other transactions, financial institutions in capital markets and related transactions, and non-U.S. banks with respect to the financing and operation of their U.S. operations.

Professional Memberships: American Bar Association Futures Industry Association New York City Bar Association New York State Bar Association (Former Chair, Business Law Section and Committee on Futures Regulation) SIFMA (Compliance and Legal Division)

Personal: Columbia Law School (JD, 1991); Harvard University (AB, 1984).

SIMON, Daniel

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Daniel Simon represents clients in energy regulatory issues involving the Federal Energy Regulatory Commission (FERC) and state utility commissions. Dan's clients include renewable energy project owners and developers, independent power producers, large energy consumers, power marketers and commodity traders. In the electricity sector, Dan frequently advises clients (including power marketers, lenders and investors) on power transactions and regional transmission organization (RTO) and independent system operator (ISO) market rules. He has represented several clients in non-public FERC enforcement investigations and public enforcement proceedings. Dan also helps clients analyze and negotiate long-term power purchase agreements (PPAs). Dan represents numerous clients in drafting, negotiating, and obtaining regulatory approvals for developing or acquiring generating facilities, including plants running on natural gas, wind, solar, biomass, and hydro. This work includes helping clients with interconnection agreements, transmission service, Renewable Portfolio Standard (RPS) requirements, PPA negotiation, and ISO/RTO participation. Dan also frequently represents clients in post-commercial operation disputes involving interconnection, transmission and ISO/RTO issues. Dan also assists large energy consumers in participating in demand response and net metering programs, operating behind-the-meter generating projects, and service disputes with host utilities. Dan advises clients on regulatory requirements for hydroprojects. His experience includes assisting clients

in obtaining and complying with FERC licenses, negotiating agreements with state and federal environmental and resource agencies, performing due diligence for potential acquisitions, and assisting with regulatory requirements in closing hydroproject acquisitions. Additionally, Dan helps casinos and resorts in their efforts to reduce their energy costs and/or reduce their carbon footprint in acquiring renewable energy, either through on-site generation or power purchase agreements with remote renewable energy projects. Dan regularly represents large natural gas consumers and shippers on FERC and state utility commission policies in a wide range of transactions. For instance, Dan has assisted clients in negotiating precedent and interconnection agreements to connect directly to interstate natural gas pipelines. Dan has advised clients on understanding tariff provisions for interstate natural gas pipelines and storage services, including park and loan arrangements, as well as asset management agreements. He also has analyzed and negotiated natural gas commodity contracts and assisted with FERC Form 552 compliance. Dan also assists large natural gas consumers on state-regulated service issues with local distribution companies (LDCs). Dan also advises producers, refiners, and traders on oil pipeline shipping and storage issues, including raising disputes with pipelines, and drafting/amending agreements with pipelines and producers to coordinate transactional activity with pipeline rules. Dan previously served as a trial attorney in FERC's Office of Administrative Litigation, where he litigated and settled numerous regulatory disputes involving the Western electricity crisis of 2000-2001 and allegations of market manipulation by Enron and others.

SIMON, David

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: David Simon is co-head of Skadden's global Cybersecurity and Data Privacy Practice and a member of the firm's National Security Group. He has deep experience helping boards and executive teams navigate rapidly evolving legal compliance issues involving cybersecurity, AI and privacy. Formerly a Pentagon special counsel and chief cyber counsel to the U.S. Cyberspace Solarium Commission, Mr. Simon regularly assists clients as the lead investigator and crisis manager for high-stakes, cross-border incidents involving cyberattacks, data breaches and extortion, and AI, and handles related internal investigations and regulatory defense. Mr. Simon has dealt with some of the most significant cyber incidents on an international scale. His experience includes advising victims of state-sponsored cyber activity, ransomware and other cyber extortion

attacks, as well as breaches of health information, sensitive government information, intellectual property and personal data. Dual qualified to practice in the U.S. and the EU, he often represents global companies in connection with cyber incidents requiring analysis of breach reporting obligations under U.S. and EU law, including the EU General Data Protection Regulation (GDPR) and investigations by European data protection authorities. He has counseled companies on major cyber incidents and incident preparedness across virtually every industry, including financial, health care, energy, chemical, defense and aerospace, telecommunications and hospitality.

Career: J.D., Harvard Law School; M.Phil., International Relations, Trinity College, University of Oxford (Rhodes Scholar); B.A., University of Minnesota (Truman Scholar)

SIMON, Norman C

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Featured in Advertising (USA – Nationwide)

Practice Areas: Norman C. Simon, chair of Kramer Levin's Advertising Litigation practice, is a seasoned trial lawyer who maintains a diverse litigation practice with a focus on advertising law. As chair of the Advertising Litigation practice, Norm represents global brands in false advertising disputes under the federal Lanham Act and in class action litigation brought pursuant to consumer fraud statutes, as well as in challenges before the National Advertising Division (NAD) and National Advertising Review Board (NARB). He has many years of courtroom experience, litigating both bench and jury trials. Norm draws on that experience to help clients avoid costly litigation, counseling them on a variety of advertising-related issues, including prospective claims, advertising clearance and claim support.

SIMONDS JR, Richard D

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Issuers and underwriters involved in securitizations seek Richard's guidance for a wide variety of asset types, including residential mortgage loans, unsecured consumer loans, and small business loans. Richard has also provided guidance for sellers of large packages of residential mortgage assets. Through the Structured Finance Association, he has been on the forefront of industry efforts to create standards for and respond to changes in the market for residential mortgage loans.

Professional Memberships: Structured Finance Association.

SIMPSON, Aaron P

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: For 20 years, Aaron has advised clients on a broad range of complex privacy, cybersecurity and Artificial Intelligence matters, including during his time as the managing partner of HuntonAK's London office. As a leader on the firm's privacy team, Aaron provides strategic yet practical advice to clients on large-scale cybersecurity incidents, compliance with existing and emerging regulatory requirements related to privacy, cybersecurity and AI, and negotiating complex data-driven agreements, including in the context of high-profile corporate transactions. Aaron regularly advises clients across a range of industries, with a particular focus on private equity, financial services, technology, retail, CPG, and life sciences. He is well-known for his unique transatlantic and commercial perspective. On account of his diligence and focus on the needs of his clients, Aaron has been named a BTI "Client Service All-Star". Outside of his client work, Aaron is a sought-after media resource on privacy and cybersecurity issues and is regularly quoted in leading publications. Aaron regularly speaks before industry groups, legal organizations, government agencies and universities at conferences, seminars, roundtables and webinars. He has written and co-authored numerous articles, book chapters and handbooks on privacy and cybersecurity issues.

SINAIKO, Daniel

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Featured in Projects (USA – Nationwide)

Practice Areas: Dan Sinaiko advises clients on all aspects of capital and infrastructure projects within the rapidly evolving renewable energy sector. Mr. Sinaiko leverages his extensive experience and comprehensive understanding of the renewable energy landscape to guide developers, sponsors, lenders, and investors on: •Project development •Debt finance •Equity finance •Mergers and acquisitions

SINGER, Guy

McDermott Will & Emery LLP, New York

Featured in FCPA (USA – Nationwide)

Practice Areas: A former federal prosecutor and seasoned trial lawyer, Guy Singer focuses his practice on complex white-collar criminal defense, regulatory enforcement and compliance matters, and internal investigations. He counsels clients across a broad range of industries, including healthcare, life sciences, oil and gas, technology and maritime. Guy represents clients in internal and government investigations involving alleged violations of the Foreign Corrupt Practices Act (FCPA), earnings management investigations, allegations of scientific fraud and other

types of alleged corporate misconduct. He represents companies and individuals before federal agencies, including the US Department of Justice (DOJ), the US Securities and Exchange Commission (SEC), and other federal and state agencies and attorneys general. Guy regularly works with clients to design, implement and test corporate compliance programs, and advises boards of directors on matters related to corporate compliance. Read full biography on website: <https://www.mwe.com/people/guy-singer/>

SINGER, Randi

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Featured in Advertising (USA – Nationwide), Intellectual Property (New York), Media & Entertainment: Litigation (New York)

See under New York for profile.

SINGER, Roger

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Roger specializes in the formation of private funds. He has advised sponsors of real estate, natural resources, debt, private equity and infrastructure funds, as well as funds of funds. He advises sponsors on fund-manager M&A transactions, single-investor vehicles and GP-led secondaries. His clients range from first-time fund sponsors to some of the world's largest investment managers. Roger's practice includes open-end real estate funds. His representations often involve a cross-border aspect.

Career: Columbia University School of Law, JD, 1996; Princeton University, AB, 1993

SINGERMAN, Paul Steven

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (Florida), Bankruptcy/Restructuring (Florida: South)

See under Florida for profile.

SINHA, Pankaj K

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Featured in Corporate/M&A (District of Columbia), Energy & Natural Resources (USA – Nationwide)

Practice Areas: Pankaj K. Sinha heads the firm's Washington, D.C. office. He focuses on M&A, corporate finance, and general corporate and securities matters and has represented purchasers, sellers and their financial advisors in public and private acquisitions and divestitures, negotiated and contested public acquisitions, auctions, privatizations and proxy fights. In addition, he advises clients on infrastructure M&A transactions, including transactions in energy, utility, solar, wind, oil and gas, transmission and water sectors.

Moreover, Mr. Sinha advises clients on cross-border M&A transactions and joint ventures/strategic alliances. Mr. Sinha also advises clients regarding shareholder activists and their tactics.

Career: JD, Georgetown University Law Center, 1990; MBA, Georgetown University, 1990; AB, Columbia College, Columbia University, 1986.

SIPPOS, Charles

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Litigation Privacy & Security Law Privacy Class Action Defense Intellectual Property Law Class Action Defense Consumer Products & Services Litigation Trademark, Copyright, Internet & Advertising My Health My Data Act (MHMD) Internet & E-Commerce Food & Beverage Food Litigation Food, Supplement & Consumer Packaged Goods Litigation: Proposition 65 Cannabis Law

Career: Charles Sippos is a class action litigator with more than two decades of experience focusing on technology, consumer goods, and privacy issues. He litigates class actions nationwide and has appeared and argued on behalf of defendants in federal courts, including in California, Colorado, the District of Columbia, Florida, Illinois, New Jersey, New York, Massachusetts, Minnesota, Oregon, Washington, and the U.S. Courts of Appeals for the Second, Seventh, Ninth, and Eleventh Circuits. Charles' litigation successes have included dismissals and summary judgment based on lack of Article III injury, statutory standing under consumer protection laws, federal preemption, primary jurisdiction, failure to allege damages, First Amendment protection for commercial speech, the "reasonable consumer" standard, and related defenses. In the privacy sphere, Charles has litigated claims involving the Video Privacy Protection Act (VPPA), the California Invasion of Privacy Act (CIPA), the Wiretap Act, and alleged violations of privacy policies or related terms of service. He also has deep experience representing consumer goods companies, including the food and beverage industry, dietary supplements, online retailers, and other providers of direct-to-consumer products. He has successfully litigated dozens of class actions raising claims under California's Unfair Competition Law (UCL), California Legal Remedies Act (CLRA), and parallel laws in other states. Charles also leverages this substantial experience to provide prelitigation advice to clients on marketing and privacy issues and associated class action risk.

SKARLATOS, Bryan C.

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Featured in Tax (USA – Nationwide), Litigation (New York), Tax (New York)

Practice Areas: Tax Fraud; Tax Controversy; White-Collar Criminal Defense

Career: For more than thirty-five years, Bryan C. Skarlatos has represented corporations and individuals in sensitive matters, many of which involve negotiation or litigation with government agencies. He is internationally recognized for his work on tax controversies, audits, appeals and litigation, criminal tax investigations, and white-collar criminal prosecutions. Bryan also has an active practice providing tax and estate planning advice. Bryan is often retained to evaluate the strength of tax positions for tax and financial reporting purposes and to advise on potential remedial actions. He counsels corporations and individuals from around the world on how to come into compliance with U.S. tax law, and he has handled hundreds of voluntary disclosures involving both domestic income and foreign assets. Bryan is an adjunct professor at New York University School of Law where he teaches a course on tax penalties, and he created the annual New York University Tax Controversy Forum, which brings together representatives from the government and several private practitioners to discuss issues related to tax compliance and enforcement. Bryan has been hired by foreign and state governments, and several other clients, to provide expert testimony on tax penalties. He has testified before the U.S. House of Representatives Ways and Means Committee as an authority on tax penalties, and he has testified before the Internal Revenue Service regarding the IRS whistleblower law. Bryan was retained by Senator Charles Grassley, the drafter of the IRS whistleblower law, to write an amicus brief on behalf of the Senator in the D.C. Circuit Court of Appeals.

SKERRY, Mark

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Featured in International Trade (USA – Nationwide)

Practice Areas: A Partner in Simpson Thacher's National Security Regulatory Practice, Mark advises on significant cross-border transactions undergoing national security reviews before the Committee on Foreign Investment in the United States (CFIUS) and coordinates analogous foreign direct investment (FDI) approvals globally. He advises some of the world's most well-known private equity firms, multinational corporations, and institutional investors across a variety of industries considered sensitive to national security such as aerospace and defense, semiconductors, telecommunications, sea and airports, energy generation, financial services, technology and social media, and life sciences, among others. Mark has significant experience negotiating commercially acceptable mitigation and responding to non-notified inquiries. **Career:** Joined the Firm in 2016; became Partner in 2023. Former Law Clerk, Hon. Reggie B. Walton, United States District Judge for the District of

Columbia. Former Honors Attorney, Office of the General Counsel of the U.S. Department of Homeland Security. **Personal:** J.D., magna cum laude and Order of the Coif, Case Western Reserve University; and B.Sc., Cornell University

SKUMPIJA, Johnny G.

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: JOHNNY SKUMPIJA is a trusted legal adviser to corporate clients, private equity sponsors, and financial institutions in a wide variety of capital markets matters. He has extensive experience with initial public offerings, direct listings and other equity financings, high-yield and investment-grade debt financings, mergers and acquisitions, SPAC transactions, private equity matters, and liability management transactions. He also regularly advises clients with respect to governance, disclosure, and other general corporate matters. Clients look to Johnny for his sound, commercial, and practical advice, and his ability to execute deals with creative and strategic thinking. Johnny's diverse experience and market knowledge in capital markets and M&A spans a broad spectrum of industries and sectors, including automotive, consumer, energy, healthcare, industrials, logistics and transportation, technology, and telecommunications.

SLIWOSKI, Vincent

Harris Sliwoski LLP, Portland
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Practice Areas: -Corporate Law - Real Estate - Media & Entertainment - Psychedelics - Cannabis

Career: Vincent Sliwoski is a partner with Harris Bricken. He runs the firm's Oregon office, and his clients run the gamut from individual investors and entrepreneurs to widely held domestic and international corporations. Since 2011, he has represented a large number of cannabis entities through corporate structuring, commercial transactions, and early-stage dispute resolution.

Professional Memberships: Oregon State Bar Association Intellectual Property Section, Executive Committee (2014–2016)

Publications: Canna Law Blog, Contributing Writer, 2015–Present; Managing Editor and Publisher, 2017–Present. Psychedelics Law Blog, Contributing Writer, Managing Editor and Publisher, 2021–Present. Microdosing at Work: Business and Legal Implications, Harvard Law School, Petrie-Flom Center Bill of Health, April 8, 2022. Psychedelics 2021 Year in Review and Looking Ahead to 2022, Practical Law, January 31, 2022. Puff, Puff, Tax: Internal Revenue Code Section 208E Penalizes State-Sanctioned Marijuana Companies And Undermines The Ability To Pay Principle, Villanova Law Review, 2021. Letter from Senators Warren and Booker calling for the decriminalization of cannabis, October 6, 2021. Federal

Courts Are Trending Against Cannabis Contracts, Law360, September 24, 2020. Ask a Pot Lawyer, The Portland Mercury, Featured Columnist, 2015–2018.

SLOTKIN, David P

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Featured in REITs (USA – Nationwide)

Practice Areas: Public Companies Counseling + Compliance, Corporate Governance, Finance | Capital Markets, Mergers + Acquisitions, Private Placements, IPOs

Career: David Slotkin serves as co-chair of the REIT practice and is based in the firm's Washington, D.C. office. He is a leading corporate and securities lawyer, and his practice focuses on representing companies and underwriters in debt and equity securities offerings, as well as advising companies on, among other things, mergers and acquisitions, joint ventures, corporate governance and securities and other compliance matters. David is particularly well known and Chambers rated in the area of real estate investment trusts (REITs). Mr. Slotkin has been involved in a significant number of capital markets transactions involving both public and private equity and debt offerings, as well as in a wide variety of strategic transactions, including mergers, acquisitions, divestitures, tender offers and joint ventures. Mr. Slotkin also regularly advises members of management, boards of directors, audit committees and special committees on strategic and corporate governance issues, and counsels public companies on all aspects of compliance with the federal securities laws and securities exchange listing standards. Earlier in his career, Mr. Slotkin served as General Counsel of a publicly-traded telecommunications company.

Personal: University of Pennsylvania, B.S., 1992; Benjamin N. Cardozo School of Law, J.D., 1995

SMITH, Abigail

Latham & Watkins LLP, Washington, DC

Featured in REITs (USA – Nationwide)

Practice Areas: Abigail C. Smith represents clients in their highest stakes capital markets transactions, with a primary focus on the real estate investment trust (REIT), financial services, and hospitality industries. Ms. Smith draws on substantial experience to guide issuers and underwriters on SEC-registered and exempted capital markets transactions, including initial public offerings (IPOs), preferred and common equity offerings, and debt offerings, including investment grade, high yield, and green bonds. Beyond the transactional context, Ms. Smith cultivates trusted relationships with her clients to advise on ongoing disclosure, reporting, and broader corporate governance matters. Ms. Smith is a recognized thought leader in the capital markets space and has co-authored LexisNexis' Real Estate Investment

Trust (REIT) Guide for Capital Markets and Equity Capital Markets in the USA. She serves as a member of the board of directors of 826DC, a nonprofit organization that supports students ages 6 to 18 with developing their creative and expository writing skills and helps teachers inspire their students to write. Before joining Latham, she was a partner at another global law firm, where she served on the firm's US Opinions Committee and frequently contributed to client publications related to securities law developments.

SMITH, Adam

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Featured in International Trade (USA – Nationwide)

Practice Areas: Adam is the co-chair of Gibson Dunn & Crutcher's global international trade practice group and is an experienced international lawyer with a focus on white collar compliance and financial crime, including with respect to federal, state, and international economic sanctions enforcement, embargoes, export and import controls, and anti-corruption. His recent projects include work with multinational financial institutions, manufacturers, and technology firms to enhance compliance processes, to engage with governmental agencies to secure interpretive guidance, licenses, and CFIUS clearances, to conduct internal investigations and pre- and post-M&A due diligence, and to defend against regulatory inquiries and enforcement actions.

Career: From 2010-2015 Adam served as the Senior Advisor to the Director of the U.S. Treasury Department's Office of Foreign Assets Control (OFAC) and as the Director for Multilateral Affairs on the National Security Council. His prior positions include roles at the United Nations, the World Bank, and the OECD. Adam is regularly called upon by domestic and international tribunals as an expert and has testified before the U.S. Congress and the UK Parliament.

Publications: Adam is the author of dozens of articles and book chapters as well as three legal texts: International Judicial Institutions (1st and 2nd ed. 2015); After Genocide: Bringing the Devil to Justice (2009); US and EU Sanctions: Navigating the Divide for International Business (2019). He is also a frequent presenter at industry, academic, and governmental conferences globally.

Personal: JD, Harvard Law School, 2006, magna cum laude, Senior Editor 'Harvard International Law Journal', Chayes Fellow, Laylin Prize in International Law; MPhil, Oxford University, 1998; BA, Brown University, 1996, magna cum laude.

SMITH, Andrew

Covington & Burling LLP, New York
Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Andrew Smith advises clients on retail financial services, data protection, advertising and consumer protection, technology, credit reporting, and e-commerce issues. He assists banks, non-bank lenders, technology companies, and their vendors with regulatory compliance, litigation, and transactional matters. Prior to re-joining the firm, Andrew served as Director of the Bureau of Consumer Protection at the Federal Trade Commission (FTC), where he was focused on investigations and enforcement of privacy, data security, financial services, and marketing laws and regulations across a broad range of areas, including fair lending, technology platforms, digital advertising, payments, telemarketing, lead generation, affiliate marketing, consumer reporting, and small business financing. He also oversaw the Bureau's extensive rulemaking and workshop proceedings, including on endorsement guides, security of financial data, subscription marketing, contact lenses, and children's privacy. Additionally, he led the FTC's COVID-19 pandemic-related enforcement and consumer education efforts. In a previous role as Assistant to the Director of the Bureau of Consumer Protection at the FTC, Andrew led a team of professionals to develop and draft ten rules and six studies under the Fair Credit Reporting Act.

SMITH, Brian
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Featured in Government (USA - Nationwide)

Practice Areas: Brian Smith assists clients with challenging public policy matters that combine legal and political risks and opportunities. Brian represents companies and individuals facing high-profile and high-risk congressional investigations and hearings, and other criminal, civil, and internal investigations that present legal, political, and public relations risks. He assists companies and executives responding to formal and informal inquiries from Congress and executive branch agencies for documents, information, and testimony. He has extensive experience preparing CEOs and other senior executives to testify before challenging congressional oversight hearings.

SMITH, Chad
Kirkland & Ellis, Chicago
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Chad Smith is a corporate partner in the Houston office of Kirkland & Ellis LLP. Chad's practice focuses on domestic energy transactions, with an emphasis on acquisitions, divestitures and joint ventures in the upstream and midstream sectors. Chad represents clients in connection with a broad range of purchase and sale transactions, including both upstream and midstream oil and gas assets and companies. Chad's transactional experience also includes advising

clients in connection with the formation of joint ventures (both upstream and midstream) and the issuance of asset backed securities backed by producing oil and gas interests. Chad's experience with commercial agreements includes negotiating farmout and participation agreements to develop oil and gas properties, oil and gas transportation and gathering agreements, natural gas processing and fractionation agreements, crude storage and terminalling agreements and other transactions concerning the development of oil and gas properties.

Personal: University of Texas at Austin School of Law, J.D., 2010; University of Texas at Austin, B.A., Philosophy & Government, 2008

SMITH, Gregory K
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Featured in Projects (USA - Nationwide)

Practice Areas: Finance; Projects, Energy and Infrastructure; Energy and Natural Resources

Career: Greg Smith is US Co-Chair of Projects and Infrastructure at DLA Piper and US Chair of Agency Finance. He focuses on international financing transactions, particularly within emerging markets and developing nations. He represents lenders, host country governments, project sponsors and private equity funds in connection with the development and financing of projects in sectors such as energy, financial services, housing, manufacturing, microfinance, mining, petrochemicals, telecommunications and transportation. Over the course of his career, Greg has advised clients on transactions across Africa, Central and South Asia, Latin America and the Middle East. He is especially well known as one of the leading lawyers for representing development finance institutions, export credit agencies and multilateral agencies in complex, cross-border project financings.

Personal: J.D., Georgetown University Law Center; A.B., Georgetown University

SMITH, Holly
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Holly spent 13 years at the Securities and Exchange Commission, working as counsel to SEC Commissioner Mary Schapiro and as an Associate Director in the Division of Market Regulation (now the Division of Trading and Markets). At Eversheds Sutherland (US), she advises broker-dealers, investment advisers, transfer agents, and their affiliates on SEC, FINRA, and state compliance and enforcement matters, including registration, changes in ownership, sales practices, Form CRS, Reg BI, custody, customer protection, net capital and

recordkeeping rules. She also works on market structure, technology and outsourcing issues, including trading and clearing platforms and agreements, digital asset, and cryptocurrency issues. She frequently works on large merger and asset acquisition transactions. Holly also worked as Chief Counsel for a department at the NASD, now FINRA.

SMITH, Jason
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Jason Smith is a partner in Weil's Structured Finance and Derivatives practice. Jason has extensive experience structuring securitizations of equipment and vehicle leases and loans, rental car and other vehicle fleets, personal and small business loans, solar assets, as well as collateralized loan and fund obligation transactions, structured repackagings and a range of synthetic/derivative products including credit default and total return swaps. He also participates in the securitization of trade receivables, royalty receivables and other intellectual property, student loans, and credit cards in the term and commercial paper markets, as well as restructurings involving the foregoing.

Personal: Columbia College (B.A., 1993); New York University School of Law (J.D., 1996).

SMITH, Jeremy
Ropes & Gray LLP, New York
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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Jeremy is a partner in the asset management group. Jeremy's practice focuses on advising ETFs, mutual funds and closed-end funds, their independent directors, and investment advisers. Jeremy advises clients regularly regarding the establishment, registration, and operation of retail and institutional investment products, including ETFs, closed-end funds and wrap products. He has significant experience structuring and representing registered funds with alternative investment strategies. Jeremy regularly assists clients experiencing or anticipating compliance, examination, enforcement, or other regulatory issues with the Securities and Exchange Commission and other regulatory agencies. He also has extensive experience with exchange listing and compliance matters.

SMITH, John E
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Featured in International Trade (USA - Nationwide)

Practice Areas: National Security, CFIUS, FARA, Sanctions + Export Controls; Investigations + White Collar Defense; Global Ethics + Compliance
Career: John E. Smith, former Director of the U.S. Treasury Department's Office of Foreign Assets Control (OFAC), is co-

head of Morrison & Foerster's National Security practice, and a member of the Global Risk + Crisis Management group and Investigations + White Collar group. After serving 11 years as a top OFAC official, and three as its Director, Mr. Smith brings unmatched experience in economic sanctions, enforcement, and national security to MoFo. Both in the United States and globally, clients turn to Mr. Smith for his deep experience and unique perspective on the complexities and escalating risk of U.S. and multilateral sanctions. He is a trusted advisor for clients navigating significant civil and criminal enforcement actions by U.S. and other government prosecutors and regulators. He also served for three years at the United Nations as part of an expert panel overseeing the global implementation of sanctions and five years as a trial attorney at the U.S. Department of Justice, representing OFAC and other agencies in civil litigation involving national security and other matters.

Personal: J.D., Columbia Law School; BACHJ, University of Missouri; B.A., University of Missouri

SMITH, Leslie M
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Featured in Products Liability (USA - Nationwide)

Practice Areas: Leslie Smith is a litigation partner and was a long-time member of the Firm's Global Management Committee. She concentrates her practice in the areas of products liability, class action and consumer fraud litigation. In 2017 she was selected to the Crain's Chicago Business "Most Influential Women Lawyers in Chicago" list.

Professional Memberships: Keystone Board Member, Shirley Ryan AbilityLab; Secretary, Metropolitan Family Services; Board Member, Legal Aid Society; Fellow, American Bar Association

Personal: Georgetown University Law Center, J.D., magna cum laude, Order of the Coif, 1987. Georgetown University, B.A., 1984.

SMITH, Renee
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Featured in Products Liability (USA - Nationwide)

Practice Areas: Renee Smith is a nationally ranked litigation partner. Renee's practice focuses on representing clients facing high-profile complex products liability, class action and commercial litigation. She has secured trial defense verdicts and other wins for 3M, Abbott Labs, AbbVie Inc., Baxter Healthcare Corporation, The Dow Chemical Company, Eli Lilly and Company, W.R. Grace, General Motors LLC, Juul Labs, Inc., Kobe Steel, Ltd., and PricewaterhouseCoopers. Renee has won jury trials in multiple federal MDLs, and other state and federal courts across the country.

Personal: Harvard Law School, J.D., cum laude, 1995; Miami University, B.A., summa cum laude, 1992

SMITH, Robert K.

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Featured in REITs (USA – Nationwide)

Practice Areas: Mr. Smith is head of the firm's REIT capital markets practice and has more than 20 years of experience in advising REITs and real estate funds in various asset classes, including mortgage, office, industrial, data center, retail, and self-storage companies, on a broad range of capital markets, securities, governance, and SEC compliance matters. Mr. Smith has represented both issuers and underwriters in numerous capital markets transactions, including IPOs, follow-on offerings, 144A offerings and other private placements. Mr. Smith also has significant REIT M&A experience and is a trusted advisor to multiple REIT boards of directors, and he has also acted as an industry expert witness in REIT-related proceedings. Mr. Smith has been counsel in hundreds of securities offerings by REITs (including the then-largest ever non-rated public offering of preferred stock). He leads several engagements for publicly traded REITs, including some of the largest publicly traded mortgage REITs, and he is either issuer's or designated underwriter's counsel for a significant portion of all U.S. listed mortgage REITs. Mr. Smith also acts as exclusive outside corporate counsel on a pro bono basis to a national, real estate-focused, non-profit organization dedicated to furthering education and diversity in underserved cities.

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Featured in FCPA (USA – Nationwide), Litigation (New York)

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SMYTH, Graeme P.

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Graeme Smyth represents banks, underwriters, and issuers in a wide range of asset-backed securitizations and other structured finance transactions, especially those involving esoteric assets. Mr. Smyth draws on nearly two decades of experience helping clients navigate structured financing of a broad range of assets, including: •Music catalogs •Triple net real estate ABS •Aircraft portfolios and enhanced equipment trust certificate (EETC) aircraft financings •Shipping containers •Residential solar power assets •Railcars •Rental car fleets •The financing, leasing, and exchange of airport take-off and landing slots •Trade and other receivables He leverages extensive knowledge of different financing approaches to appropriately

structure solutions for specific assets, including pioneering music catalog portfolio securitization. Mr. Smyth prioritizes understanding all aspects of his clients' business to balance financing objectives with necessary flexibility for cash flow, operations, and other commercial needs.

SNARR, Michael S

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Featured in International Trade (USA – Nationwide)

Practice Areas: Mike Snarr serves as BakerHostetler's International Trade team co-leader, representing clients in international trade and investment disputes, and counseling them on compliance with trade laws and international agreements. He represents clients in antidumping and countervailing duty litigation, arbitration under free trade agreements and investment treaties, and disputes with U.S. Customs and Border Protection over the classification, valuation, and origin of imported goods. Mike advises government contractors on compliance with the Buy American Act, Trade Agreements Act, and other procurement laws with country of origin preferences.

SNELL, James

Perkins Coie, Palo Alto

Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Privacy & Security Law Class Action Defense Patent Litigation Trade Secrets Antitrust & Unfair Competition Litigation Business Litigation Arbitration Litigation Tech Amicus Ad Tech California Consumer Privacy Act of 2018 (CCPA) Biometric Law Trademark, Copyright, Internet & Advertising California Privacy Rights Act (CPRA) Privacy Class Action Defense Internet & E-Commerce Advertising, Marketing & Promotions Retail & Consumer Products Communications Medical Device Healthcare Interactive Entertainment Semiconductor Wineries, Breweries & Distilleries Unmanned Vehicle Systems Internet of Things (IoT) Product Innovation Counsel Autonomous Vehicle Systems Artificial Intelligence, Machine Learning & Robotics Educational Institutions & Services Apparel & Footwear Digital Media & Entertainment, Gaming & Sports
Career: James ("Jim") Snell, office managing partner of Perkins Coie's Palo Alto office and a partner in the firm's Privacy & Security practice, focuses his practice on privacy, cybersecurity, marketing and advertising, intellectual property, and technology law. A highly-regarded Chambers-ranked lawyer, Jim has represented many of the world's most innovative companies in diverse industries in counseling and litigation matters, including those relating to the Telephone Consumer Protection Act (TCPA), state privacy laws including the California Consumer Privacy Act (CCPA), biometrics laws including the Illinois Biometric Information Privacy Act (BIPA), the Electronic Communications

Privacy Act (ECPA) and the Stored Communications Act (SCA), the Children's Online Privacy Protection Act (COPPA), the Computer Fraud and Abuse Act (CFAA), federal and state wiretap acts, state marketing laws, and many other privacy-based statutory and common law matters. With nearly 30 years of experience, Jim is known for his strong focus on client service and commitment to providing clients with personalized and strategic guidance that helps them navigate complex litigation and compliance issues. His approach to client service centers on understanding his clients' unique needs and goals, and providing practical, effective solutions. Jim is an active member of various professional organizations and has published numerous articles on privacy and data security laws. He is also a frequent speaker at industry events, where he shares his knowledge and insights with senior executives and other legal professionals.

SNODGRASS, Elizabeth

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Liz has more than two decades of experience as an advocate and adviser in international arbitration matters. She has acted in arbitrations around the world, with notable experience of disputes arising in Africa, India, and Asia. Liz has particular expertise handling disputes involving States and State entities and fiscal disputes under long-term contracts. Her practice is a mix of commercial and investment treaty arbitration, with a focus on the upstream energy, power, and mining sectors.

Career: Liz clerked for the Hon. Judge J.H. Wilkinson, then Chief Judge of the U.S. Court of Appeals for the Fourth Circuit. Liz has taught courses on international arbitration and global disputes at University College London (2007-2012), American University's Washington College of Law (2019-2022), and Georgetown University (2021-2022).

SNYDER, Kristin

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Featured in Securities (USA – Nationwide)

Practice Areas: Kristin Snyder is a litigation partner and member of the firm's White Collar & Regulatory Defense Group. Her practice focuses on securities-related regulatory and enforcement matters, particularly for private investment firms and other asset managers. Ms. Snyder is recommended by The Legal 500 US (2023) and The Legal 500 Latin America (2023). Prior to her role at Debevoise, Ms. Snyder served at the U.S. Securities & Exchange Commission (SEC) for 18 years, most recently serving as the Deputy Director of the Division of Examinations resident in its San Francisco Regional Office. In her role, she spearheaded the development of examination priorities for the national

and international examination programs covering a spectrum of SEC registrants including investment advisers, investment companies, and broker-dealers. At the Commission, she also served as National Associate Director of the Investment Adviser/Investment Company (IAIC) Examination Program, and as the San Francisco Regional Office's Associate Director for Examinations. In these roles and her Deputy Director role, she oversaw more than 1,000 employees in the Division of Examinations, directed the SEC's Private Funds Unit, a specialized group within the exam program that has conducted hundreds of examinations of many of the largest and most complex private funds managers in the world, and managed referrals of examination findings from the Division of Examinations to the Division of Enforcement. She also led the SEC's National Examination Program Office for the IAIC Examination Program, which develops priorities and initiatives covering investment advisers, including private fund managers, and investment companies. Before her position at the Division of Examinations, Ms. Snyder served for eight years in the SEC's Division of Enforcement as a branch chief and as senior counsel in the SEC's San Francisco office, and prior to that was a litigation associate at two major law firms. Ms. Snyder currently serves on the board for Legal Aid at Work, a non-profit legal services organization that has been assisting low-income, working families for more than 100 years. She is also on the Steering Committee for the Women in Securities (WiSe) group in the Bay Area, a network for women securities litigators that seeks to promote their development and advancement. Ms. Snyder received her J.D. with honors from the University of California, Hastings College of the Law in 1996 and her B.A. from the University of California, Davis in 1992.

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Featured in Litigation (USA – Nationwide), Litigation (New York), Media & Entertainment: Litigation (New York)

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SOBIN, Sturgis M

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Featured in International Trade (USA – Nationwide)

Practice Areas: Mr. Sobin has represented clients in more than 65 ITC Section 337 investigations and related district court litigation, and served as lead trial counsel in complex trials covering a range of technologies and commercially valuable IP rights. He has assisted clients with 337 enforcement issues before US Customs and the US Court of International Trade, and served as global coordinating counsel for IP

disputes spanning multiple countries, including China.

Personal: American University, Washington College of Law (JD 1983).

SOLER, Jonathon G

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Jonathon Soler is Head of Weil's U.S. Private Funds practice and Co-Head of Weil's U.S. Private Equity practice. Jonathon regularly represents sponsors of private investment funds in connection with the organization and operation of such funds and provides sophisticated advice regarding carried interest sharing and other economic and governance issues. He also has counseled investment firms in connection with selling significant minority interests in their businesses to institutional investors. In addition, Jonathon represents certain institutional investors in connection with their investments in a variety of private investment funds. Clients include 22C Capital, Altas Partners, American Securities, Brookfield, The Carlyle Group, Crow Holdings, Genstar Capital, Kainos Capital, Lindsay Goldberg, TPG, and Trive Capital.

Personal: Queens University School of Business (B.Com., Honours, 1995); Columbia University School of Law (J.D., 1998).

SOLIMAN, Tamer

Mayer Brown LLP, Washington, DC

Featured in International Trade (USA – Nationwide)

Practice Areas: Corporate and government clients in a wide range of industries, including aerospace and defense, sovereign wealth and investment funds, private equity, technology, banking and finance, and logistics, rely on Tamer's counsel regarding export control, sanctions and related national security restrictions on trade.

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Featured in Healthcare (Arizona), Privacy & Data Security (USA – Nationwide)

See under Arizona for profile.

SOLOMON, Justin

Kirkland & Ellis, Chicago

Featured in Private Equity (USA – Nationwide)

Practice Areas: Justin W. Solomon is a partner in Kirkland's Los Angeles Investment Funds practice. With over 15 years of experience, Justin is a trusted advisor to many of the nation's leading private equity firms. In addition to his work with established firms, Justin frequently represents emerging managers in spin-out negotiations, management company start-ups and first-time fund formations and advises clients on a variety of internal economic and governance matters, including employee departures, succession negotiations,

long-range planning and strategic transactions, such as seed deals and minority stake sales.

Personal: University of Michigan Law School, J.D., 2006; James Madison University, B.B.A., Economics & Finance, magna cum laude, with Distinction in Economics, 2003

SOLOMON, Matthew C.

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Featured in Litigation (District of Columbia), Securities (USA – Nationwide)

Practice Areas: Matt represents financial institutions, public and private companies, asset managers, and individual executives and employees on issues ranging from regulatory compliance and remediation advice to advocacy and litigation against the government and private parties.

Career: Matt joined Cleary Gottlieb as a partner after serving for 15 years as a white-collar prosecutor and supervisor with the DOJ and as a senior enforcement official with the SEC – most recently as the SEC's Chief Litigation Counsel. Before joining Cleary, Matt served as the SEC's Deputy Chief Litigation Counsel in 2012, and was elevated to be the agency's Chief Litigation Counsel in 2013. In this role, Matt led the SEC's 150-attorney national trial unit and supervised the SEC's litigated cases in federal courts and administrative proceedings. Prior to the SEC, Matt served in several prominent positions over 10 years with the DOJ. J.D., Georgetown University Law Center, magna cum laude (1999); B.A., Wesleyan University, magna cum laude (1994).

Professional Memberships: Edward Bennett Williams American Inn of Court (2012-current), Bar, District of Columbia and New York.

SOLOMON, Ronni

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: Ronni Solomon co-leads our E-Discovery practice and focuses exclusively on e-discovery issues. Ronni has significant experience managing e-discovery in crisis litigation that spans multiple regulatory, investigatory and civil matters and helping clients ensure that e-discovery does not become a costly sideshow. A certified Project Management Professional (PMP), Ronni uses her experience and skills to ensure that e-discovery activities are run cost-efficiently, defensibly and consistently. She also serves as National E-Discovery Counsel for large corporations and works with clients on information governance and defensible deletion issues. Ronni is actively engaged in e-discovery thought leadership. She was a member of the Steering Committee of Working Group 1 of The Sedona Conference on Best Practices for Electronic Discovery and Records Management. She sits on the Advisory Board of the Georgetown Law

Advanced E-Discovery Institute. She also is Editor-in-Chief of International Legal Holds published in August 2022 by Working Group 6 of the Sedona Conference, International Electronic Information Management, Discovery and Disclosure, which focuses on international issues relating to disclosure, cross-border discovery, and privacy. Ms. Solomon was appointed by U.S. District Court Judge Timothy Batten to be on a committee to provide recommendations regarding amending local rules to address e-discovery issues, was co-chair of the Electronic Discovery Subcommittee of the Pretrial Practice and Discovery Committee of the Litigation Section of the American Bar Association and is the former Director of the Atlanta Chapter of Women in E-Discovery.

SOLOWAY, Todd

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Featured in Leisure & Hospitality (USA – Nationwide)

Practice Areas: Pryor Cashman Partner Todd E. Soloway, co-chair of the firm's Litigation Group and chair of the Hotel + Hospitality Group and Real Estate Litigation Practice, is highly sought after for his expansive industry knowledge and relationships, solidified by 25+ years of complex trial and deal experience. A trusted advisor to leaders in the space, Todd's client list includes sbe Entertainment, Highgate Hotels, Virgin Hotels, Standard International Management (Standard Hotels), Brookfield Asset Management, Tishman Hotels, Vornado Realty Trust, H.I.G. Realty Partners, Eden Roc LLLP, RFR Hotels, The Moinian Group, Cerberus Capital Management, Loews Hotels, Key International, Deku Immobilien, and Ashkenazy Acquisition, among others.

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Featured in Capital Markets (California),

Capital Markets (USA – Nationwide)

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SOOD, Neesa

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Neesa Patel Sood is a partner in the Asset Management Department. She counsels registered funds and their independent board members, as well as investment advisers, across a wide range of complex regulatory, compliance, fund governance, operational and transaction-related matters. She regularly provides advice regarding the structuring, launch and day-to-day operations of registered funds, including innovative products and structures. Neesa also has significant transactional experience, regularly counseling clients on fund restructurings and adoptions as well as merger and acquisition transactions.

She regularly advises on industry and legal developments.

Personal: Columbia University School of Law, J.D., 2009; University of Maryland, B.S., 2006. See <https://www.willkie.com/professionals/s/sood%20neesa>

SOPHER, Edward D

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Featured in Private Equity (USA – Nationwide)

Practice Areas: Edward is the co-chair of Gibson Dunn's Investment Funds practice. He advises private investment funds, including private equity, hedge, real estate and distressed investment funds, and funds of funds in their organization, operation, regulatory compliance, and investment activities. Edward represents investment managers and sponsors of these funds, as well as institutional and seed investors and joint venture partners. He is particularly active in secondary private equity transactions, including both traditional as well as GP-led liquidity solutions, and is also involved in M&A, financing and other transactions involving investment management firms.

Professional Memberships: New York Bar; Solicitor, England & Wales; Association of the Bar of the City of New York.

Personal: BA, Cambridge University, 1982; MA, Cambridge University, 1985.

SOPORI, Priya

Greenberg Glusker Fields Claman & Machtinger LLP, Los Angeles

Featured in Cannabis Law (USA – Nationwide)

Practice Areas: Litigation; Cannabis **Career:** Priya Sopori's legal savvy and deep courtroom experience enable her to provide clients with the skilled representation and counsel they need during high-stakes trial and crisis situations. As a former Assistant U.S. Attorney in the Central District of California, she indicted some 45 cases, tried numerous multi-week jury trials, and successfully prosecuted federal sex crimes against women and children, white-collar fraud, and cybercrimes, obtaining convictions. Cannabis Experience Working with clients who represent cannabis investment funds, manufacturers, distributors, and retailers, her practice touches nearly every link in the industry chain. She often acts as outside general counsel to cannabis clients by providing guidance on employment, contractual, real estate, and intellectual property matters as well as assisting with regulatory compliance concerns, including agency and/or government investigations. Priya has successfully litigated the seizure of hundreds of thousands of dollars in cash by the government and successfully negotiated settlements in favor of her clients. She has successfully negotiated favorable settlements in several trademark litigation matters, thereby protecting cannabis brands. Priya has been on

the vanguard of the battle against unlicensed cannabis shops and counterfeit cannabis products, sending countless cease and desist letters to protect her clients' brands. In addition to writing articles in the Los Angeles Business Journal and speaking to media outlets such as Law360, the Associated Press, and NBC Los Angeles, she continues to warn state and local governments of the health and financial risks that counterfeit products and unlicensed cannabis shops pose to the public. Business Litigation & Trial Experience In addition to her cannabis expertise, Priya has extensive business litigation and trial experience involving intellectual property, copyright and trade-secret protection, licensing agreements for music and internet/television rights, international film financing and distribution, employer discrimination and sexual harassment, securities litigation, entertainment litigation, wrongful death, and white-collar crime. Priya has won numerous defense verdicts, including a multimillion-dollar employment discrimination suit against a major insurer, and in suits against a successful developer, a noted Hollywood studio, and other high-profile clients.

Professional Memberships: Women in Media, Board President Member, International Cannabis Bar Association

SOTTO, Lisa J

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Named among The National Law Journal's "100 Most Influential Lawyers," Lisa chairs the firm's top-ranked global privacy and cybersecurity practice and is Managing Partner of the New York office. She has received widespread recognition for her work in the areas of privacy and cybersecurity, and was rated the best privacy adviser by Computerworld magazine. Chambers and Partners honored Lisa with the 2021 Outstanding Contribution to the Legal Profession award, highlighting that "Lisa Sotto is a legend." She also was named a BTI "Client Service All-Star." Nicknamed the "high priestess of privacy" and "queen of breach," Lisa is a market leader who advises clients in identifying, analyzing and managing risks associated with privacy and cybersecurity practices, including advising on AI governance issues, and has handled over 3,000 cybersecurity and data breach incidents. She is chair of the US Department of Homeland Security's Data Privacy and Integrity Advisory Committee and the lead author of Wolters Kluwer's Privacy and Cybersecurity Law Deskbook. She also testifies regularly before the US Congress and other legislative and regulatory agencies. In addition, Lisa was selected by several foreign governments (including Brazil, China, Japan and Serbia) to provide briefings and advise on global data protection law.

SOUTHWELL, Alexander H.

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Featured in Privacy & Data Security (USA – Nationwide), Litigation (New York)

Practice Areas: Alex Southwell is one of the nation's leading technology-focused litigators and investigations lawyers. He is regularly called upon by numerous prominent global companies to counsel on—as well as handle investigations, enforcement defense, and litigation related to—a wide array of privacy, data breach, theft of trade secrets, computer fraud, and network and data security issues, often for the most novel, challenging, or technical matters. A former federal prosecutor, he advises companies victimized by cyber-crimes and has extensive experience with the Computer Fraud and Abuse Act, the Economic Espionage Act, the Electronic Communications Privacy Act and Stored Communications Act, and related federal and state statutes, as well as with privacy compliance counseling and FTC and AG regulatory enforcement.

Career: Assistant US Attorney, SDNY, member of office's Securities and Commodities Fraud Task Force, experienced computer crimes prosecutor. Adjunct Professor of Law at Fordham University School of Law; Law Clerk, Judge Naomi Buchwald, US District Court, SDNY. **Personal:** New York University School of Law, JD, magna cum laude, 1997. Princeton University, AB, magna cum laude, 1993.

SPAFFORD, Michael L

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Featured in Derivatives (USA – Nationwide)

Practice Areas: Michael Spafford is a partner in the Investigations and White Collar Defense practice of Paul Hastings and is based in the firm's Washington, D.C. office. Mr. Spafford's practice focuses on white-collar criminal defense, government investigations, regulatory enforcement, internal investigations, and related litigation. He has represented financial institutions, funds, committees of boards of directors, and a variety of other companies, as well as individual clients in numerous high-profile government investigations and parallel litigation involving alleged violations of the federal securities, commodities and banking laws, price fixing and collusion, fraud and manipulation, tax, accounting and trading offenses, and the False Claims Act. Mr. Spafford frequently represents clients before the DOJ, SEC, CFTC, FERC, FTC, and other federal, state, and local government authorities. Mr. Spafford has extensive experience with matters involving complex financial products and commodities, including derivatives and Fintech, and related enforcement inquiries, internal investigations and commercial litigation. Mr. Spafford serves as the Chair of the ABA Business Law Section Committee on Derivatives and Futures Law. He previously served

as the Chair of the ABA Subcommittee on Innovative Digitized Products and Processes, including virtual currencies and block chain, and co-authored the ABA White Paper, "Digital and Digitized Assets: Federal and State Jurisdictional Issues."

SPECHT, Damien

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Featured in Government (USA – Nationwide)

Practice Areas: Damien C. Specht is a partner in the firm's Government Contracts & Public Procurement practice. In addition to his work on more than 60 completed government contracts mergers and acquisitions, he has experience in a wide variety of government contracts matters, including contract counseling, negotiation of subcontracts and teaming agreements, contract disputes, size protests, and both pre- and post-award bid protests. He is a frequent speaker, having testified about procurement issues before the United States House of Representatives and addressed issues ranging from government contracts M&A to small business set asides and bankruptcy considerations before industry leaders.

SPECTOR, Jeremy D

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Featured in Tax (District of Columbia), Sports Law (USA – Nationwide)

Practice Areas: Jeremy Spector's practice involves tax planning, IRS controversy work, and the structuring of corporate transactions, with particular emphasis on advising professional sports leagues and teams and on representing large taxpayers through the IRS audit, Fast Track, and Appeals processes. Representative clients in the sports world include the National Football League, the National Basketball Association, the National Hockey League, Major League Baseball, Major League Soccer, the UFC, Fenway Sports Group, the United States Olympic Committee, and dozens of professional sports clubs. Mr. Spector's sports-related work encompasses such matters as the purchase and sale of sports franchises, public and private stadium financing, player compensation, the relationship between taxable and tax-exempt entities, franchise and network valuations, and the treatment of sponsorship, licensing, and broadcast agreements.

Personal: University of Michigan Law School, J.D., 1997; Yale University, B.A., 1992

SPEDALE, Gerald

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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)

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Featured in Energy & Natural Resources (USA – Nationwide), Corporate/M&A (Texas)

Practice Areas: Anthony's practice focuses on corporate mergers & acquisitions and formation of joint ventures involving assets across the energy value chain, including traditional, renewable and alternative energy sources.

Career: Anthony was a partner at Baker Botts until 2014 when he joined Kirkland to help establish the Houston office as leader of the energy real asset practice.

Personal: Tulane University Law School, J.D. (summa cum laude), 2005; Order of the Coif, Tulane Law Review; Tulane University, B.A. (cum laude), 1997

SPICER, Adam

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Featured in Products Liability (USA – Nationwide)

Practice Areas: Adam Spicer regularly tries high-stakes cases involving complex scientific, medical, regulatory, and reputational issues in some of the country's most difficult jurisdictions. Adam focuses his practice on representing pharmaceutical, medical device, agricultural, and chemical manufacturers in both mass tort and single plaintiff cases throughout the country. He also has significant experience representing pharmaceutical and medical device clients in state Attorneys General actions. Prior to becoming an attorney, Mr. Spicer served on active duty in the United States Navy from 1998-2002. He received Navy and Marine Corps Achievement Medals, a Navy Letter of Commendation, and Navy Sea Service Awards.

SPIES, Charles

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Featured in Political Law (USA – Nationwide)

Practice Areas: Political Law, Government & Public Affairs, Tax Exempt Organizations.

Career: Charlie is the leader of Dickinson Wright's Political Law practice. Named by Politico magazine in 2015 as a "visionary transforming American politics," Charlie counsels a broad range of corporations, organizations, and candidates confronting challenges and opportunities at the intersection of political and issue campaigns, government ethics and investigations, law and public policy. Charlie has successfully litigated high profile First Amendment and election law issues nationally and serves as counsel to multiple office-holders, super PACs, trade associations, corporations and organizations. He is currently outside counsel to the Republican Attorneys General Association and

has previously served as Election Law Counsel for the RNC, CFO and Counsel for Mitt Romney's 2008 Presidential campaign, and General Counsel and CFO for the Republican Governors Association. Charlie previously served as legal and policy advisor to FEC Chairman Darryl R. Wold.

Professional Memberships:

Georgetown University Institute of Politics and Public Service, Board Member; Board of Governors, Republican National Lawyers Association

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Featured in Hedge Funds (USA - Nationwide)

Practice Areas: DAN SPIES is the co-leader of Sidley's New York Investment Funds practice. He has more than 20 years of experience focusing on private investment funds and their investment advisers in connection with formation, corporate, regulatory, and compliance matters. Dan regularly advises clients on the formation and operation of private equity and credit funds, hedge funds, digital assets funds, hybrid funds, commodity pools, funds of funds, managed accounts, and single investor funds. Dan represents private fund sponsors in all aspects of their business, in the U.S. and abroad, counseling both well-known sponsors and emerging managers focused across sectors. He also assists his clients with the formation and operation of their management entities, including compliance with the Investment Advisers Act.

SPINOLA, Jay

Willkie Farr & Gallagher LLP, New York
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Featured in Registered Funds (USA - Nationwide)

Practice Areas: Has over 20 years of experience counselling investment companies, their boards and their sponsors in all aspects of their operations. Focuses on open-end funds, ETFs and complex closed-end funds, including the organization/offering of new funds, and counseling funds and their sponsors on regulatory and compliance matters, contract approvals, disclosure issues, restructuring and financing, and acquisitions. Frequently advises closed-end funds regarding secondary offerings and other capital markets transactions, along with strategies to address market discounts and dealings with activist investors. Also, serves as counsel to the independent directors of certain fund groups.

Personal: JD (with honors), George Washington University Law School, 2000; BA (with honors), Providence College, 1996. See: <https://www.willkie.com/professionals/s/spinola%20jay>

SPIVEY, Angela

Alston & Bird LLP, Atlanta
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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Angela focuses on defending and counseling food, beverage, dietary supplement, and cosmetic manufacturers, distributors, retailers, restaurants, and packaging entities on a host of regulatory and litigation matters. Her FDA and USDA regulatory compliance counseling includes recall implementation, food safety, FSMA compliance, registration issues, defense of criminal investigations, and FDA/USDA enforcement actions. Angela partners with her clients to devise unique strategic approaches to compliance issues and litigation matters. Angela has a proven track record of successfully defending consumer class action labeling matters, with several high-publicity wins.

Career: Co-leader, Food, Beverage & Agribusiness Team; co-leader, Litigation & Trial Practice Group.

Publications: "Food Safety Law," Law Journal Press.

SPRINGSTEEN, Jessica

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Featured in Projects (USA - Nationwide)

Practice Areas: Jessica A. Springsteen is a member of Clifford Chance's Americas Energy and Infrastructure Group based in Washington, DC. She regularly advises sponsors, commercial banks, multilateral organizations, and export credit agencies in all aspects of the development and financing of energy and infrastructure projects worldwide, with a particular emphasis on Latin America.

SPRINKLE, Sarah

Akin, Washington, DC

Featured in International Trade (USA - Nationwide)

Practice Areas: Sarah counsels multinational clients on a range of international regulatory and trade policy matters, including market access, customs, and export controls. Sarah represents corporate and government clients in antidumping (AD) and countervailing duty (CVD) proceedings before the U.S. Commerce Department, the U.S. International Trade Commission, federal courts and international tribunals, as well as in World Trade Organization (WTO) dispute settlement proceedings. She also advises clients on other import and export compliance matters, including duty and penalty risk mitigation and litigation strategy, and assists them with product classifications, duty waivers, licenses and voluntary self-disclosures. She has worked with clients across a range of industries, including steel, softwood lumber, tires, automotive, aerospace, paper, consumer electronics, technology and insurance.

Career: Prior to joining Akin, Sarah worked with other top international trade practices, handled WTO and trade remedies cases and sanctions and export controls matters. While in law school, she interned for the Office of

the U.S. Trade Representative and for a leading law firm in Brazil. She has been practicing with Akin since 2021.

Personal: J.D., University of Washington School of Law, 2012 M.I.A., University of Washington, 2012 B.A. Willamette University, magna cum laude, 2005

SPULAK, Thomas

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Featured in Government (USA - Nationwide)

Practice Areas: Drawing upon his deep experience with the legislative process, Tom's practice includes the development and execution of Legislative and Executive Branch strategies involving issues critical to domestic and foreign interests. His practice also includes advising corporations on complying with the vast array of laws that regulate the interaction of lobbyists with state and federal government officials. As group co-leader of the Government Advocacy & Public Policy practice, Tom is actively involved in numerous lobbying efforts on the most pressing issues in Washington, involving tax, health, energy, defense, aerospace and appropriations. Tom counsels clients on the full suite of political law issues. He advises clients on complying with federal and state laws that regulate and require the reporting of lobbyist activities, and counsels clients on the ethical considerations involved when corporate representatives and government officials interact. He provides guidance on federal and state election laws, and assists corporations with establishing and administering federal and state political action committees. Tom assists foreign entities in complying with the Foreign Agent Registration Act. And he assists tax-exempt organizations with understanding and complying with provisions of law that regulate lobbying and political activities. Mr. Spulak is an adjunct professor at Florida State University College Of Law where he teaches political law.

SRULOWITZ, Stephanie Epstein

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Stephanie Epstein Srulowitz is a partner in Weil's U.S. Private Funds practice and is based in New York. Stephanie has worked on a variety of transactions, primarily representing private investment fund sponsors in connection with the formation, structuring and negotiation of their investment funds, as well as providing sophisticated advice regarding carried interest sharing and other economic and governance issues. In addition, Stephanie advises sponsors in connection with complex secondary transactions, including fund restructurings, continuation funds and purchases of portfolios of fund interests. She has also represented certain institutional investors in connection with their pri-

vate fund investments, including private equity, real estate and other closed-end funds. She also advises regularly with respect to co-investment structures and terms for her private equity clients. Stephanie's representative clients include American Securities, Ascribe Capital, Berkshire Partners, CPP Investments, Crow Holdings, Graycliff Partners LP, ICG, IFM Management, Lee Equity Partners, Quad Partners, Strattam Capital, TPG, Tritium Partners and WindRose Health Investors.

Personal: Yeshiva University (B.A., summa cum laude, 2002); University of Pennsylvania Law School (J.D., cum laude, 2005).

STADLER, Brian M

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Featured in Private Equity (New York), REITs (USA - Nationwide)

See under New York for profile.

STAMBAUGH, Christopher

DLA Piper LLP (US), Raleigh

Featured in REITs (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/s/stambaugh-christopher-r>

STAMER, Michael S

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Featured in Bankruptcy/Restructuring (USA - Nationwide), Bankruptcy/Restructuring (New York)

See under New York for profile.

STANLEY, Trevor

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Featured in Political Law (USA - Nationwide)

Practice Areas: Trevor Stanley represents clients in the public, private and non-profit sectors. Focusing his practice in the areas of litigation and political law, Trevor provides legal guidance to some of the largest political action committees in the U.S. He also advises presidential candidates, members of Congress and other individuals and organizations in the political arena on campaign finance, "pay-to-play," ethics and lobbying regulations. Trevor also has particular experience in the state campaign finance regime. Trevor has appeared on behalf of clients before U.S. federal district and state courts. Trevor has experience in complex civil and international litigation matters, as well as in contract award protests before the U.S. Government Accountability Office and the United States Court of Federal Claims. In addition, he has appeared on behalf of clients before the Federal Election Commission.

STANSBURY, Smitha G.

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Smitha Stansbury specializes in conventional food and beverages, dietary supplements and

personal care products regulated by the U.S. Food and Drug Administration. A partner in the FDA and Life Sciences practice, Smitha represents clients in regulatory matters at the federal and state levels, and conducts risks assessments and due diligence reviews of FDA-regulated companies involved in mergers, acquisitions and other corporate transactions. Ms. Stansbury provides strategic regulatory counseling to clients on important issues relating to the development, promotion and sale of foods and dietary supplements, as well as cosmetics, drugs, medical devices and tobacco products. She also assists clients in responding to regulatory enforcement actions such as FDA warning letters, product seizures, recall requests and import detentions. In addition, she guides clients in conducting regulatory due diligence on corporate transactions and private equity investments.

STARK, Sanford W

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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

See under District of Columbia for profile.

STATON, Katherine

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Featured in Transportation (USA - Nationwide)

Practice Areas: Trial & Appellate Litigation; Aviation; Business Litigation; Product Liability

Career: Katherine A. Staton is a litigator with more than 30 years of experience, serving large and small aviation and corporate clients and companies in Texas and nationally. Katherine has a unique legal, financial, and practical background — she is a CPA and brings unique experience in identifying, analyzing, and addressing financial issues and misconduct, and helping clients buy and sell aircraft. She also assists the in-house legal teams of Fortune 500 clients as well as religious entities in navigating abuse and sexual misconduct claims. Katherine has developed particular experience in aviation. She is a private pilot, owned an aircraft, and she completed an aircraft engine course to better understand her clients' operations and case issues. This diverse background gives Katherine an advantage in understanding complex litigation issues, assisting clients with buying and selling aircraft, and helping clients with strategic decisions and challenging legal issues.

Professional Memberships:

International Aviation Womens Association (IAWA); Pilots Bar Association; International Association of Defense Counsel; Texas Association of Defense Counsel; 99s International Organization of Women Pilots; Women in Aviation International; WHO Foundation (Women Helping Others)

STAVENAS, Marisa D

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Co-Head of the Special Situations group and a Partner in the Firm's Capital Markets Practice, Marisa Stavenas has a wide ranging practice advising corporate, investment banking, private equity and advisory clients on an array of complex domestic and international capital raising, investment and liability management and restructuring matters, including secured and unsecured debt issuances, private and other structured investments, tender and exchange offers (debt and equity), reorganizations and other liability management transactions and other equity transactions. She also regularly advises corporate clients on securities laws, corporate governance and other general corporate matters.

Career: Joined Simpson Thacher in 1999; became Partner in 2010.

Professional Memberships: Member of the Steering Committee of the Kate Stoneman Project, a leadership organization comprising women partners at leading New York-based law firms; serves as a mentor with W.O.M.E.N. in America to help professional business-women advance their careers; former Chairman of the Board of Trustees of All Souls School, an early childhood day school.

Publications: Served as a contributing editor of *Getting the Deal Through: Acquisition Finance* and co-authored the United States chapter (2013-2020).

Personal: Georgetown University Law Center (J.D., cum laude, 1999); Washington University (B.A., magna cum laude, 1996).

STEIN, Benjamin

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Featured in Media & Entertainment: Transactional (Illinois), Privacy & Data Security (USA - Nationwide)

See under Illinois for profile.

STEIN, Scott D

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Featured in Antitrust (Illinois), False Claims Act (USA - Nationwide)

Practice Areas: SCOTT STEIN represents clients in high-stakes civil cases, including antitrust, class actions, and other complex commercial disputes. A significant focus of Scott's practice involves representing clients in the life sciences and healthcare industries in both government investigations and litigation arising under the False Claims Act (FCA). Scott is ranked by Chambers USA (2022-2023) for the False Claims Act - USA - Nationwide category (Band 2), serves as the Chief Editor of Sidley's False Claims Act blog, and is a frequent author and presenter on pressing FCA topics. In addition, he regularly serves

as an advisor to in-house counsel and serves as outside general counsel of a medical professional society. Scott also works on a variety of pro bono matters, and was awarded the 2022 Excellence in Pro Bono and Public Interest Service Award by United States District Court for the Northern District of Illinois.

STEINBERG, Alexa

Greenberg Glusker Fields Claman & Machtinger LLP, Los Angeles

Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Cannabis; Corporate, Finance & Securities, Corporate Structuring & Operations; Licensing, Mergers & Acquisitions

Career: Alexa is a corporate and transactional attorney for middle-market companies and entrepreneurs. Acting as outside general counsel, Alexa represents privately held companies in a wide variety of general corporate and transactional matters, ranging from entity formation and structuring to commercial transactions. Acting as transactional counsel, she prepares companies and guides them through mergers and acquisitions as well as financings. Her deep industry experience with branded consumer products, cannabis, hemp, and CBD allows her to structure transactions that meet her clients' business needs and legal objectives whilst also enabling them to build the strategic business relationships crucial to their growth and success. With her unique skillset, vast network, and deep roots in the cannabis space, Alexa has become one of the nation's most recognized industry leaders. Her ability to navigate ever-evolving local, state, and federal regulations, coupled with business strategy, allow her to create the most effective solutions for her clients in highly regulated markets. Alexa also takes great pride in serving her community. In her capacity as an elected official on the Studio City Neighborhood Council, she regularly liaises with the Los Angeles City Council, the Los Angeles Department of Neighborhood Empowerment, and Studio City residents, business owners, and stakeholders to ensure the vitality of her local community and the City as a whole. She is equally dedicated to the deal community in Southern California and is a member of the Young Professionals Committee of the Los Angeles chapter of the Association for Corporate Growth (ACG).

Professional Memberships: - Association for Corporate Growth (ACG) - Los Angeles | Committee Member, Women of Association for Corporate Growth - Los Angeles; Member, Young Professional Committee - Naturally Los Angeles | Board Member; Secretary - Member, International Cannabis Bar Association - Member, Los Angeles County Bar Association (LACBA) - Member, LACBA Pro Bono Cannabis Panel - Policy Committee, Los Angeles County Bar Association Cannabis Section - Member, California Attorneys for Criminal Justice - Member, Women Lawyers Association

of Los Angeles - Pro Bono Counsel, Cannabis Equity Retailers Association

STEINER, Jeffrey L

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Featured in Derivatives (USA - Nationwide)

Practice Areas: Jeffrey advises financial institutions, investment funds, exchanges, corporate end users and trade associations on regulatory, policy, enforcement and transactional matters involving derivatives, commodities and securities. He assists clients with derivatives regulatory and compliance issues relating to the Dodd-Frank Act, the Commodity Exchange Act, CFTC and SEC regulations, NFA and exchange rules and cross-border derivatives transactions. Jeffrey also counsels clients on regulatory, compliance and transactional matters involving fintech, digital assets and blockchain technology.

Career: He was previously special counsel in the CFTC's Division of Market Oversight where he worked on several Dodd-Frank Act rulemakings.

Personal: JD, Tulane Law School, 2004; BBA, Emory University, 2001.

STEINGARTEN, Derek

Morrison Foerster, San Francisco
Featured in Registered Funds (USA - Nationwide)

Practice Areas: Derek Steingarten is a Partner in the firm's New York office and Co-Chair of the Investment Management Group. Derek's practice focuses on representing registered and private fund sponsors and other institutional asset managers. He has deep wealth management industry experience focused on complex regulatory and transactional issues and the day-to-day management of legal and business challenges related to high net worth investors, fund and aggregator vehicles, governance and fiduciary regulation. Derek's broad experience with funds and asset managers of varied size and scope allows him to advise on transactional and regulatory issues in a way that is tailored to the life cycle of his clients' businesses and product offerings. Derek counsels clients on significant transactional matters, including leading negotiations and conducting due diligence for his clients in acquisitions, new business ventures and in onboarding talent through lift-outs and other strategic combinations and restructurings. He has many years of comprehensive board-level expertise in managing 1940 Act governance and regulatory oversight for registered funds and their service providers, including active involvement in the oversight of investigations, regulatory enforcement responses and disputes. Derek regularly advises on the capital raising, marketing and compliance needs of hedge, private equity and other private funds, funds-of-funds, sub-advised funds, bank collective funds, and institutional separate accounts and managed account platforms.

His experience also includes extensive work with state and federally-chartered trust companies and their specialized role within wealth management for high net worth investors and ERISA plan assets. Chambers USA and Legal 500 have recognized Derek for his work in investment management and funds. Chambers cited his "timely, high-quality advice" and his "keen focus on the business considerations that are implicated by his advice." He is also a member of our global Environmental, Social, and Governance (ESG) steering committee.

STEINHAUSE, Darryl

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Featured in REITs (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/s/steinhouse-darryl>

STEINMAN, Melissa Landau

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Featured in Advertising (USA - Nationwide)

Practice Areas: Melissa Steinman focuses on advertising and marketing, promotions, consumer protection, antitrust, trade regulation, and consumer product safety. In addition to counseling and compliance, she also actively represents clients in government investigations and defends clients against class actions. Melissa represents a broad array of clients, including consumer products and hospitality brands, media and tech companies, retailers, gaming and software companies, start-ups, celebrities, producers, charities, and trade associations. She is particularly well known for her deep knowledge of promotions law, including sweepstakes, contests, gift cards, loyalty programs, and charitable promotions, and she speaks and writes frequently on the topic in the United States and internationally.

STEKLOFF, Brian L.

Wilkinson Stekloff LLP, Washington, DC

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Featured in Products Liability (USA - Nationwide)

Career: Brian is a go-to first-chair trial lawyer who has tried over 30 cases to verdict before juries across the country, achieving numerous full defense verdicts on behalf of his many clients in some of the most challenging jurisdictions in the country. In recognition of his success, Brian is nationally ranked in Chambers in "Products Liability" and "Mass Torts." Chambers describes Brian as "a tremendous lawyer" who is "instrumental in getting favorable results." Brian is also ranked by Legal 500 for "Toxic Torts," "Consumer Products," and "Sports." In 2023, he was named "Trial Lawyer of the Year" and "Top Product Liability Litigator" by Benchmark Litigation, and led the trial team that received Benchmark's "National Impact Case Award" for the defense verdict secured in *Clark v. Monsanto*. Brian is also a Benchmark "Top 100 Trial

Lawyer" and "Litigation Star," one of Lawdragon's 500 "Leading Lawyers" and "Leading Litigators" in America, and a two-time National Law Journal "Winning Litigator" finalist. Brian serves as national trial counsel for several clients in multi-district litigations around the country, including Monsanto in its Roundup litigation. In that litigation, he delivered the first full defense verdict for Monsanto in the litigation in a Los Angeles Superior Court case involving a boy diagnosed with cancer at age five. Brian has also obtained complete defense verdicts on behalf of Bayer, Eli Lilly, and Pfizer in products liability bellwether trials, including the first state court jury verdict for Bayer in the Xarelto litigation. Brian has also played a critical role in winning cases before trial, including a Daubert and summary judgment victory for Medtronic in hernia mesh litigation in the Central District of California. The Court excluded Plaintiffs' specific causation expert based on Brian's argument and deposition, resulting in summary judgment in favor of Medtronic. Brian continues to represent Medtronic in national products liability litigation concerning its hernia mesh. Before founding Wilkinson Stekloff, Brian previously practiced at Covington and Burling and Paul, Weiss, Rifkind, Wharton & Garrison, where he tried multiple cases to verdict. Brian also spent four years as an Assistant Federal Public Defender for the Southern District of Florida, where he obtained full acquittals in nearly one-third of his jury trials at a rate of more than double the national average.

STENGER, Daniel

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Nuclear Regulatory

STENGLEIN, Mike

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Featured in Construction (USA - Nationwide), Construction (Texas)

See under Texas for profile.

STEPHENS, David

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Featured in Registered Funds (USA - Nationwide)

Practice Areas: David Stephens is a partner and a member of Proskauer's Registered Funds Group. David has particular expertise in matters arising under the Investment Company Act. David's experience covers virtually all types of investment companies, including registered and unregistered, open-end and closed-end, ETFs, and master-feeder funds, as well as funding vehicles for insurance products.

STEPHENS, Robert

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Featured in Projects (USA - Nationwide)

Practice Areas: ROBERT STEPHENS, as a member of the Energy and Global Finance practices, represents financial institutions and energy companies in a wide range of energy financings, investments and commodity and hedging transactions, focusing on those that require a deep understanding of energy assets and the use of project finance and structured finance techniques. Robert's representations involve: Renewable Energy, Oil and Gas Transactions, Conventional Power, M&A Transactions, Energy Trading, Restructuring Transactions, and Retail Energy. Robert has been ranked in Chambers USA since 2005, most recently in Projects-USA - Nationwide (2020-2023) and Energy: Oil & Gas Transactional-USA - Nationwide (2010-2019). In the 2023 edition, a client commended Robert for being "brilliant" and "thoughtful" and notes that he "covers all the issues." Robert is also listed in Chambers Global for his work in Energy: Oil & Gas Transactional-USA - Nationwide (2011-2018) as well as his Projects-USA - Nationwide practice (2021-2024).

STERLING, Charles "Beau"

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Beau Sterling's practice focuses on corporate and financial transactions. He concentrates on structured finance transactions, including collateralized loan obligations and REMICs, as well as environmental matters.

Career: Beau joined the firm in 2010, became counsel in 2019 and became partner in 2024. J.D., George Washington University Law School, 2010; B.A., Georgetown University, 2007.

Professional Memberships:

Member of the Bar in the District of Columbia and New York.

STERN, Elizabeth Espín

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Featured in Immigration (USA - Nationwide), Immigration (District of Columbia)

See under District of Columbia for profile.

STERN, Max

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Featured in Insurance (USA - Nationwide), Insurance (California)

See under California for profile.

STERN, William E

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: William Stern is a partner in the firm's Financial Industry, Banking, Consumer Financial Services, and Fintech practices. William works on a variety of transactional and regulatory matters for Goodwin's financial services clients. William regularly advises depos-

itory institutions and their holding companies on compliance with regulatory requirements related to capital, affiliate and insider transactions, permissible activities and investments, anti-money laundering rules, trust department and asset management operations, and consumer protection. He provides regulatory advice related to merger and acquisition transactions undertaken by the firm's financial services clients as well as advising on change in control requirements related to investments in financial institutions. William also counsels the firm's clients on compliance with federal and state privacy and data protection requirements.

Personal: JD, The George Washington University Law School, 1996 (with high honors); BA, Hamilton College, 1993 (summa cum laude)

STETTNER, Barbara

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Barbara is US Head of Financial Services Regulatory. She is a member of the Global Financial Services Regulatory Steering Committee and previously served as a member of A&O Shearman's Global Board and as the Manager of the Washington, D.C. office. Barbara focuses on advising U.S. and foreign financial institutions on their regulatory and compliance obligations under the Securities Exchange Act of 1934, the Investment Advisers Act of 1940 and the Bank Secrecy Act. Barbara represents foreign and domestic banks, asset managers, private funds, insurance companies and broker-dealers on the various regulatory aspects of their domestic and cross-border securities activities. Barbara also focuses on the regulatory obligations of domestic and cross-border fund raising activities including broker-dealer, finder and placement agent status questions, sales practice requirements and the federal and state pay-to-play regulations. Before entering private practice, she worked at the SEC's Division of Market Regulation (now Trading and Markets), where she served as Special Counsel in the Office of the Chief Counsel and as an Attorney-Advisor in the Office of Risk Management and Control. She also served as Senior Counsel in the Commission's Office of International Affairs. Prior to joining the firm, Barbara practiced at prominent law firms in Washington, D.C. and London. As part of the Financial Services Volunteer Corp, she regularly provides pro bono technical assistance to emerging markets on the regulatory and supervisory systems of markets and market intermediaries, including Jordan, the UAE, Russia, and Romania. Barbara is widely recognized as a leading regulatory lawyer, having been recognized in Chambers USA in both Securities: Regulation: Advisory and Financial Services Regulation: Broker Dealer (Compliance). According

to Chambers USA 2020, “Barbara is said to bring ‘years of experience of what has worked’ and ‘broad-based fundamental skills and expertise in broker dealer matters.’ A client enthuses that ‘she does an excellent job of spotting all the regulatory issues that might be implicated in a question and bringing all of those issues together.’”

STEVENS, M. Scott

Alston & Bird LLP, Atlanta
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Featured in International Trade (USA – Nationwide)

Practice Areas: Scott helps his clients with their most important Section 337 investigations at the ITC. He has helped complainants receive several exclusion orders and has won the largest recommended civil penalty in any enforcement action. And Scott has a perfect record when representing respondents, having never lost an investigation. For his win in the ITC’s first virtual trial, Scott won Am Law’s prestigious Litigator of the Week award. Scott also leads district court trial teams and helps patent owners and petitioners in IPRs. Scott is a registered patent attorney.

STEVENSON, Theodore

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Featured in Intellectual Property (USA – Nationwide), Intellectual Property (Texas)

See under Texas for profile.

STEWART, James

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Featured in Advertising (USA – Nationwide)

Career: <https://www.dlapiper.com/en-us/people/ss/james-stewart-k-s>

STIPANO, Daniel

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Dan is a member of Davis Polk’s Financial Institutions practice. He represents clients in regulatory matters, including state and federal regulatory enforcement actions, and provides assistance in establishing, maintaining and monitoring Bank Secrecy Act / anti-money laundering (BSA/AML) compliance programs. His regulatory and enforcement experience includes more than 30 years at the Office of the Comptroller of the Currency (OCC). As Deputy Chief Counsel from 2000-2016, Dan played a key role in significant BSA/AML rulemakings and policy issuances and oversaw major OCC enforcement actions. While at the OCC, Dan supervised more than a dozen successful appeals. He was instrumental in bringing the first fair lending action taken by a federal banking agency against a bank and the first Unfair or Deceptive Acts or Practices action taken against a bank. Dan has testified six times before Congress on enforcement and BSA/AML matters. He is a member of the advisory boards

of ACAMS and the ABA/ABA Financial Crimes Enforcement Conference.

STIRLING, Kelann

Kirkland & Ellis, Chicago

Featured in Projects (USA – Nationwide)

Practice Areas: Kelann Stirling focuses her practice on development and financing of energy and infrastructure projects. She has advised clients on a wide range of projects, within and outside of the U.S., with a focus on renewable power (including wind, battery storage and hydroelectric facilities), solar component manufacturing projects, carbon capture and sequestration projects, clean hydrogen projects, conventional power, LNG and midstream gas gathering and processing facilities. Kelann also advises clients on matters relating to sustainable financing and is part of Kirkland & Ellis LLP’s ESG strategy group. She has represented private equity investors, strategic investors, developers and lenders (including commercial and investment banks, export credit agencies, institutional investors, credit funds and governmental entities) and has experience in all aspects of structuring international and domestic energy and infrastructure financings and negotiating and drafting finance and project development documents. In addition, Kelann has significant experience in restructurings and acquisition financings in the energy and infrastructure sector.

Career: Admitted to California, District of Columbia (inactive), and New York Bar

Personal: Cornell Law School, J.D., magna cum laude, 2004; Boston University, B.S., English & Sociology, magna cum laude, 2001

STOKDYK, Steven B

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Featured in Capital Markets (California), Capital Markets (USA – Nationwide)

See under California for profile.

STOKES, Patrick

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Featured in FCPA (USA – Nationwide)

Practice Areas: Patrick’s practice focuses on internal corporate investigations, government investigations, compliance reviews, and enforcement actions regarding corruption, financial and securities fraud, and healthcare and other regulatory violations. He has tried more than 30 federal jury trials as first chair, including high-profile white-collar cases, and handled 16 appeals before the U.S. Court of Appeals for the Fourth Circuit.

Career: Prior to joining Gibson Dunn, Patrick spent nearly 18 years with the U.S. Department of Justice (DOJ), including as the head of the Fraud Section’s FCPA Unit (2014-2016) and the Securities and Financial Fraud Unit (2010-2014).

Personal: J.D. University of Virginia, editorial board member of the Virginia Journal of Social Policy and the Law.

STOLTE, Justin T.

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Justin T. Stolte is Global Chair of Latham’s Energy & Infrastructure Group and a partner in its Houston and New York offices. His practice focuses on strategic transactions involving energy and infrastructure businesses, with an emphasis on M&A and joint ventures. Mr. Stolte is consistently recognized as a top-tier practitioner in energy and infrastructure, including by The Best Lawyers in America (2021-2024), Chambers USA, America’s Leading Lawyers for Business (2019-2023), ILFR (2023), and The Legal 500 US (2018-2023). He was also named an Energy MVP by Law360 in 2022 and has garnered recognition by several other industry-leading publications, including American City Business Journal, Hart Energy, Houston Business Journal, Lawdragon, and Texas Monthly. Mr. Stolte previously worked in business development, commercial, and engineering roles at two global energy and infrastructure companies, where he led the acquisition, development, and divestiture of several multi-billion-dollar infrastructure projects. Clients have praised this experience, noting in Chambers USA 2023 that it uniquely allows him “to bring a practical business perspective” and “understand what’s important” to transactions. Mr. Stolte has led Latham’s Energy & Infrastructure Group since its inception, a group including 650+ lawyers that is consistently recognized as one of the elite energy and infrastructure practices in the world.

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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas)

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Featured in Litigation (USA – Nationwide), Litigation (New York)

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STREATFEILD, Christine

Baker McKenzie, London

Featured in International Trade (USA – Nationwide)

Practice Areas: Christine Streatfeild is a Partner in the Washington DC Office and the North America lead of the Global Trade Remedies Practice. She focuses on trade remedies and unfair competition cases, including forced labor investigations, antidumping and countervailing duty cases, safeguard measures, duties imposed for national security purposes (Section 232 duties),

and Section 337 intellectual property and trade secrets disputes. She appears before the US International Trade Commission (ITC), US Department of Commerce (DOC), and in state and federal courts. Prior to joining Baker McKenzie, Christine served as the acting deputy director of the Generalized System of Preferences (GSP) and in the Environment and Natural Resources division of the Office of the United States Trade Representative. She has also served as an adjunct professor at the Krieger School, Johns Hopkins University, where she taught Global Trade, Policy and Competition. She is also on the 2024 USMCA Dispute Settlement Panels Roster (on behalf of the United States), a position she has held since 2019 (under the NAFTA).

Professional Memberships:

American Bar Association – International Law and Litigation Sections • Women’s Bar Association – Member • National Association of Women Lawyers – Member • District of Columbia Bar – International Arbitration Section

Publications: Publications • Author, “Opening a GATE to Reduce Global Emissions: Getting Over and Into the WTO,” 44(5) Journal of the World Trade, October 2010 • Author, “Challenging By the Rules of the Game: Certainty Through Procedural Harmonisation of Challenges,” 13(3) Int’l Arb. L. Rev., September 2010 • Author, “A Call for Material Girls: Securing Property Rights for Women in Developing Countries,” 94(2) Women Lawyers Journal, Fall 2009 Speaking Engagements • Guest lecturer, “The Dragon’s Forays into Africa: The Surge of Sino-African Trade and Investment Ties and its Policy Implications,” Trapca Conference, Arusha, Tanzania, November 2010 • Guest lecturer, “International Trade and Development: Promises and Pitfalls,” Cornell 6th Annual Graduate Student Conference, Ithaca, New York, Cornell Law School, April 2010

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Featured in Appellate Law (USA – Nationwide), Litigation (USA – Nationwide), Litigation (Texas)

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Featured in Projects (USA – Nationwide)

Practice Areas: To read more, visit: whitecase.com/people/david-strickland

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Featured in Bankruptcy/Restructuring (USA – Nationwide), Bankruptcy/Restructuring (New York)

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Represents issuers, underwriters, placement agents, lenders, agents, managers, investment advisers, investors and other participants in public and private securitizations and structured finance transactions. Experience includes credit card, auto, trade, marketplace loans and other receivable securitizations and financings; collateralized loan and debt obligation issuances (including synthetic transactions); whole business and hybrid securitizations; commercial project finance securitizations; sports league financings; financial asset portfolio restructurings and financings; structured debtor-in-possession and exit facilities; sales of investment managers and management contracts; leveraged investment funds; commercial and residential mortgage securitizations; and corporate and asset-backed commercial paper transactions.

Professional Memberships: Serves on the Board of Directors of the Structured Finance Association.

Personal: JD, New York University School of Law, 1987; AB, Columbia College, 1983.

STROSNIIDER, Kimberly A.

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Featured in International Trade (USA – Nationwide)

Practice Areas: Kim Strosnider advises companies on the application of international trade controls, including export controls, economic sanctions, and antiboycott laws and regulations. A co-chair of the firm's International Trade Controls practice group, Ms. Strosnider counsels clients across a range of industries on trade control matters, including resolving complex compliance, enforcement, licensing, and jurisdiction/classification issues. She regularly advocates for clients before the key trade controls agencies, including the U.S. Departments of State, Commerce, and Treasury.

SUDA, Ryan

Mayer Brown LLP, New York

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Ryan Suda advises financial institutions, asset managers and investors in structured finance transactions and other complex financings. Clients turn to Ryan in particular for counsel with regard to matters in the collateralized loan obligation (CLO) market and in relation to structured investment vehicles secured by interests in private equity and private credit, such as collateralized fund obligations (CFOs). Additionally, clients seek his advice on regulatory topics in relation to securities, banking and investment

advisory laws and regulations, including the US risk retention regulations and the Volcker Rule. Ryan also provides guidance in areas including secured and unsecured credit facilities, private placements and asset finance.

SULLINS, Adam

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Adam Sullins is Global Co-Chair of the firm's Entertainment, Sports & Media Practice and Industry Groups. He represents sports teams, owners and investors, media companies, corporate sponsors, as well as leagues, players associations, governing bodies, and athletes on a full spectrum of matters across the sports industry. With many years of sports industry experience, Mr. Sullins regularly advises on acquisition and sale of ownership stakes in sports franchises (including expansion efforts) and other companies, broadcast and new media deals, corporate sponsorship, endorsement, and other commercial deals, strategic ventures, licensing, league ownership rules and regulations, and esports transactions.

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Featured in Registered Funds (USA – Nationwide), Investment Funds (Massachusetts)

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Featured in Litigation (USA – Nationwide), Products Liability (USA – Nationwide), Litigation (New Jersey)

Practice Areas: Diane Sullivan is a renowned trial attorney, specializing in "first-of-kind," "bet-the-company," or otherwise high-profile matters that have garnered extensive media coverage across a range of practice areas and industries. She is routinely retained as lead trial counsel in high-stakes litigations. Diane has successfully tried cases for Fortune 500 companies in complex commercial, mass tort, class action, antitrust, patent, and environmental litigations in jurisdictions around the U.S. She has represented some of the biggest, most recognizable companies across industries, including Johnson & Johnson, Altria, AstraZeneca, Baxter Healthcare Corporation, Campbell Soup Company, ESPN, ExxonMobil, Frontier Communications, General Electric, GlaxoSmithKline, Merck, Philip Morris USA, Procter & Gamble, Repsol, SAC Capital, Sanofi, Toyobo, and Walgreens.

Professional Memberships: New Jersey Bar; New York Bar; DC Bar; admitted to practice before several federal courts.

Personal: Fairfield University (BA, 1984); University of Pennsylvania Law School (JD, 1987).

SUMNER, Phyllis

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Phyllis B. Sumner is a partner and the firm's Chief Privacy Officer. Phyllis leads the firm's Data, Privacy and Security Practice and regularly counsels corporate boards, senior executives and other clients on cybersecurity preparedness, emergency response, remediation, compliance, internal and regulatory enforcement investigations and data breach and privacy litigation. Ms. Sumner is a crisis manager and trial lawyer, who works with her clients' legal, compliance and business teams to strategize, manage and defend when significant privacy and security issues arise. She has assisted clients with responding to and managing hundreds of data security incidents including representing clients defending against class actions and regulator investigations in some of the largest and most high-profile data security incidents.

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: EDNA SUSSMAN is a full-time arbitrator. Formerly a partner at White & Case LLP, Ms. Sussman has served as an arbitrator or mediator in hundreds of complex commercial disputes including under ICDR, ICC, AAA, SIAC, CAM-CCBC, CCAC, UNCITRAL, JAMS, and CPR rules. She serves on the panels of the leading dispute resolution centres around the world including Brazil, Switzerland, Vienna, Hong Kong, Singapore, Korea, South China, Shanghai, Kuala Lumpur, Vietnam, Dubai, Lagos, Kigali and British Columbia. She has extensive experience in cases involving commercial transactions, life sciences, partnership and joint venture, franchises and distributorships, pharmaceuticals, intellectual property, mergers and acquisitions, financing and banking, energy, insurance, accounting, environment, securities, real estate, hospitality, aviation and professional liability. Ms. Sussman currently serves on the board of the American Arbitration Association and was formerly Chair of the New York International Arbitration Center, Chair of the AAA-ICDR Foundation, and President of the College of Commercial Arbitrators. She is the Distinguished ADR Practitioner in Residence at Fordham Law School, a fellow of the Chartered Institute of Arbitrators and certified by the Interna-

tional Mediation Institute. A graduate of Columbia Law School, she frequently publishes and presents on arbitration and mediation.

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Featured in Investment Funds (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/s/svahn-philip>

SVOBODA, Brian

Perkins Coie LLP, Seattle

Featured in Political Law (USA – Nationwide)

Practice Areas: Political Law Corporate Political Activity

Career: Brian G. Svoboda is an authority on the laws regulating political activity. His work entails recognizing, understanding and serving clients' strategic and reputational interests, especially when the political stakes are high. A partner in the Political Law practice, Brian helps clients to organize and achieve their political objectives, and defends them when their activities have drawn unwanted controversy. Campaign Finance Laws and Regulations In the general counseling he provides to companies, trade associations, political parties, candidates, nonprofit organizations and individuals, Brian advises on all aspects of ethics and campaign finance laws. He helps clients to navigate the increasingly complex rules that govern the political process: federal lobbying disclosure laws; Internal Revenue Service rules on political activity; regulatory and judicial responses to the U.S. Supreme Court's decision in Citizens United v. FEC; and the tangle of federal, state and local laws that political activity often triggers. Brian is one of the nation's leading practitioners before the Federal Election Commission, and he has secured legal protection for high-stakes, high-visibility activities through the FEC's advisory opinion process. His in-depth understanding of that agency allows him to counsel clients on how to organize their fundraising, spending and communications to comply with FEC rules. Brian has successfully defended many clients in FEC audits and investigations, and in civil litigation against the agency. He also helps clients comply with state and local campaign finance laws, and he has appeared before agencies and courts across the country on campaign finance issues. Ethics Investigations Counsel and Leadership Ethics investigations are a significant area of Brian's experience, and he has been quoted in TIME Magazine on the topic of the Congressional ethics process. Brian has successfully represented several members of Congress in ethics investigations before the U.S. House Committee on Ethics, Office of Congressional Ethics and U.S. Senate Select Committee on Ethics. A graduate of the University of Virginia School of Law, Brian appeared before representatives of the Council on Europe's Group of States Against Corruption (GRECO)

when they evaluated the transparency of the U.S. campaign finance system. Brian received recognition in 2014 from Super Lawyers and is an active speaker and participant in panel presentations. He has appeared in programs and classes sponsored by the Council on Governmental and Ethics Laws, George Mason Civil Rights Law Journal, George Mason University School of Law and American University Washington College of Law.

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Featured in International Trade (USA - Nationwide)

Practice Areas: Unparalleled track record as first-chair litigator at the ITC representing both complainants and respondents throughout myriad proceedings. This includes obtaining sweeping relief against patent infringers and gray-market importers and defending bet-the-company product lines from exclusion. Notably, he has been at the forefront of non-patent claims at the ITC as well, including successful outcomes in antitrust, trademark, and trade secret disputes. Adam also has extensive experience in enforcing ITC orders both before Customs and the ITC, and was part of the team that won the largest ITC penalty award in history. Practice involves a range of technologies, including mobile phones, standard-essential patents, industrial automation, digital television, medical products, and hydraulic fracturing.

Career: Co-chair, International Trade Commission Section 337 Team; member of the IP Litigation Group.

Publications: "Sliding Doors at the ITC," Managing Intellectual Property.

SWANSON, Daniel G
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Featured in Antitrust (USA - Nationwide), Antitrust (California)

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SWANSTROM, Bill
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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas)

See under Texas for profile.

SWEET, Mark
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Featured in False Claims Act (USA - Nationwide)

Practice Areas: Mark is an investigations and trial attorney with 20 years of experience. He has a deep knowledge of the False Claims Act (FCA) and routinely represents clients responding to Civil Investigative Demands (CIDs) and facing fraud investigations and whistleblower complaints. He has successfully navigated clients through high-stakes, high-profile investigations by the U.S. Department of Justice (DOJ), federal

Inspectors General (IGs), Congress, and other law enforcement agencies. Mark also serves as lead trial counsel on complex commercial litigation involving government contracts, copyright and trade secrets, environmental issues, health care, federal grants, and other issues. Mark will aggressively represent clients all the way through trial, and he has a track record of winning cases and securing favorable settlements.

Career: Financial Analyst, American Airlines (1998-2000)

Professional Memberships: American Bar Association, Section of Public Contract Law, Procurement Fraud and False Claims Committee; American Bar Association, Section of Criminal Justice, White Collar Crime Committee; Federal Bar Association, Qui Tam Section; Federal Communications Bar Association (FCBA), Enforcement Committee; William B. Bryant Inn of Court; District of Columbia Bar; North Carolina Bar; U.S. Courts of Appeals for the Second, Fourth, Fifth and District of Columbia Circuits; U.S. District Courts for the District of Columbia, Northern District of Illinois, and Southern District of Texas

SWERS, Andrew
Wright & Talisman PC, Washington, DC
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Electric Energy Regulation Oil Pipelines Natural Gas Pipelines Energy Project Development & Transactions

Career: With a successful twenty-five year career in energy law, Andy focuses his practice on representing a diverse range of energy companies in administrative proceedings before the Federal Energy Regulatory Commission (FERC), state regulatory agencies, and federal and state courts. In 2023, Chambers USA stated, "Andy's judgment on strategic issues is excellent, and he can see through complexity to find a balanced approach on issues." He is also recognized for being "very bright, diligent and detail-oriented," proving his thorough approach to understanding complex problems, which enables him to develop effective strategies that achieve results and win cases. Andy represents clients in gas pipeline certificate proceedings and related appeals, as well as electric utilities and regional transmission organizations (RTOs) concerning tariff and rate issues. He also has significant experience representing clients in oil pipeline proceedings under the Interstate Commerce Act. Andy was part of the team that litigated the Trans Alaska Pipeline System (TAPS) rate cases for Anadarko Petroleum Corporation (Anadarko) and Tesoro Alaska Company (Tesoro). The complex, multi-year TAPS proceedings confronted a wide variety of cost-of-service and prudence issues arising from TAPS rates before both FERC and the Regulatory Commission of Alaska, as well as related appeals. These cases resulted in FERC Opinion No. 502 and Opinion No. 544.

Professional Memberships: Energy Bar Association, Oil & Liquids Committee

Publications: Chapter 145: Settlements, Energy Law and Transactions, Matthew Bender, 2018 (co-author) Chapter 46: Judicial Review, Regulation of the Gas Industry, Matthew Bender, 2018 (co-author) Chapter 11: Pipeline Service Obligations and Chapter 46: Judicial Review, Regulation of the Gas Industry, Matthew Bender, 2010 (co-author) Report of the Oil & Liquids Committee, 39:2 Energy L.J. 1 (2018) (co-author) Report of the Oil & Liquids Committee, 38:2 Energy L.J. 1 (2017) (co-author) Report of the Oil & Liquids Committee, 37:2 Energy L.J. 1 (2016) (co-author) Report of the Oil & Liquids Committee, 36 Energy L.J. (2015) (co-author) Report of the Oil & Liquids Pipeline Regulation Committee, 34:1 Energy L.J. (2013) (co-author) Report of the Oil & Liquids Pipeline Regulation Committee, 33:677 Energy L.J. (2012) (co-author) Report of the Oil & Liquids Pipeline Regulation Committee, 32:727 Energy L.J. (2011) (co-author)

Personal: Board of Directors, Stockwell Manor Homeowners Association

SYKES, David
Chapman and Cutler LLP, Chicago
Featured in Capital Markets (USA - Nationwide)

Career: David is a partner in Chapman's Asset Securitization Department. His practice focuses on the representation of lenders, lessors, issuers and investors in renewable energy and fintech transactions. His experience includes matters involving debt and equity finance transactions (including tax equity transactions), securitizations, joint ventures, asset acquisitions and divestments. From managing the legal and compliance functions at several VC-funded start-ups that originated innovative consumer and commercial loan, lease and PPA products via technology platforms, David has deep experience in enabling the development, deployment and servicing of technology-enabled lending products and the creation of systems that aggregate the resulting facilities and financial assets into portfolios that can support more-efficient capital structures. Prior to moving in-house, David primarily represented clients in connection with the ownership, construction, operation and financing of electricity generation assets throughout the United States (including solar, wind, hydro, bio-mass, geothermal and hydro-carbon facilities). David started his legal career at Chapman. Prior to rejoining the firm in 2018, David served as General Counsel of Renew Financial, an originator of novel financial products, including consumer and commercial PACE assessments and unsecured loans, to finance energy efficiency improvements.

Professional Memberships: David serves on the board of PACENation, an industry group advocating for expanded access to PACE financing.

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Business Litigation Consumer Products & Services Litigation Life Sciences & Healthcare Food & Beverage Advertising, Marketing & Promotions Retail & Consumer Products Cannabis Law Food, Supplement & Consumer Packaged Goods Litigation: Proposition 65

Career: Brian P. Sylvester, a partner in the firm's Washington, D.C., office, focuses his practice on regulatory matters before the USDA, FDA, and analogous state regulatory bodies. He is a leading authority on food tech regulation in particular, and serves as a trusted advisor to global brands, startups, life science companies, investors, and trade associations. Brian's regulatory practice spans new product development, labeling, and advertising, audits and investigations, recalls and crisis management, and enforcement actions. He also has deep knowledge in import and export, due diligence, consumer litigation, comment preparation, and public policy advocacy at the federal and state levels. In the area of food tech, Brian is a known leader in developing and executing successful regulatory strategies to commercialize alternative proteins and other innovations such as molecular farming, precision fermentation and cultivated meat technology, among others. He draws on his tenure as a former regulator at USDA to counsel clients on strategic considerations around engagement with and advocacy before USDA and FDA on numerous complex issues, including those of first impression. Brian is a prolific author and frequent speaker at industry-leading events in the United States, the European Union, Israel, and Asia. He is regularly called upon to offer insights on trending legal issues by preeminent industry and global publications.

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Featured in Mediators (USA - Nationwide)

Practice Areas: Hon. Janice M. Symchych (Former) is a veteran ADR professional and federal courts practitioner, with over three decades of legal and judicial experience. A former magistrate judge from 1985 to 1989, Ms. Symchych most recently served as Deputy General Counsel of Litigation at Medtronic, Inc. where she was responsible for company litigation worldwide, including intellectual property, multidistrict and class action, product liability, government enforcement actions and investigations, regulatory litigation, commercial, and employment litigation and advised on litigation risks. Her professional experience has been centered in the federal district and appellate courts across the spectrum of federal substantive areas.

Career: Has mediated more than 1,000 cases both as a U.S. Magistrate

Judge and private attorney practitioner, including the full panoply of federal subject matter jurisdiction Has served both as trial special master in a major health care intellectual property case and arbitrator in multiple intellectual property and complex commercial civil cases Has participated in arbitrations and mediations as a client with numerous outside counsel and mediators; has had a front seat view of a wide array of styles and techniques Has first-chaired more than 100 jury trials, and knows what it takes to build a case and to get it to verdict Has first chaired bet-the-company cases over the course of 15 years of outside counsel work, representing clients in nationwide class actions, qui tam matters, parallel proceedings, and complex commercial litigation Has day-to-day large business company experience as senior executive and deputy general counsel of worldwide litigation for Fortune 200 company, communicating with Board, C-suite executives, and business stakeholders, as well as leading litigation strategy and hiring and coordination of outside counsel across the nation Has made for a skilled mediator and arbitrator who has career-long and in depth experience as trial lawyer, federal judicial officer, and business client Has conducted litigation business in dozens of federal district and appellate courts, including United States Supreme Court Expert in litigation and global resolution of parallel proceedings

SYMONS, Noel

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Known for leading rate cases involving issues of first impression and high profile matters for a coalition of transmission owners and for coalitions of generation owners. Many of his representations involve questions of RTO tariff and market design, and regional and inter-regional cost allocation. Represents utilities and energy companies before FERC and appellate courts, and advises on cross-jurisdictional matters involving other regulatory bodies. Also represents vertically disaggregated utilities, developers and operators of "merchant" transmission and other forms of nontraditional transmission, merchant generation developers and operators, financial institutions, power marketers, trade organizations, and owners of renewable resources and qualifying facilities. Co-led development of McGuireWoods' FERC Enforcement Reporter.

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Featured in International Trade (USA - Nationwide)

Practice Areas: General Practice Consumer Financial Services Cybersecurity Digital Assets Economic

Sanctions and Financial Crime Foreign Investments and Trade Regulations National Security

Career: Adam Szubin is Of Counsel in the Firm's Financial Services Group and National Security Practice. He focuses his practice on financial services and national security, with particular emphasis on economic sanctions, export controls, money laundering and counter terrorism. Prior to joining Sullivan & Cromwell, Mr. Szubin served for two years as Acting Treasury Department Under Secretary for Terrorism and Financial Intelligence. During his nearly 13 year tenure at the Treasury, Mr. Szubin served as the Director of Treasury's Office of Foreign Assets Control for nine years and Senior Advisor to the Under Secretary for Terrorism and Financial Intelligence. As the Acting Under Secretary, he led the policy, enforcement, regulatory, and intelligence functions of the Treasury Department aimed at combating threatening states, international terrorist organizations, proliferators of weapons of mass destruction, narcotics traffickers, and others posing a threat to U.S. national security or foreign policy. As the lead national security official at the Treasury Department, Mr. Szubin also advised the Treasury Secretary and National Security Council on a wide range of economic and security issues, including select matters before the Committee on Foreign Investment in the United States (CFIUS). Earlier in his career, Mr. Szubin served as Counsel to the Deputy Attorney General at the Department of Justice where he also worked as a trial attorney in the Civil Division and was a member of the Terrorism Litigation Task Force.

Personal: Harvard Law School (J.D., 1999); Harvard University (A.B., 1995); Judicial clerk to The Honorable Ronald Gilman, United States Court of Appeals, Sixth Circuit (1999-2000)

TABRIZ, Sonia

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Featured in Government (USA - Nationwide)

Practice Areas: Sonia Tabriz advises companies that do business with the U.S. government. She has a broad government contracts and national security practice that spans compliance counseling, litigation and investigations. Sonia counsels clients on the various statutory and regulatory obligations arising from federal contracts and grants. She has particular experience with accounting, cost and pricing, including the Cost Accounting Standards (CAS) and FAR Part 31 cost principles as well as navigating audits and other matters with the Defense Contract Audit Agency (DCAA) and Defense Contract Management Agency (DCMA). Sonia also assists clients with Section 889, cybersecurity, information governance, other transaction authority (OTAs), and suspension and debarment. Sonia maintains a robust litigation practice, includ-

ing bid protests at the U.S. Government Accountability Office (GAO) and Court of Federal Claims. Sonia also litigates contract disputes, including developing requests for equitable adjustment (REAs) and claims as well as appeals before the Boards of Contract Appeals (ASBCA and CBCA). Sonia has unique experience representing government contractors in federal district court in cases involving commercial disputes, class actions, the False Claims Act and the Administrative Procedure Act. Sonia also manages internal as well as civil and criminal investigations of alleged misconduct or fraud, and advises on disclosures and strategic engagement with government stakeholders.

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Featured in Sports Law (USA - Nationwide)

Career: Paul Tagliabue uses his experience as chief executive and board member of the NFL, major businesses and nonprofits to advise clients on matters of organizational governance, and public policy and government affairs. Mr. Tagliabue is regularly engaged in discussions with representatives of business, government and academia around the world.

Professional Memberships: Panasonic Global Advisory Group; Knight Commission on Intercollegiate Athletics; Vice-Chairman of the Board, Georgetown University; Chairman, U.S. Olympic Committee Independent Advisory Board (2009-10).

Personal: Sports Broadcasting Hall of Fame; Sports Business Lifetime Achievement Award (Sports Business Journal).

TAHYAR, Margaret

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Meg is the head of Davis Polk's Financial Institutions practice and a member of the firm's Fintech team. She provides strategic bank and financial regulatory advice to many of the largest U.S. and non-U.S. financial institutions, regional banks, fintechs, cryptocurrency exchanges and other digital assets companies. She has been involved in several regional bank combinations. She also advises on corporate governance, consent order remediation, bank chartering, payment systems, fintech partnerships, bank powers and activities, cryptocurrencies, digital assets, securities disclosure, capital and liquidity and the Federal Reserve's liquidity programs. Meg is a member of the FDIC's Systemic Resolution

Advisory Committee. She co-authored Financial Regulation: Law and Policy, a leading textbook, and FinTech Law: The Case Studies.

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Featured in Antitrust (USA - Nationwide), Antitrust (District of Columbia)

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TALATI, Ashish

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Practice Areas: Ashish R. Talati is one of the industry's foremost experts on FDA regulatory matters. Ashish primarily counsels clients on matters of regulatory compliance, helping them anticipate and address regulatory issues in their day-to-day business operations and strategic planning. He also advocates on their behalf before the FDA, FTC, Customs, USDA, DEA, and other federal agencies, and in court. He is considered a leading authority in the areas of Generally Recognized as Safe (GRAS) requirements and New Dietary Ingredients (NDI); Considered a creative and strategic partner by his clients, Ashish works with companies all over the globe and is a trusted advisor at every step of the product life cycle, including product formulation, safety and efficacy studies, product launch, and ongoing marketing and sales. The companies with whom he works prize his immediate accessibility, his wide range of contacts in the regulatory arena, and his deep expertise gleaned from a sharp focus on this area of law. Prior to law school Ashish worked as a Chemist and a GMP auditor for the pharmaceutical industry. He also brings a tremendous amount of GMP experience to help respond to FDA 483's and Warning Letters.

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Featured in Insurance (USA - Nationwide), Insurance (New York)

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TAN, Gregory

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Featured in Projects (USA - Nationwide)

Practice Areas: Gregory Tan is co-chair of the Infrastructure and Energy practice at Paul Hastings and is based in the firm's New York office. He focuses on global finance, project development, limited recourse and structured financings, and restructurings in the infrastructure and energy sectors. Mr. Tan represents sponsors and lenders, leading financial institutions, funds and corporations.

Career: King's College London, LL.M. Kings College London, LL.B. (Hons) Admissions: New York; England and Wales; Hong Kong

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Featured in Outsourcing (USA – Nationwide), Technology (USA – Nationwide), Technology (New York), Outsourcing (New York)

See under New York for profile.

TANNENBAUM, Michael G.

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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Investment Management Corporate

Career: Michael Tannenbaum brings 40 years of experience to each matter. A portion of his work is cross-border, inbound US work from non-US sources such as non-US firms that need US advice for their clients, where we serve as the “US Office” for non-US firms. Another portion of Michael’s work is providing legal guidance to family office and ultra-high-net-worth individuals with regard to their investments. This includes red flag document reviews, due diligence, formation of blockers and side letter and co-investment right negotiation. Outside of work, Michael founded and is president of Partners in Hearing, Inc., an IRS 501c3 public charity whose mission is to assist children with cochlear implants who are profoundly deaf get the supplemental care they need to be successful in the mainstream. For his pastime, Michael collects Marklin electric trains (HO scale), is sporadically working towards a certificate in horticulture at the NY Botanical Gardens.

Professional Memberships:

American Bar Association (ABA) Vice Chair, ABA Subcommittee on Hedge Funds Board Member and Membership Officer, International Bar Association, Asset Management and Investment Funds Committee New York State Bar Association Hedge Fund Association Connecticut Hedge Fund Association Fellow, Greenwich Roundtable International Bar Association, Organizing Committee and Officer, Globalisation of Investment Funds

TAO, Xin

Baker McKenzie, Washington, DC
Featured in Food & Beverages (USA – Nationwide)

Practice Areas: A former research scientist, Xin brings a deep understanding of the complex scientific issues that relate to the US legal compliance and government enforcement issues, enabling him to help clients with all phases of product development, manufacturing, and marketing. As the science and technology continues to evolve, Xin supports our clients to constantly innovate and push the boundaries of what’s possible in the world of science. Xin’s practice focuses on advising high-growth companies and investors in food and beverage, healthcare, and e-commerce industries

globally. As part of the Firm’s US Government Enforcement Practice, he has represented many global companies during high-stakes US government investigations (including actions initiated by the US Congress, US Department of Justice (DOJ), and US Food and Drug Administration (FDA)) around the world. Xin also has a strong track record in US consumer product recall matters, and with a deep understanding of the intricacies involved in navigating the complex and interrelated legal and scientific issues, Xin can creatively and effectively represent companies in these bet-the-company cases. As a seasoned US government regulatory and enforcement counsel, Xin works closely with global companies with novel pharmaceutical, medical device, food, and cosmetic applications that require the US government’s pre-market approval or clearance and FDA Current Good Manufacturing Practices (cGMP) compliance.

Publications: •Co-author. “Key Legal Trends for Healthcare And Life Sciences In 2024,” Law360, 8 January 2024 •Co-author. “Staying ahead of FDA drug cGMP enforcement,” JD Supra, 03 February 2023 •Co-author. “Assuring the Food Safety of Crops Developed through Breeding,” ACS Agricultural Science & Technology, 2022 •Co-author, “FDA completes first pre-market consultation for human food made with animal cell culture technology,” JD Supra, 21 November 2022 •Co-author, “FDA Cites Five Companies for Illegally Selling Delta-8 THC and CBD Products,” JD Supra, 18 May 2022 •Co-author, “What To Do As PFAS Food Packaging Phaseouts Approach,” Law360, 21 January 2022

TAYLOR, Hannah

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Featured in Advertising (USA – Nationwide)

Practice Areas: Advertising, Marketing & Public Relations Artificial Intelligence Branded Entertainment Intellectual Property Social Media Blockchain Technology Technology & Digital Media Hospitality Law

Career: Hannah E. Taylor is a partner and Co-Chair of the Advertising, Marketing & Public Relations and Emerging Technology Groups. Ms. Taylor has received praise in Best Lawyers in America, The Legal 500, Chambers USA, and was named one of the Top Women Media & Advertising Lawyers in New York by Super Lawyers. She uses her considerable experience to help companies navigate compliance obligations relating to their advertising, technology, branded entertainment, and intellectual property initiatives. Her clients say she is “extremely knowledgeable and provides practical, business-minded advice,” adding: “she’s clearly an expert in her field and can cut to the core issues quickly and efficiently.” Ms. Taylor works with clients to structure and negotiate virtually every type of media-related transaction, advises cli-

ents on compliance with federal, state, and local laws, as well as on compliance with relevant self-regulatory guidelines and social media platform terms, and represents advertisers before the Federal Trade Commission and the National Advertising Division. In recent years, Ms. Taylor has developed a particular expertise on emerging technology (including digital media, AI, and blockchain). She is an industry thought-leader and frequent speaker, including for South by South West, Social Media Week, Practising Law Institute, the Association of National Advertisers, National Advertising Division, Society of Digital Agencies, The Retail Industry Leaders Association, NFT.NYC and more. Her recent presentation topics have included, “AI, Avatars, Chatbots, and Other Daunting Futuristic Media”; “Keeping up with the FTC: The Future of Influencer Marketing and the Related Developing Laws”; “Advertising in the Metaverse: How Brands Can Join in the Fun”; and “The Most Pressing Advertising Issues Facing In-House Counsel Today.” Ms. Taylor is also actively involved in leading industry associations, including the ANA Legal Center of Excellence and as a member of the ABA’s Consumer Protection and Advertising Disputes & Litigation Committees. She is the Editor of the ABA’s Consumer Protection Law Developments Update, and is a co-author of the United States chapter in Getting the Deal Through – Advertising and Marketing. She has also been named as a Fellow of the American Bar Foundation, a global honorary society of attorneys whose careers demonstrate outstanding dedication to the highest principles of the legal profession and to the welfare of their communities. Prior to joining Frankfurt Kurnit, Ms. Taylor was a litigator at Hughes Hubbard & Reed LLP. Her previous professional experience also includes work for Legal Momentum (formerly NOW Legal Defense Fund) and Fross Zelnick Lehrman & Zissu. She is admitted to practice in New York.

TAYLOR, J Michael

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Featured in International Trade (USA – Nationwide)

Practice Areas: Michael Taylor leads the Customs practice for the firm’s International Trade Team. He specializes in complex customs matters, international shipping matters, and trade remedy (anti-dumping and countervailing duty) litigation. Mike represents U.S. companies and manufacturers in a range of trade-related regulatory, customs, and Homeland Security matters. Mike advises clients in a number of sectors, including pharmaceuticals, medical devices, chemicals, textiles, agriculture, aerospace, energy, and consumer products. Mike assists clients with government investigations, customs audits, internal compliance investigations, prior disclosures, and penalty mitigation concerning import

discrepancies; obtaining customs rulings; developing logistics and trade compliance programs; and assessing the trade-related aspects of international mergers and acquisitions. He also advises clients on trading implications of government procurement provisions like the Buy American Act. Mr. Taylor represents U.S. manufacturers in administrative and appellate litigation to obtain relief from unfairly traded imports in anti-dumping and countervailing duty proceedings.

TAYLOR, Nathan D.
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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Nathan Taylor has advised hundreds of companies on cybersecurity issues and breach response, including some of the highest-profile breaches of recent years. He represented Target in the largest multistate Attorney General data breach settlement in U.S. history in 2017. Mr. Taylor is one of the nation’s experts on the regulatory patchwork of state data security and breach laws, and recently testified before the U.S. Congress on these issues. His depth of understanding of the unique privacy and security compliance challenges facing financial institutions and other companies is similarly unmatched.

Publications: The Law of Financial Privacy (LexisNexis A.S. Pratt)

TAYLOR, Ronald W
Venable LLP, Baltimore
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Featured in Occupational Safety and Health (USA – Nationwide), Labor & Employment (Maryland)

See under Maryland for profile.

TAYLOR, Trent

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Trent is co-chair of the firm’s Consumer Products & Retail industry team. He focuses on defending consumer product class actions and counseling clients on regulatory and safety issues in the food and beverage, consumer products, cosmetics, and dietary supplement (including CBD) industries. He is also a nationally recognized commentator on legal issues, speaking frequently at conferences and publishing articles in national publications.

TAYLOR JR, Ashley L

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Featured in State Attorneys General (USA – Nationwide)

Career: Ashley Taylor is a partner in the firm’s Regulatory, Investigations, Strategy and Enforcement Practice, focusing on state and federal regulatory enforcement matters and related litigation or administrative actions. He also serves as co-chair of the firm’s State Attorneys General team, which recently

celebrated its twenty-year anniversary. Ashley has represented clients in multistate and individual state Attorneys General investigations and before the Consumer Financial Protection Bureau and Federal Trade Commission. Ashley has extensive experience in a variety of subject matters, including loan servicing, small dollar loans, and data breaches, that are the subject of enforcement actions and related litigation. Ashley founded, and currently co-chairs, the American Bar Association State Attorneys General and Department of Justice Issues Committee, and currently serves as Vice Chair of Troutman Pepper.

(TED) BOLING, Edward

Perkins Coie LLP, Washington, DC
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Featured in Offshore Energy (USA – Nationwide)

Practice Areas: Environment & Natural Resources Climate Law

Career: As an associate director at the President's Council on Environmental Quality (CEQ), Edward (Ted) Boling served as the country's top National Environmental Policy Act (NEPA) attorney. He currently advises clients on the development of renewable energy, resource development, transportation, and infrastructure, drawing on over 30 years of high-level public service. Ted served in the U.S. Department of the Interior (DOI), CEQ, and the U.S. Department of Justice (DOJ) in both Democratic and Republican administrations. His experience includes deep involvement in federal infrastructure issues, as well as leadership of the first comprehensive revision of CEQ's NEPA regulations in 40 years. Ted's work at CEQ also included the National Ocean Policy, CEQ's climate change guidance, and the regulatory response to the Deepwater Horizon disaster. He drafted NEPA guidance on mitigation and monitoring, cumulative impacts analysis, and the development categorical exclusions from detailed NEPA documentation. Ted advised on the establishment of numerous national monuments, including the first marine national monuments in the United States and the largest marine protected areas in the world. He also assisted in briefing three U.S. Supreme Court cases.

TEGELER, David W

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Featured in Private Equity (Massachusetts), Private Equity (USA – Nationwide), Venture Capital (USA – Nationwide)

See under Massachusetts for profile.

TEITELBAUM, David E

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: DAVID TEITELBAUM is a leader of the firm's Fintech practice area team, which is recognized as a Band 1 practice by 2024 Chambers FinTech. David has a broad regulatory practice for all types of entities involved

in U.S. and international payments and financial systems, including insured depository institutions and their holding companies, virtual currency and other digital asset businesses, payment processors and systems, money transmitters, prepaid program managers, technology providers, and investors and retailers. He assists these companies in the wide range of regulatory issues that impact their business by providing a combination of thoughtful regulatory guidance, solution-oriented transactional assistance and strategic legislative planning. He routinely helps companies structure payment, blockchain and other fintech products to minimize regulatory burden, negotiates commercial agreements for the support and distribution of those products and creates customer interfaces and disclosures that balance regulatory requirements and business needs. David has been involved in the evolution of payment technology from its roots in credit, debit and ACH through on-going developments in prepaid, internet, mobile and digital asset models. For example, he has assisted clients in projects involving blockchain-based technologies both as a form of payment and as an asset class for investment. David is able to combine a keen understanding of the underpinnings of various financial ecosystems with the creativity necessary to provide cutting edge legal advice to today's fintech leaders.

TELEP, Jeffrey

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Featured in International Trade (USA – Nationwide)

Practice Areas: Jeff Telep focuses on the litigation of high-profile international trade disputes. As a partner in the firm's International Trade practice, Jeff represents corporate clients in Section 337 investigations at the U.S. International Trade Commission; antidumping and countervailing duty investigations under the Tariff Act of 1930; customs investigations; other commercial litigation and arbitration; and international trade compliance matters. With more than 25 years of experience, Jeff represents clients in unfair trade practice investigations at the U.S. ITC under Section 337 of the Tariff Act of 1930, as well as in anti-dumping and countervailing duty investigations; customs civil penalty investigations; seizures and forfeitures; international arbitrations; and other commercial litigation. Jeff has represented clients in multiple industries, including semiconductors, telecommunications equipment, pharmaceuticals, medical devices, automotive, and other consumer and industrial goods. Mr. Telep is the co-chair of the judicial nominations committee of the Customs and International Trade Bar Association.

TEMKIN, Eva

Arnold & Porter, Washington, DC

Featured in Life Sciences (USA – Nationwide), Healthcare (District of Columbia)

Practice Areas: Eva Temkin works with pharmaceutical, biotechnology, and medical device companies on a wide array of issues related to product development, approval, and marketing. Drawing on nearly 20 years of practice, including almost a decade at the FDA, she works with clients to develop and execute regulatory, legislative, and litigation strategies. She also advises clients with respect to the Inflation Reduction Act and other new and evolving mandates affecting FDA-regulated products. Eva has counseled clients through formal and informal FDA dispute resolution proceedings, been the regulatory lead for numerous financial transactions, and served as lead FDA counsel on several complex litigation matters.

TENE, Omer

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Omer Tene is a partner in the firm's Technology group and Data, Privacy & Cybersecurity practice. He is an Affiliate Scholar at the Stanford Center for Internet and Society, and Senior Fellow at the Future of Privacy Forum. He was appointed to the Arbitration Panel under the US-EU Privacy Shield Agreement and was the Rapporteur for the 30-year review of the OECD Privacy Guidelines.

Personal: MBA, INSEAD, Fontainebleau, France, 2000; JSD, New York University School of Law, 2000; LL.M. New York University School of Law, 1998; LL.M., Tel Aviv University Faculty of Law, 1996; LL.B., Tel Aviv University Faculty of Law, 1994

TERMINELLO, Louis

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Hospitality, Alcohol & Leisure Industry Group, Entertainment & Sports, Latin America

Career: Louis J. Terminello is a partner, Chair of the Hospitality, Alcohol and Leisure Industry Group, a member of the Firm Management Committee and serves as the Managing Partner of the Miami office at Greenspoon Marder. He concentrates his practice on administrative law and providing legal services to all tiers of the alcohol beverage industry, including retailers, suppliers and wholesalers. He handles a wide array of transactional, civil, criminal, and administrative matters for hotels, restaurants, bars, nightclubs and package stores throughout Florida. Mr. Terminello has more than 40 years of experience in the alcohol beverage and tobacco industry as a regulator, industry attorney and industry member. He previously served as a senior law enforcement investigator with the State of Florida's Division of Alcoholic Beverages and Tobacco in Miami for over 10 years. Mr. Terminello was an Adjunct

Professor at Florida International University's Chaplain School of Hospitality and Tourism Management teaching Beverage Law Management/Alcoholic Beverage Law from 2006 through 2013 and is currently an Adjunct Professor at the University of Miami School of Law teaching Alcohol Beverage Law. He has lectured at Florida Bar CLE events on various alcoholic beverage law topics on several occasions. Additionally, he has been appointed Special Counsel to U.S. Bankruptcy Court trustees for alcoholic beverage issues in the United States Bankruptcy Court on numerous occasions. Mr. Terminello has also been admitted as an expert witness in alcoholic beverage issues in circuit courts throughout the State of Florida. Louis has owned and operated several South Florida restaurants and nightclubs. Mr. Terminello has been recognized among the "Top Ranked Lawyers" in the Nationwide: Food & Beverage category by Chambers and Partners USA since 2022.

Professional Memberships:

Law360, Hospitality Editorial Advisory Board, 2023 Urban Land Institute, Entertainment Development Council, 2024-Present Dade County Bar Association, Member New York State Bar Association, Member American Bar Association, Member Paul Harris, Fellow University of Miami School of Law, Alcoholic Beverage Law, Adjunct Professor, 2017-Present Florida International University's Chaplain School of Hospitality and Tourism Management, Alcoholic Beverage Law, Adjunct Professor, 2006-2014

Publications: Co-Author, "CBMA: A Short Guide to the Rules of the Road," The Grapevine Magazine, April 30, 2024 Co-Author, "Basic Mechanics & Benefits of the Alternating Proprietorship Arrangement," The Grapevine Magazine, March 1, 2024 Co-Author, "The Role of the Municipality and Local Ordinances and the Producers' Operational Goals," The Grapevine Magazine, January 2, 2024 Co-Author, "The 21st Amendment Enforcement Act & Retail Sales in Interstate Commerce," The Grapevine Magazine, November 3, 2023 Co-Author, "Contract Packaging Agreements," Beverage Master, October 5, 2023 Co-Author, "Cities Should Explore Minn. Municipal Alcohol Store Model," Law360, April 13, 2023 Co-Author, "To Taste or Not to Taste – The Grapevine Magazine," The Grapevine Magazine, January 11, 2023 Co-Author, "How Cos. Can Prep For Alcohol Beverage Excise Tax Changes," Law360, December 22, 2022 Author, "The Florida Alcohol Beverage Law: A Body of Law in Flux and Change," The Florida Bar Journal, March 2022 Author, "Hawaiian Punch Not Sold Here" GM Hospitality, Alcohol & Leisure Blog, December 2, 2021 Author, "In Vino Veritas-Perhaps Not" GM Hospitality, Alcohol & Leisure Blog, November 17, 2021 Author, "Industrial and Beverage Alcohol and Wasted Food" GM Hospitality, Alcohol & Leisure Blog, November 9, 2021 Author, "Legal Considerations for Restaurants Following the Biden

Vaccine Mandate" Retail & Restaurant Facility Business, September 29, 2021 Author, "Alcohol Beverage Licensing Qualifications of Applicants" GM Hospitality, Alcohol & Leisure Blog, September 9, 2021 Author, "Executive Order Promoting Competition In The American Economy" GM Hospitality, Alcohol & Leisure Blog, August 25, 2021 Author, "A Note on Supply Chain Problems – A Pain in the Glass" GM Hospitality, Alcohol & Leisure Blog, August 12, 2021 Author, "Spirit of the Times" GM Hospitality, Alcohol & Leisure Blog, June 16, 2021 Author, "CBMA Reduced Tax Rates and U.S. Importers" GM Hospitality, Alcohol & Leisure Blog, May 4, 2021 Author, "Alcohol Taxation Provides Good Model For Cannabis Taxes," Law360, April 7, 2021 Author, "____% THC BY OZ.?" GM Cannabis Blog, April 5, 2021 Author, "5th Circ. Liquor Sales Ruling Skirts Commerce Clause Issues," Law360, August 21, 2019 Author, "Will Protectionist Alcohol Rules Withstand More Supreme Court Scrutiny?," Daily Business Review, June 27, 2019 Author, "Supreme Court Is Asked if Retailers Can Ship Alcohol Directly to Consumers," Daily Business Review, February 4, 2019 Author, "Distinct Rules," Food & Drink International, August 13, 2018 Author, "'Tied-House Evil' Laws," Food and Drink International, April 13, 2018 Author, "Repeal of Prohibition," Leisure & Hospitality International, February 20, 2018

TERRELL, J. Anthony

Bracewell LLP, New York
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Has extensive experience representing issuers, underwriters and investors in public and private offerings of debt securities (secured and unsecured, taxable and tax-exempt, and "green"), and equity, convertible and hybrid securities, most notably within the energy industry. Has represented clients in construction, lease and project financings of various assets, including renewable and nuclear generating facilities. Advises on disclosure and compliance requirements under the securities laws, corporate governance, and financial and regulatory issues related to mergers and acquisitions, divestitures, disaggregations and restructurings in the power sector. With increasing frequency, also advises on disclosure and governance issues relating to weather variability and, especially, climate change. Special interests include solar and other renewable energy technologies and utility mortgage indentures.

Professional Memberships:

American Bar Association – Section of Infrastructure and Regulated Industries, Vice Chair of Committees on Finance, Mergers & Acquisitions and Renewable Energy; Section of Business Law, Committee on Federal Securities Law, Mergers & Acquisitions, Corporate Governance and Trust Indentures; American

Bar Foundation, Life Fellow; International Bar Association – Section on Business Law, Committee on Corporate Law; Section on Energy, Environment, Natural Resources and Infrastructure Law, Committee on Power Law
Personal: LL.M. (in Taxation) New York University School of Law; J.D., Villanova University School of Law; B.A., New York University

TETRICK JR, David

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Featured in ERISA Litigation (USA - Nationwide)

Practice Areas: David Tetrick defends leading companies in ERISA class actions, director and executive compensation litigation and other complex employee benefits disputes. For more than 20 years, Tetrick has represented Fortune 500 companies, private equity firms and other leading businesses across the country in complex commercial disputes, with an emphasis on three related areas: ERISA class action defense; complex employee benefits litigation; and disputes and internal investigations involving executive compensation arrangements. David leads the ERISA Litigation practice, working with clients to develop and execute sensible strategies to solve problems in this sensitive and highly regulated area. He aims to provide creative solutions based on practical legal advice offered in plain English. Prior to attending law school, Mr. Tetrick served in the U.S. Army as a noncommissioned officer aboard medevac helicopters. He was awarded the Bronze Star Medal with "V" Device for service during the First Gulf War (Operation Desert Storm).

TEWKSBURY, David

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Partner David G. Tewksbury focuses his practice on federal energy regulatory law, particularly as it relates to electric power. He advises independent power producers, power marketers, trade associations and others on a wide range of federal energy regulatory, markets and reliability matters. David handles issues arising under various federal and state laws, including the Federal Power Act, the Public Utility Regulatory Policies Act of 1978, the Natural Gas Act, the Natural Gas Policy Act of 1978, the Public Utility Holding Company Act of 2005 and the Energy Policy Act of 2005. His portfolio of transactional matters include electric power and natural gas supply contracts, transmission service agreements, interconnection agreements, pipeline leases and capacity release agreements, mergers and acquisitions and bankruptcy restructurings. David has more than 35 years of experience in the energy industry, including 20 years as a practicing lawyer. Prior to his legal ca-

reer, David was an energy analyst at an economic consulting firm specializing in FERC issues and an assistant editor of two energy industry trade publications. He also interned in FERC's Office of the General Counsel. View more at: <https://www.mwe.com/people/tewksbury-david-g/>

Career: David has more than 35 years of experience in the energy industry, including 20 years as a practicing lawyer. Prior to his legal career, David was an energy analyst at an economic consulting firm specializing in FERC issues and an assistant editor of two energy industry trade publications. He also interned in FERC's Office of the General Counsel.

THOMAS, Stephanie

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Featured in Investment Funds (USA - Nationwide), Private Equity (USA - Nationwide)

Practice Areas: Stephanie Thomas serves as the firm-wide co-chair of Morrison & Foerster's global Private Funds Group. She focuses her practice on private fund formation and operations, as well as regulatory compliance matters. Ms. Thomas has extensive experience representing U.S. domestic and global fund sponsors and institutional investors in connection with the formation of, and investments in, buyout funds, venture capital funds, secondary funds, debt funds, infrastructure funds, fund-of-funds, social impact funds and other private funds with a broad range of investment strategies.

Personal: Ms. Thomas graduated from the University of California, San Diego with a degree in Political Science/ Public Law and received her J.D. from the University of California, Los Angeles School of Law.

THOMPSON, Craig

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Featured in Products Liability (USA - Nationwide), Litigation (Maryland)
See under Maryland for profile.

THOMPSON, Joe

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Featured in Litigation (USA - Nationwide)

Practice Areas: Joe Thompson handles complex commercial litigation and arbitration, with a primary emphasis on oil and gas related disputes. He is Board Certified in Oil, Gas and Mineral Law by the Texas Board of Legal Specialization and serves as a member of the Board's Oil and Gas Advisory Commission.

Professional Memberships: Houston Bar Association, Member Texas Bar Foundation, Fellow

Personal: J.D., University of Texas School of Law, with honors B.A., University of Michigan, with honors Board Certified, Oil, Gas and Mineral Law, by the Texas Board of Legal Specialization

THOMPSON, Samantha

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Featured in Litigation (USA - Nationwide)

Practice Areas: Samantha Thompson focuses her practice on resolving complex business disputes for corporate and individual clients across industries, with a focus on oil and gas litigation.

Career: Samantha works with companies of all sizes to reach efficient solutions to commercial disputes. Samantha's practice niche includes complex title disputes, including adverse possession, record title and bona fide purchasers, retained acreage clauses, and lease termination claims. From the start of her practice, Samantha has focused on learning and developing oil and gas law in Texas and Oklahoma. She started her legal practice at a litigation boutique in Houston before founding Hogan Thompson Schuelke LLP with Christopher Hogan in 2020. Immediately following law school, Samantha served as a law clerk to the Hon. Claire V. Eagan in the Northern District of Oklahoma and the Hon. Robert E. Bacharach on the Tenth Circuit Court of Appeals.

Professional Memberships: Licensed in Texas and Oklahoma Institute for Energy Law, Young Energy Professionals Council Member (2022-2024) Houston Bar Association, LGBTQ+ Committee Member (2019-2021)

THURMOND, Monica

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Featured in Banking & Finance (New York), Capital Markets (USA - Nationwide)

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THURSTON, Rosemarie A

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Featured in REITs (USA - Nationwide)

Practice Areas: Formation of REITs and real estate funds, public securities offerings, private placements, mergers and acquisitions, joint ventures, private equity transactions, roll-ups, corporate governance, and securities law compliance. Frequent speaker at national conferences. Served as lead counsel for over \$100 billion of public securities offerings.

Career: Former Co-leader, firm's REITs & Real Estate Funds Team; former Chair, firm's Partners Committee.

Professional Memberships: National Association of Real Estate Investment Trusts (Nareit), Associate Board of Governors.

Publications: Bloomberg BNA Portfolio on REITs.

TIBLETS, Elizabeth

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Featured in Litigation (USA - Nationwide)

Practice Areas: Elizabeth Tiblets is a partner in the Fort Worth office where she is a member of the oil, gas, and resources practice group. Elizabeth fo-

cuses her practice on complex litigation involving the energy industry. She represents her clients in their high-stakes disputes throughout the United States, including those involving alleged royalty underpayment, title questions, and a wide variety of other contract issues, such as obligations under operating agreements and purchase agreements. Elizabeth is extremely proficient in handling putative class action lawsuits and has done so in Texas, Arkansas, Oklahoma, North Dakota, and Pennsylvania. Elizabeth has tried cases to the bench and to jury verdict, in addition to handling class certification hearings and arbitrations. She also represents clients in appellate matters.

Professional Memberships: State Bar of Texas

TIDWELL, Royce L

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Featured in Tax (District of Columbia), Tax (USA – Nationwide)

See under District of Columbia for profile.

TILLEN, James

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Featured in FCPA (USA – Nationwide)

Practice Areas: Anti-corruption matters, including conducting multi-jurisdictional internal investigations, developing remediation strategies, negotiating resolutions with U.S. government, interfacing with independent monitors, serving on monitor teams, conducting M&A and third-party due diligence and compliance audits and assessments, drafting compliance programs, and training of client personnel.

Career: WWL: The International Who's Who of Investigations Lawyers, 2014–2023; Ethisphere Institute Attorneys Who Matter, 2014; Latin Lawyer Top Lawyer, 2013.

Professional Memberships: IBA Anti-Corruption Committee, Co-Chair (2014–2015), Officer (2007–2013), Advisory Board (2023); Global Investigations Review, Member, Editorial Board (2014–present)

Publications: Latin America Corruption Survey, 2008, 2012, 2016, 2020, 2024; Europe-Caucasus-Asia Corruption Survey, 2018; Getting the Deal Through: Author, Anti-Corruption Regulation, 2007–2023, Contributing Editor: 2020–2023; Contributing Editor & Author, Anti-Bribery & Corruption, 2023; Contributing Editor & Author, Anti-Money Laundering, 2012–2015

TIMURA, Christopher

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Featured in International Trade (USA – Nationwide)

Practice Areas: Chris is a Partner and a member of the firm's International Trade, White Collar Defense and In-

vestigations, and ESG practice groups. He helps clients solve regulatory, legal and political problems that arise at the intersection of international trade, national security, and foreign policy. He counsels clients on compliance with U.S. export controls (ITAR and EAR), economic sanctions, and foreign investment and represents them before the departments of State (DDTC), Treasury (OFAC and CFIUS), Commerce (BIS), Homeland Security (CBP), and Justice in licensing requests, voluntary and directed disclosures, civil and criminal enforcement actions, and investment reviews. Chris also works with companies and investors to integrate S-Social considerations of ESG into deal and transaction diligence, new product, market and customer reviews, and trade compliance procedures. His clients span economic sectors and range in size from start-ups to Global 500 companies.

Personal: JD, University of Michigan Law School, Ph.D. Anthropology, University of Michigan

TINGLE, Philip

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Featured in Projects (USA – Nationwide)

Practice Areas: Philip (Phil) Tingle represents energy companies such as utilities, independent power producers, developers and financial institutions on a wide range of energy tax-related matters. He is the global co-head of the Energy & Project Finance Practice. Phil continues to be leader with respect to the implementation of the Inflation Reduction Act (the "IRA") and the related incentives, tax credits and technologies. Phil provides advice regularly regarding all aspects of renewable-energy projects, including advice related to prevailing wage and apprentice, energy community adders, domestic content, project tax credit qualification, tax equity structures, financings, acquisitions and dispositions, restructurings and workouts. He has extensive experience with all technologies including wind (sections 45 and 45Y), solar (sections 48 and 48E), storage (sections 48 and 48E), nuclear (section 45U), renewable natural gas (sections 48 and 45Z), manufacturing (sections 45X and 48C), hydrogen (section 45V), carbon sequestration (section 45Q) and EV (sections 30B, 30C, 30D, 45W and 48C). Phil continues to work with client selling and buying federal and state tax credits and working with clients with the direct pay provisions pursuant to the IRA. In addition to the IRA related work, Phil regularly works on contribution in aid of construction, normalization, grants and other energy related topics. In addition, he is experienced in partnership taxation and works extensively on corporate and consolidated tax issues. View more at: <https://www.mwe.com/people/tingle-philip/>

TOBIN, Charles D

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Featured in First Amendment Litigation (USA – Nationwide), Media & Entertainment (District of Columbia)

See under District of Columbia for profile.

TOBIN, Thomas

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Featured in Transportation (USA – Nationwide)

Practice Areas: Tom, who is an engineer as well as a lawyer, has been assisting transportation providers, pipeline operators and manufacturers with NTSB investigations of rail, aviation, highway, marine and pipeline calamities for almost 20 years. He and his team are intimately familiar with how best to assist involved companies from the early hours after the NTSB provides notification of the investigation through the on-scene interview process, document demands, post-scene testing, corporate safety management system interviews, the review of draft factual reports, preparation of party submissions and meetings with the Presidentially-appointed members before the final public NTSB meeting at which the NTSB staff draft accident report is reviewed and voted upon. They also provide full-day NTSB investigation training for the staff and legal departments of companies that are only occasionally involved in NTSB investigations.

Career: Tom has represented clients in more than 40 major NTSB investigations involving more than 100 fatalities and literally thousands of serious injuries.

Personal: Tom has completed multiple Newport /Bermuda races. He has a 50-Ton U.S. Coast Guard Masters License that allows operation of USCG inspected & uninspected vessels. This license requires extensive on-the-water experience as well as in-depth knowledge of seamanship, safety & navigation.

TOBÓN, Camila

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Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Privacy and Data Security; International

Career: Camila assists clients with privacy and data security compliance, artificial intelligence (AI) governance and information governance. As director of Shook's Privacy Compliance and AI Governance Task Forces, Camila leverages her in-depth knowledge of data protection regulations worldwide to counsel clients on the compliant handling of personal data in a way that moves business forward. With reputation and confidential information at stake, companies need a trusted advisor who has experience understanding the differing requirements of

multiple jurisdictions and integrating them into a seamless privacy program. Camila's experience working proactively with clients to streamline privacy practices and develop creative solutions to embed privacy awareness into an organization's procedures, together with her commitment to client service, positions her well to advise companies navigating the complexities of U.S. state and federal and international data protection requirements. Camila also helps clients assess privacy and cybersecurity risk and proactively implement mitigating measures, and regularly advises companies of all sizes and in multiple industries on AI governance, helping develop policies, principles, and procedures for responsible use of the technology and on information governance, data classification and data retention issues. Camila has achieved the Privacy Law Specialist (PLS) designation and has been certified as a Fellow of Information Privacy (FIP) by the International Association of Privacy Professionals (IAPP), demonstrative of her comprehensive knowledge of privacy laws, privacy program management and essential data protection practices. She has also been certified as an Information Privacy Professional in European Law (CIPP/E) and U.S. Law (CIPP/US) as well as Information Privacy Manager (CIPM). She speaks regularly on data protection and cybersecurity issues at various events, including those hosted by the IAPP, the Association of Corporate Counsel and the American Bar Association.

Professional Memberships: International Association of Privacy Professionals Privacy Bar Section Advisory Board

Publications: Toward a Patchwork of State Privacy Regulations: Recommendations for Colorado Businesses, Law Week Colorado, April 26, 2021. Colorado Privacy Act Introduced, DGS Legal Alert, March 19, 2021. Privacy Shield Invalidated by the Court of Justice of the European Union, Davis Graham & Stubbs Legal Alert, July 17, 2020. For a full list of publications, presentations and media, visit <https://www.shb.com/professionals/t/tobon-camila>

TOCHEN, David

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Featured in Transportation (USA – Nationwide)

Practice Areas: David advises clients on a broad array of transportation issues, including autonomous vehicles, aviation matters, automotive and commercial motor vehicle safety, pipeline safety and National Transportation Safety Board (NTSB) investigations. Prior to entering private practice, David held several high-ranking posts in federal agencies: General Counsel at the NTSB, Deputy and Acting Chief Counsel at the Federal Motor Carrier Safety Administration and Deputy Assistant General Counsel for environmental, civil rights and general law, U.S. Department of Transportation (DOT). As NTSB general counsel, he led the effort to

revise agency regulations, including investigative procedures, and prepared an agreement regarding the sharing of aviation safety data among air carriers. During his tenure at the DOT, he was instrumental in establishing the Transportation Security Administration following 9/11. He also was the lead attorney in establishing drug and alcohol testing programs for more than 19,000 DOT/FAA employees performing safety-sensitive duties.

Career: Prior to joining Fox Rothschild, David was a member of the Aviation and Transportation practice groups at a national law firm.

Professional Memberships: Aviation Lawyers Association (President) | Lawyer-Pilots Bar Association

Personal: George Washington University Law School (J.D., 1977) | State University of New York at Binghamton (B.A., 1974), Economics.

TODD, Amanda

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Featured in Insurance (USA - Nationwide), Insurance (Illinois)

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TOKHEIM, Andrea

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Financial Services; Bank Regulatory; FinTech; Foreign Investments and Trade Regulations

Career: Andrea Tokheim focuses on U.S. regulation of international and domestic banks. She advises on issues relating to organization structure, ownership and control issues, non-banking activities, affiliate transactions, and anti-money laundering compliance, including the USA PATRIOT Act. Ms. Tokheim has significant experience with the commodity trading-related activities of banking organizations and bank capital requirements. She has also advised clients on regulatory investigations and enforcement actions, including anti-money laundering concerns and consumer compliance matters. Before joining the Firm, she was counsel in the legal division of the Board of Governors of the Federal Reserve System in Washington, D.C., where from 2004 to 2009 she focused on issues related to the Board's role as the primary federal regulator of U.S. bank holding companies and the U.S. operations of international banking organizations, as well as a wide variety of issues relating to the financial crisis. Ms. Tokheim was closely involved in the Board's decision to permit certain bank holding companies to engage in energy tolling and energy management activities. She also has significant experience with the "push-out" provisions of the Gramm-Leach-Bliley Act.

Professional Memberships: ABA

Personal: University of Virginia Law School (J.D., 2000); Yale University (B.A., 1995)

TONELLO, Anastasia

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Featured in Immigration (USA - Nationwide), Immigration (New York)
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TONSAGER, Lindsey

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Ms. Tonsager is based in San Francisco and is a Vice Chair of the Global Data Privacy and Cybersecurity Practice Group. Her name is often cited by leading journals and newspapers including the FT, Global Data Review, The Wall Street Journal and others, as a nationally recognized expert on the California Consumer Privacy Act (CCPA) and children's privacy, as well as being listed as a top AI lawyer by the Daily Journal. Clients across a broad range of industries turn to Ms. Tonsager to anticipate and evaluate legal and reputational risks under state, federal and international data privacy and security laws. Her practical product counseling has launched innovative new products and services that implicate the laws governing the use of AI, data processing for IoT devices, biometric information, behavioral advertising, endorsements and testimonials in advertising and social media, the collection of personal information from children and students online, e-mail marketing, telecommunications, and new technologies. Lindsey is working with clients to seek amendments to the regulations implementing the CCPA and enactment of federal and state privacy laws. She is representing multiple clients in enforcement actions before the FTC and state attorneys general.

TOOMEY, Kevin

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Kevin Toomey is a partner in Arnold & Porter's Washington, DC office and head of the firm's Financial Services practice. He represents banks and other financial services companies, along with their boards of directors and senior management, in a wide range of enforcement, regulatory, and corporate governance matters before, among others, the Federal Reserve, FDIC, OCC, Department of Justice, CFPB, FinCEN, and OFAC. Mr. Toomey regularly represents clients in sensitive investigative proceedings, including navigating internal and government investigations, and advises clients on issues relating to the Bank Secrecy Act and anti-money laundering requirements, consumer protection, and state and federal banking laws and regulations.

TORCHINSKY, Jason

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Featured in Political Law (USA - Nationwide)

Practice Areas: Jason Torchinsky is a partner at Holtzman Vogel, specializing in campaign finance, election law, lobbying disclosure and issue advocacy groups. In addition to his practice counseling clients on compliance with campaign finance, ethics laws, lobbying disclosure and election laws, Jason has served as lead counsel in a number of litigation matters dealing with First Amendment freedoms and election law and redistricting issues. Jason has filed numerous cert petitions, jurisdictional statements, and amicus briefs with the U.S. Supreme Court. At the Supreme Court, Jason has won a summary reversal from a redistricting case out of Michigan, and was counsel in a rarely granted petition for cert before judgment in another redistricting matter. His amicus briefs on behalf of the NRSC and NRCC was cited in the Court's opinion in *McCutcheon v. Federal Election Commission*. Jason has also represented candidates across the country during post-election canvass and recount processes. Clerkship/ Government Experience: Counsel to the Assistant Attorney General for the Civil Rights Division at the United States Department of Justice Deputy General Counsel to Bush-Cheney '04 Deputy General Counsel to the 2005 Presidential Inaugural Committee

TORRES, Olga

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Practice Areas: Olga Torres is the Managing Member of Torres Trade Law, PLLC, a leading international trade law and national security law firm. She practices in the areas of export controls, customs, anti-corruption, and industrial security matters. Ms. Torres represents a wide range of companies including large publicly traded corporations in diverse industries such as aerospace, defense, telecommunications, consumer, chemicals, and advanced technologies. She counsels clients on compliance with the International Traffic in Arms Regulations, the U.S. Export Administration Regulations, and the various embargo and sanctions programs administered by the Office of Foreign Asset Controls. She also advises clients on import compliance matters, including customs rulings, classification, special duty programs, audits, and seizures of goods by U.S. Customs. She also assists with antidumping/countervailing duty matters before the U.S. Department of Commerce. Ms. Torres also represents companies in transactions subject to review by the Committee on Foreign Investment in the United States, and advises on measures to mitigate Foreign Ownership, Control, or Influence. She was re-appointed by the U.S. Assistant Secretary of State for Political-Military

Affairs to the Defense Trade Advisory Group. In this capacity, she advises the Department of State Bureau of Political-Military Affairs, on its regulation of defense trade.

TOUMEY, Donald J

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: General Practice Asia Australia/New Zealand Bank Regulatory Broker-Dealer Corporate Governance Crisis Management Economic Sanctions and Financial Crime Financial Services Financial Services Investigations & Litigation Financial Services Mergers & Acquisitions

Career: Donald J. Toumey is a partner in the Firm's General Practice/Corporate Law Group with a practice focused on banking, securities and financial institutions law. Mr. Toumey has advised on numerous major bank mergers and acquisitions, as well as bank acquisitions of investment management and investment banking firms. He has handled applications to, and requests for legal interpretations from, federal and state banking agencies for U.S. and non-U.S. banking organizations. He has extensive experience advising U.S. and non-U.S. banking organizations on banking and broker-dealer regulatory matters and on enforcement matters, including with respect to Bank Secrecy Act and Office of Foreign Assets Control issues. He also advises on securities offerings and disclosure matters involving U.S. and non-U.S. banking organizations. Mr. Toumey is a former special assistant to the general counsel of the U.S. Department of the Treasury. He is also a member of the Firm's Diversity Committee.

Professional Memberships: ABA; Federalist Society; NYBCA

Personal: Yale Law School (J.D., 1981); Williams College (B.A., 1978); Judicial clerk to The Honorable Walter R. Mansfield, United States Court of Appeals, Second Circuit (1981 - 1982)

TOWNSEND, John M

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: John M. Townsend is a litigation partner in the Washington, D.C., office of Hughes Hubbard & Reed. His practice focuses on complex disputes, particularly international disputes, both in court and before arbitral tribunals. John's arbitration practice includes representing parties in international and domestic commercial arbitration, investment treaty disputes, and acting as an arbitrator. John served as Chair of the Board of Directors of the American Arbitration Association (AAA) from 2007 to 2010 and as chair of the Executive Committee of the AAA from 2004 to 2007. He was a member and a vice president of the Court of Arbitration of the LCIA from 2014 to 2019.

John was the first chair of the Mediation Committee of the International Bar Association (IBA). In February 2008, he was appointed by President George W. Bush as one of the American members of the Panel of Arbitrators of the International Centre for the Settlement of Investment Disputes (ICSID), on which he served until 2016. Chambers and Partners has consistently ranked John among the top international arbitration lawyers in the United States and has described him as "just a master," who "understands international ADR better than any other in the market." John served as lead counsel to Canada in Canada's entirely successful defense of two state-to-state arbitrations between the United States and Canada brought under the Softwood Lumber Agreement. He has represented Ukrainian investors in six investment treaty arbitrations against the Russian Federation arising out of its actions in Crimea and has obtained favorable awards on jurisdiction and liability in five; the sixth is still at an early stage. John has served as an arbitrator in more than 100 arbitrations, including commercial and investment treaty cases under all major sets of arbitration rules. John's litigation practice has included participation as a Hughes Hubbard associate in the successful defense of Ford Motor Co. on a charge of negligent homicide in the Pinto fuel tank trial in Indiana, and as a young partner in the defense of the building owner in the Kansas City Skywalk Collapse litigation. He led a Hughes Hubbard team acting as national counsel to a major pharmaceutical manufacturer in a nationwide, multi-defendant litigation challenging the use of published Average Wholesale Prices (AWPs) as a reference point in Medicaid reimbursement. John served as trustee of the US Council for International Business and chaired the Council's European Privilege Task Force. He submitted an application on behalf of the Council to intervene in the Akzo Nobel v. European Commission case in the European Court of Justice to urge European recognition of an attorney-client privilege for company counsel. John is a member of the American Law Institute (ALI) and served as an Advisor to the ALI's Restatement of the U.S. Law of International Commercial and Investor-State Arbitration. He has also served on the Harvard Law School Trial Advocacy Workshop faculty. John has been with Hughes Hubbard & Reed — in New York, Paris, and Washington — since 1971. He speaks fluent French.

TOWNSEND, Keith M

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Featured in Corporate/M&A (Georgia),

REITs (USA – Nationwide)

See under Georgia for profile.

TRACTENBERG, Craig R

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Featured in Franchising (USA – Nationwide)

Practice Areas: Craig is a litigator who centers his practice on domestic and international disputes and corporate revitalizations. His cases have been recognized by the Turnaround Management Association, the ABA Forum Committee on Franchising, the International Franchise Association and cited by industry publications. A seasoned litigator, Craig is adept at pursuing defendants who shield assets from recovery during litigation. He is experienced in tracing and recovering assets when possible, domestically and overseas. Craig is Co-Chair of the firm's Franchise & Distribution practice group, as well as Co-Chair of the International Arbitration practice group. He is an active arbitrator, judge pro tempore and expert witness, with a long history of involvement with the International Franchise Association, the International Bar Association, various local bar associations and pro bono clients. Frequently sought as a speaker, Craig has presented lectures at bar associations in the United States, Europe and Asia, and has taught law students at domestic and international universities. He has published more than 500 articles, papers, presentations, book chapters and webinars. His retail experience includes the representation of restaurants, pharmacies, and apparel, educational and automotive retail chains and franchise systems. He also represents jewelry and watch brands, both domestic and internationally.

Career: Prior to joining Fox, Craig was a partner and team leader in the franchise practice and global litigation teams at an international law firm. For more than a decade, Craig has been a monthly contributor to the Legal Intelligencer and the New York Law Journal, both American Lawyer Media publications, and has taught as an adjunct professor at Temple University School of Law. He has written chapters in books on bankruptcy, covenants not to compete and franchise agreements published by the American Bar Association.

Professional Memberships:

American Bar Association: Business Law Section; Forum on Franchising | International Bar Association | International Franchise Association | Law360 International Arbitration Editorial Advisory Board | New Jersey Bar Association | New York State Bar Association | Pennsylvania Bar Association: Business Law Section; Chair, Franchise Law Committee | Philadelphia Bar Association: Vice Chair, Franchise Law Committee
Personal: Temple University James E. Beasley School of Law (J.D.) | La Salle University (B.A., cum laude)

TREADWELL BRIGGS, Michelle

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: Michelle Treadwell Briggs is a partner in Goodwin's Litigation department. Her practice focuses on advising Goodwin lawyers and cli-

ents on legal, technical and strategic issues involving electronic discovery and information management. She has wide experience in managing all aspects of discovery and subpoena compliance, including developing and implementing the full range of electronic discovery and response strategies for government investigations and for complex commercial, antitrust, and intellectual property litigation. Michelle has participated in litigations and investigations involving complex contract disputes in the specialty chemicals industry, class actions, governmental antitrust reviews in the telecommunications, healthcare and financial services industries and patent disputes in the pharmaceutical industry, including Hatch-Waxman litigation. Additionally, Michelle has coordinated all aspects of Federal Trade Commission and Department of Justice Second Requests and subpoenas from state Attorneys General.

Personal: JD, Quinnipiac University School of Law; BS, Political Science, Ball State University

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Featured in FCPA (USA – Nationwide), Litigation (New York)

See under New York for profile.

TRUISER, Raya B

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Featured in Government (USA – Nationwide)

Practice Areas: Raya advises clients on navigating high-stakes government investigations, legal and reputational crises. Raya represents Fortune 500 companies and some of the world's most sophisticated financial institutions and energy infrastructure developers in responding to Congressional and state Attorney General inquiries and developing strategy in response to high-profile crisis situations. She has prepared numerous CEOs and other top executives to testify before committees of the U.S. Congress, participate in committee briefings or transcribed interviews.

Career: Prior to private practice, Raya served in the Obama White House and the Department of the Interior where she helped shape federal energy and climate policies.

Personal: Georgetown University Law Center, J.D., cum laude, 2009 Sciences Po & Paris I Panthéon-Sorbonne, Master in Global Business Law, 2008 Georgetown University Walsh School of Foreign Service, B.S., magna cum laude, 2005

TRIPP, Zachary

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Featured in Appellate Law (USA – Nationwide)

Practice Areas: Zachary Tripp is Co-Head of Weil's national Appeals and Strategic Counseling practice. He joined Weil after serving for five years

as an Assistant to the Solicitor General in the Office of the Solicitor General at the U.S. Department of Justice. He has extensive experience litigating before the U.S. Supreme Court as well as other appellate courts, in cases involving intellectual property, bankruptcy, antitrust, and securities, among other issues. He has argued 11 cases before the U.S. Supreme Court, briefed many other cases, and filed more than 100 briefs at the certiorari stage.

Personal: Zack received his B.A., cum laude, from Yale University in 1997. After working for several years as a software engineer, he received his J.D. from Columbia Law School in 2005, where he was a James Kent scholar and served as an Articles Editor of the Columbia Law Review. After graduating, Zack clerked for Judge Amalya Lyle Kearse of the U.S. Court of Appeals for the Second Circuit, and for Justice Ruth Bader Ginsburg of the U.S. Supreme Court.

TROPP, Paul D

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Paul Tropp is a co-head of Ropes & Gray's capital markets group in New York. He represents issuers and underwriters in a wide range of corporate finance transactions, including initial and follow-on public offerings; transactions involving convertible, high-yield and investment-grade bonds; debt tenders and consents; private placements; and selling-shareholder deals. In addition, Paul advises independent boards of directors and financial advisors. Paul's practice has a particular focus on financial companies, asset managers, fintech companies and specialty finance enterprises such as business development companies (BDCs), special purpose acquisition companies (SPACs) and mortgage REITs. Consistently recognized as a leading lawyer by sources such as Chambers USA, Chambers Global, IFLR and The Legal 500, Paul headed the New York capital markets practice of a global law firm before joining Ropes & Gray in 2018.

TRUEDELL, Richard D

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Richard is global chair of Davis Polk's Capital Markets practice. In multiple years, he completed more U.S. IPOs than any other lawyer. Richard represents clients in U.S. and international capital markets transactions and advises on corporate governance and securities market regulation. He has represented all of the major investment banks. He has extensive experience with a wide variety of both public and private debt and equity offerings by U.S. and non-U.S. issuers, including initial public offerings, convertible offerings and high-yield debt financings.

TRUVER, Kristen

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Kristen represents underwriters, placement agents, issuers, lenders, and borrowers in structured finance and securitization deals across all asset classes, including ABS, RMBS, and CMBS transactions, with distinct focus on consumer and small business lending and fintech. She also advises financial institutions and rating agencies connected to publicly offered CMBS and repurchase facilities. Kristen focuses her practice on securitization, warehouse finance, and other asset-backed transactions. She has extensive experience in the securitization and finance of various asset classes, including consumer loans, merchant cash advances, small and medium commercial business loans (including SBA 7(a) loans), factored receivables, equipment leases, aircraft leases, single-family rental properties, residential mortgage loans (jumbo, agency-eligible, investment, and non-QM), commercial mortgage loans (conduit and SASB), and triple-net lease properties and mortgages. She regularly represents underwriters and placement agents in private securitization transactions, particularly in assisting new issuers in navigating the operational and legal aspects of inaugural securitization transactions.

Career: National co-chair, Alston & Bird's Sustainability Committee, leading and evaluating the firm's environmental initiatives.

TSCHANN, Ben

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Featured in Leisure & Hospitality (USA – Nationwide)

Practice Areas: Ben Tschann is a partner in Goodwin's Real Estate Industry group and its Hospitality & Leisure, Real Estate Joint Venture, and Real Estate Finance practices. Mr. Tschann serves as co-chair of Goodwin's Hospitality & Leisure practice and is recognized as one of the top hospitality and leisure lawyers in the United States. While Mr. Tschann's practice covers all real estate asset classes, his focus is in real estate assets with an operating business, including hotels and resorts, senior housing/assisted living, and other similar assets such as serviced residential/multifamily and student housing. His work covers structuring, negotiation and documenting complex real estate transactions, including acquisitions and dispositions, joint ventures, debt financings, preferred equity and mezzanine financings, work-outs and restructurings, and short-sales. Mr. Tschann works with some of the largest institutional investors and real estate developers and sponsors, REITs, insurance companies, family offices/high net-worth individuals, and pension funds in the United States, including AEW Capital,

AutoCamp, Barings, Behring Capital, DiamondRock Hospitality Company, HEI Hotels & Resorts, Jaybird Capital, KHP Capital, Quadrum Global, Rockwood Capital and Sunstone Hotel Investors.

Personal: JD, University of Notre Dame 2004 (cum laude); BA, Creighton University 1999 (magna cum laude)

TUCHMAN, Deborah

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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Deborah A. Tuchman is a partner in the Asset Management Department in New York. She has extensive experience representing hedge funds, funds of funds, commodity pools, investment advisers and distributors of investment funds. Deborah focuses on advising clients in connection with structuring domestic and offshore funds, negotiating side letters, separately managed account agreements and placement agreements, trading and conflict issues, and regulatory compliance. She also routinely advises family office clients and other high net worth and institutional investors in connection with investments in private investment funds and co-investment vehicles.

Personal: Columbia University School of Law, J.D., 2001, University of California, Los Angeles, B.A., 1997; See <https://www.willkie.com/professionals/t/tuchman%20deborah%20a>

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Featured in Venture Capital (USA – Nationwide)

Career: <https://www.dlapiper.com/en/people/t/tuchman-yonatan>

TUCKER, Jonice Gray

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Jonice Gray is a partner and Chair of the Consumer Financial Services practice at Paul Hastings. She specializes in work with banks, non-bank financial institutions, and other companies providing financial products and services. She works with many of the largest bank and non-bank financial institutions, emerging companies such as fintechs, and retailers whose business operations include consumer and small business finance. Her work is focused on high-stakes legal proceedings, including matters initiated by federal and state regulators, private civil litigation, and internal investigations. She also counsels clients on compliance with consumer protection laws, and is particularly known for her work as related to fair banking and UDAP/UDAP. She routinely provides strategic advice to senior corporate leaders, including Boards of Directors, as they navigate complex, and often unexpected, business and legal challenges.

Career: Ms. Gray previously served as a judicial law clerk to Marvin J. Garbis (United States District Court for the District of Maryland) and practiced with Skadden Arps. She later became of a founding partner and governing board member with Buckley LLP, which recently merged with Orrick.

Professional Memberships: •Former Chair, American Bar Association – Banking Law Committee •Business Law Section Council, American Bar Association •Executive Council, Federal Bar Association Banking Law Section •Banking Editorial Board Member, Law360 •Regent, The American College of Consumer Financial Services Lawyers •Executive Committee, Board of Directors, Legal Aid Society of D.C. •Advisory Board, Ron Brown Scholars Program •Member, Exchequer Club of Washington, D.C.

Personal: Yale University, JD University of Virginia, BA

TUESLEY, Malcolm

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Featured in International Trade (USA – Nationwide)

Practice Areas: Head of Simpson Thacher's National Security Regulatory Practice. Represents clients in national security reviews before CFIUS and assists with related issues, including mitigation of foreign ownership, control or influence (FOCI) under industrial security regulations, export control compliance and government contracting. Helps clients navigate worldwide foreign direct investment reviews. Negotiates national security agreements with the U.S. government for some of the largest and most complex transactions in the defense, energy, financial services, telecommunications and technology sectors.

Career: Joined the Firm in 2018; became Partner in 2019. Former Law Clerk, Hon. Robert L. Miller, Jr., United States District Court for the Northern District of Indiana (1999-2001).

Professional Memberships: American Bar Association

Personal: J.D., cum laude, Indiana University, Maurer School of Law, (1999) and B.S.B., Indiana University, Kelley School of Business, (1996).

TULLY, Martin T.

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: E-Discovery & Information Governance

Career: Martin T. Tully, Partner at Redgrave LLP, is a nationally recognized attorney whose extensive focus on eDiscovery, information governance, and data privacy and cybersecurity have established him as a force in the information law space. With over three decades of experience, Martin has represented companies and individuals in complex and high-stakes commercial litigation cases, including as lead

counsel in federal and state court jury and bench trials and arbitrations. He advises clients on a range of litigation and investigation needs, offering insights into overall discovery strategies. Martin handles all aspects of pre-trial litigation and discovery, including preparation, briefing, and argument of discovery motions, motions to dismiss, motions for summary judgment, preparation of experts for deposition, and taking and defending depositions. With a charismatic and knowledgeable approach, Martin strives to work collaboratively with all stakeholders to navigate a path toward efficient dispute resolution. Martin's litigation experience encompasses a broad spectrum of cases, from catastrophic turbine failures to complex toxic tort class actions. He has secured significant judgments and defended clients in data breach class action lawsuits, wage-fixing antitrust cases, qui tam actions, and more. Martin takes both a tactical and strategic approach to his matters, seeking to understand his clients' past, present, and future legal and business needs and aligning them with the industry and regulatory landscape. He also leverages his profound knowledge of evolving technology, including collaboration tools and artificial intelligence (AI), to drive practical solutions that create value, efficiency, and competitive advantage. Martin also has significant experience counseling clients on information governance programs and best practices. He develops and implements policies and procedures concerning defensible disposition and data minimization strategies and helps clients evaluate retention practices to determine the best approaches to cut costs and reduce risk. With a deep background and understanding of the data privacy landscape, Martin provides clients with holistic information governance recommendations related to evolving data privacy regulations and cybersecurity concerns. As a thought leader in information law, Martin has authored and presented extensively on eDiscovery, information governance, data privacy, cybersecurity, and legal technology. He co-authored the chapter "Electronic Discovery in Civil Litigation" in the American Bar Association Guide for In-House Counsel: Practical Resource to Cutting Edge Issues and contributed to The Sedona Principles, Third Edition Best Practices, Recommendations & Principles for Addressing Electronic Document Production. Chambers USA has consistently recognized Martin as a top lawyer in the field of E-Discovery & Information Governance. Outside of his professional roles, Martin has demonstrated his commitment to community involvement and public service by serving multiple terms as the mayor and a councilmember of his hometown, Downers Grove, Illinois. Before joining Redgrave LLP, Martin was a founding partner at Actuate Law LLC. He was also formerly a litigation partner at Akerman LLP, Katten Muchin Rosenman LLP, and Kirkland & Ellis LLP.

Professional Memberships:

•Chair, Steering Committee of the Sedona Conference Working Group on Electronic Document Retention and Production (WG1) •Member, Sedona Conference Working Group on Data Security and Privacy Liability (WG11) •Member, ABA Section of Litigation, Privacy, and Data Security Committee •Member, International Association of Privacy Professionals (IAPP) •Member, EDM Global Advisory Council •Former Director-at-Large, Association of Certified E-Discovery Professionals (ACEDS), Chicago Chapter •Former Member, 7th Circuit Council on E-Discovery and Digital Data

Publications: Exemplar Publications

•“It’s 10 P.M.: Do You Really Know How Well Your Service Provider Has Secured Your Data?” (The Legal Intelligencer) (May 2023) (Co-author: Eliza Davis) •“The Sedona Conference Commentary on Proposed Model Data Breach Notification Law (The Sedona Conference) (May 2023) (Served on Drafting Team) •“The Sedona Conference Primer on Managing Electronic Discovery in Small Cases” (The Sedona Conference) (May 2023) (Served on Steering Committee) •“Cyber-Liability For The C-Suite: Mitigating The Risks Of Senior Management (And Potentially Directors) Being Held Personally Accountable For Data Breach Incidents” (The Circuit Rider) (May 2023) (Co-author Chuck Ragan) •“It’s 10 P.M. Do You Know How Secure Your Data Is?” (Redgrave LLP) (March 2023) (with Chuck Ragan) •“Data Minimization Meets Defensible Disposition: Just Say No to ROT And Over-Retention of Personal Information” (Cybersecurity Law & Strategy and Law.com) (December 2022) (with Nick Snively) •“The Sedona Conference Primer on Managing Electronic Discovery in Small Cases” (•“White House Adds Its Voice to Growing Consensus on AI Ethical Requirements” (Redgrave LLP) (October 2022) (with Eliza Davis) •“Data Minimization and Avoiding the Over-Retention of Personal Information” (Thomson Reuters Practical Law Litigation and Practical Law The Journal) (October 2022) •“How to Lose a Privilege In 10 Steps (Or Fewer): Recent Case Clarifies Scope of FRE 502(d) and Marital Privilege” (Legaltech News) (July 28, 2022) (with Tara Emory and Nick Snively) •“The CPRA Will Soon Amend and Supplement the CCPA, Adding New Requirements Applicable to Covered Businesses with California Employees. Is Your Organization Prepared?” (Redgrave LLP) (June 2022) (with Eliza Davis) •“Facial Recognition Proliferation: Litigation and Legal Implications of Biometric Technologies” (1 JOURNAL OF EMERGING ISSUES IN LITIGATION 31) (Winter 2021) (with Debbie Reynolds) •“Cheap Tricks: Challenging Fabricated Evidence” (ABA 14th Annual National Institute on E-Discovery Symposium Paper) (April 2020) (co-author) •“Chapter 10: Electronic Discovery in Civil Litigation” (American Bar Association Guide for In-House Counsel: Practical Resource to Cutting Edge Issues) (2019) (co-author)

•“Employee Data Gets Promoted: What are the GDPR’s Impacts on Employee Data, and What Should US Employers Do?” ABA 13th Annual National Institute on E-Discovery Symposium Paper (April 2019) (co-author) Recent Speaking Engagements •Moderator, “Generative AI and eDiscovery: What May the Future (or Present) Hold?”, The Sedona Conference Working Group 1 (WG1) Virtual Town Hall, December 2023 •Panelist, “Privacy, Trust & Consent,” BIPA is Turning 15 ... What Have We Learned? Seminar (October 2023) •Panelist, “California Dreaming Deep Dive: The CPRA Is Now Live, What Does It Mean For RIM and Information Governance,” InfoCon 2023 (October 2023) •Panelist, “The Current State of U.S. Data Privacy Laws and What They Mean for InfoGov,” InfoCon 2023 (October 2023) •Moderator, “The State of Working Group 1,” The Sedona Conference WG1 Annual Meeting (October 27, 2023) •Panelist, “Legal Tech in the Mainstream: What’s Missing from the Conversation around Digital Evidence, GenAI, and Law,” On Point 2023 (September 2023) •Panelist, “The Sedona Conference Commentary on Proposed Model Data Breach Notification Law,” Webinar (July 2023) •Presenter, “Proving Privilege—Must Organizations Maintain Certain Records to Support Future Claims of Attorney-Client Privilege or Work Product?” MER Conference (May 2023) •Moderator, “Have Traditional Documents Gone the Way of the Dinosaur? What It Means for the Conduct of eDiscovery,” 12th Annual EDI Leadership Summit (October 2022) •Panelist, “Privacy Soup: CCPA, CPA, ADPPA, GDPR, etc. — Where Do U and I Fit In?” ASU-Arkfeld eDiscovery, Law, and Technology Conference (October 2022) •Panelist, “Cybersecurity 360 —Addressing the Threat Landscape with Key Players, including Regulators, Insurers, Customers and Remote Workers,” ASU-Arkfeld eDiscovery, Law, and Technology Conference (October 2022) •Panelist, “Addressing the Cybersecurity Threat Landscape in the Legal Services Industry,” U.S. Legal Support Webinar (June 2022) •Panelist, “Rule 45 Subpoenas to Non-Parties: You Can’t Always Get What You Want. (But If You Try, Sometimes, You Just Might Find, That You Get What You Need),” National eDiscovery Leadership Institute (June 2022) •Panelist, “When Data is Held Hostage: A Tripartite Workshop on Best Practices for Preventing, Responding to, and Recovering from a Ransomware Attack,” MER Conference 2022 (May 2022) •Presenter, “When Privacy Goes Public: The Latest in the New Wave of U.S. Data Privacy Laws,” MER Conference 2022 (May 2022) •Panelist, “Attack of the Collaboration Apps,” ABA 16th Annual National Institute on E-Discovery (May 2022) •Panelist, “Search 2.0: Integrating AI with Keywords to Revolutionize Document Search,” Legalweek 2022 (March 2022) •Presenter, “Today’s Cybersecurity Modern Warfare Defensive Strategy,” Guidepoint Security Webinar (March 2022) •Panelist, “Discovery Scoping and Proportionality

Analysis Just Got Easier,” Association of Certified E-Discovery Specialists (ACEDS) (February 2022) •Moderator, “Migration, Integration, Disposition, OH MY!” 2021 Georgetown Law Advanced eDiscovery Institute (November 2021) •Moderator, “Privacy and Data Security Legislative and Regulatory Update,” The Sedona Conference Working Group 11 on Data Security and Privacy Liability (WG11) Midyear Meeting (October 2021) •Panelist, “Unconventional Advice on ESI Protocol Negotiation: Beware What You (Blindly) Ask For Or Agree To,” 6th Annual Conference of the National eDiscovery Leadership Institute (NeLI) (August 2021)

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Featured in Sports Law (USA - Nationwide), Litigation (District of Columbia)

See under District of Columbia for profile.

TUNNELL, Andrew

Balch & Bingham LLP, Birmingham
Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Andy Tunnell has significant experience representing electric utilities with an emphasis on the regulation of transmission facilities and systems. His practice encompasses all aspects of such regulation, ranging from the development of initial policy and resulting regulations to compliance with such regulations as well as related litigation and appeals before federal courts. Regulatory matters include: open access, transmission rate design, transmission planning and cost allocation, transmission service arrangements, generation interconnections, affected system matters, reliability requirements, and regulatory audits. He primarily focuses on representing clients with the regulation of electric transmission matters before the Federal Energy Regulatory Commission (FERC) and related judicial appellate and state regulatory commission matters. This includes matters involving transmission rate design, transmission planning, standards of conduct, generator interconnection, open access transmission service, and electric reliability.

Professional Memberships:

Alabama State Bar American Bar Association Birmingham Bar Association Energy Bar Association

TURNER, Serrin

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Serrin Turner is a member of the firm’s Privacy & Cyber Practice, Complex Commercial Litigation Practice, and White Collar Defense & Government Investigations Practice. A former federal prosecutor, Mr. Turner is an experienced trial and appellate lawyer who represents and advises clients on a wide range of cybersecurity

and privacy-related matters, including:

•Class-action litigation •Regulatory investigations •Commercial disputes •Incident response Mr. Turner joined Latham following six years as an Assistant US Attorney for the Southern District of New York, where he served as the Office’s lead cybercrime prosecutor. In that role, Mr. Turner handled a wide range of cybercrime investigations and prosecutions, including matters involving computer hacking, data breaches, trade-secret theft, black-market websites, trafficking in stolen payment card and personal identity information, and money laundering through digital currencies. While at the US Attorney’s Office, Mr. Turner also handled high-profile litigation involving US electronic surveillance statutes, including *Amnesty International v. Clapper*, a constitutional challenge to a key foreign-intelligence surveillance statute, as well *In re Microsoft Search Warrant*, a challenge brought by a leading email provider to a search warrant for data stored overseas. Prior to his service at the US Attorney’s Office, Mr. Turner served in the Civil Division of the US Department of Justice. He is a two-time recipient of the Attorney General’s Award for Distinguished Service, the Justice Department’s second-highest award, and he has also received the John Marshall Award for Trial of Litigation, the Justice Department’s highest award for trial litigators.

TWEEN, Douglas

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Featured in Antitrust (USA - Nationwide), Antitrust (New York)

Practice Areas: Doug is a partner based in New York and Washington, D.C. and is the head of our U.S. Government Enforcement and Cartel Practice. He brings extensive courtroom experience to the defense of companies and individuals in white collar criminal and regulatory investigations and parallel civil litigation. Doug focuses his practice on antitrust and cartel, FCPA, securities, tax, fraud, False Claims Act, and money laundering matters. He also advises on crisis management, conducts internal investigations, and assists corporations with compliance, risk assessment and governance issues. He has tried numerous federal jury trials, and has conducted or managed investigations for clients in over 50 countries on six continents. He has been described as a “lawyer you fear going up against in court,” and as “an excellent lawyer who is able to take cases all the way through to trial.” Prior to private practice, Doug spent 15 years as a Trial Attorney with the U.S. Department of Justice. He is a Fellow of the American Bar Foundation, and has been commended for his commitment to pro bono legal work. He also serves on the board of BronxWorks, a not-for-profit social service organization supporting the South Bronx.

Professional Memberships: Doug is ranked as a leading lawyer in the

Nationwide Antitrust: Cartel and New York Antitrust category of Chambers USA 2022. He is ranked in LawDragon in the Antitrust-White Collar category for 2023 and in Legal 500 U.S. in the Antitrust-Cartel category for 2022. Doug has served in several leadership positions in the American Bar Association Section of Antitrust Law, including as Chair of the Cartel and Criminal Practice and Compliance and Ethics Committees and as a member of the International Cartel Task Force. He has also been nominated by the DOJ as a Non-Governmental Advisor to the International Competition Network. He lectures frequently on corporate ethics and compliance and white collar criminal defense, most recently at the Society of Corporate Compliance & Ethics annual meeting and the ABA Section of Antitrust Law Spring Meeting.

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Featured in Franchising (USA - Nationwide)

Practice Areas: Kendal handles domestic and cross-border transactions, including mergers and acquisitions, joint ventures and strategic alliances, as well as licensing, distribution and franchise matters. FRANCHISING With over 30 years of experience, I represent franchisors throughout their business life cycle — from start-up franchise systems to middle-market franchisors and mature, global franchise systems. I also counsel companies expanding through licensing agreements and product distribution arrangements throughout the world. I have extensive experience structuring, negotiating, and enforcing domestic and international franchise, license, distribution, and acquisition agreements. I am a frequent contributor to franchise publications and a frequent speaker at franchise programs held by the American Bar Association's Forum on Franchising, the International Bar Association, and the International Franchise Association. I am the co-editor of International Franchise Sales Laws, a book published by the American Bar Association in February 2023; it is an authoritative yet practical resource to help lawyers navigate international franchise sales laws. I am the executive director of the LexNoir Foundation and serve as an editor and author for the "Franchising In" international book series published by the LexNoir Foundation. My recent books include International Franchising 2016: Legal and Business Considerations, a 600-page publication that covers 41 countries and was a collaboration of over 60 legal practitioners across the globe. REGION FOCUS (AFRICA) I have been appointed to serve in my second term as a member of the Trade Advisory Committee on Africa (TACA), which is a US federal advisory committee that advises the US government on US trade policy in Africa. Franchising has experienced phenomenal growth around the world and Africa is no exception.

The saturation of Western markets, the relaxation of trade barriers and the globalization of business have pushed franchisors to new African markets to distribute their products and services. My franchise practice is at the forefront of this industry trend.

Career: Brown University, B.A., with honors University of Minnesota Law School, J.D., Editor-in-Chief, Journal of Law & Inequality

Professional Memberships:

•Vice Chair of the International Bar Association, International Franchising Committee •Officer of the International Bar Association, International Franchising Committee •Member of the American and National bar associations. •Member, Editorial Working Group, "International Mergers and Acquisitions Due Diligence," published by the International M&A subcommittee of the Committee on Negotiated Acquisitions of the Section of Business Law of the American Bar Association. •Former chair of the International Law Section of the National Bar Association. •Former president and cofounder of the Rochester Black Bar Association, an affiliate of the National Bar Association.

ULLMAN, Emily
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Featured in Products Liability (USA - Nationwide)

Practice Areas: Emily Ullman has a complex civil litigation practice focusing on products liability and mass torts work, primarily representing members of the life sciences industry and consumer goods manufacturers and suppliers across federal and state courts. In addition, she counsels companies facing transactions, regulatory interactions, or strategic decisions that expose them to tort risk.

ULUM, Angela M
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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Angela Ulum is a partner in Mayer Brown's Chicago office and a co-leader of Mayer Brown's Banking & Finance practice. She is a member of the Structured Finance practice and has extensive experience representing issuers, borrowers, and commercial and investment banks in a variety of securitization and other structured finance transactions, with an emphasis on market participants in the auto and equipment sectors. Angela's experience has involved the issuance and sale of publicly registered, 144A/Reg S and privately placed asset-backed securities, revolving and amortizing syndicated and bilateral financing facilities, portfolio purchases and sales, equipment loan and lease syndications and third-party servicing arrangements. Her experience includes representing captive finance companies, banks, independent finance companies and investors in transac-

tions involving a wide variety of assets, including auto leases, auto loans, dealer floorplan, fleet leases, equipment leases and loans, participations, and esoteric and new asset classes.

UNDERWOOD, Jamie
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Featured in International Trade (USA - Nationwide)

Practice Areas: Jamie Underwood co-heads Latham's Chambers Band 1-ranked International Trade Commission (ITC) Practice and helps innovative companies effect their global IP litigation strategies. Ms. Underwood uses her first chair experience to resolve Section 337 disputes before the ITC, Customs, and the Federal Circuit for clients around the world. Before joining Latham, she led another multinational law firm's Chambers-ranked Section 337 practice. To achieve business-driven results, Ms. Underwood draws on her experience handling more than 65 ITC actions that have covered a wide range of products and industries. Reflecting her deep knowledge in this unique area of law, Ms. Underwood has been qualified as an expert in Section 337-related arbitration proceedings. Complementing her ITC work, Ms. Underwood litigates IP, antitrust, and complex commercial matters in federal trial and appellate courts. She also advises entities on patent and trade policy issues before Congress, federal agencies, and the Administration. Ms. Underwood is part of Latham's AI Task Force, regular faculty for associate trial training, and a former Vice Chair of the firm's DC Women Enriching Business Committee. She has donated her time through pro bono representations before District Court and the United States Supreme Court. She also is a Board Member for DC Appleseed. Prior to private practice, Ms. Underwood clerked at the US Court of Appeals for Veterans Claims and DC Superior Court. She also worked at the DC US Attorney's Office, with the War Crimes Tribunal for the former Yugoslavia, and as a Dean's Fellow researching a book on constitutional courts of Central and Eastern Europe. Ms. Underwood has lived in Austria, Germany, and Hungary, which included time at Wirtschaftsuniversität Wien and the Hungarian Parliament. Thought Leadership Ms. Underwood speaks and writes frequently on ITC, IP, and trade topics, including contributions to A Lawyer's Guide to Section 337 Investigations Before the US International Trade Commission. She has taught Section 337 law at Georgetown University, Catholic University, and University of Baltimore. For several years, she participated on the global stage as an NGO delegate at multiple World Trade Organization Ministerial Conferences. Ms. Underwood currently co-chairs the Legislative Committee for the ITC Trial Lawyers Association and is a Fellow of the American Bar Foundation. She

previously served as President and Board member of the Federal Circuit Bar Association and a Vice Chair of the IPO's ITC Committee.

UPSHAW, Anthony
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Featured in Products Liability (USA - Nationwide)

Practice Areas: Anthony (Tony) Upshaw represents clients on product defense, class action, mass tort and complex civil litigation. Over the course of his career, Tony has tried more than 30 civil jury trials to verdict. Tony is a Fellow in the American College of Trial Lawyers. Often asked by clients and colleagues to "step into the breach" as trial counsel, he has been recognized nationally for his ability to relate to juries around the country. Tony frequently speaks at various legal association functions, particularly on issues surrounding voir dire, trial technique and diversity in the courtroom. He was a featured speaker at the Union Internationale des Avocats (UIA) Congress in Paris, France, presented the "Hot Topics in Product Liability Litigation" at the DRI Conference in New Orleans, and testified at the hearings for the American Bar Association (ABA) Presidential Diversity Summit in Boston.

URBACH, Ronald R
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Featured in Advertising (USA - Nationwide)

Practice Areas: Advertising + Marketing Advertising Disputes and Challenges Advertising Review, Production and Media Digital and Social Media Marketing and Advertising E-commerce and Retail Sales Marketing and Promotions Regulated Products and Industries **Career:** Ron Urbach has been a firsthand participant in the history and recent explosive growth of the advertising and marketing ecosystem — and the laws that apply to it. He advises marketing-driven clients in every sector and subsector, helping them successfully navigate legal issues with practical business solutions. In the course of his career, Ron has seen industries and marketing practices emerge and adapt as technologies, regulatory frameworks and consumer needs change. This makes him a savvy guide, especially to companies that push the boundaries of business and law. Whether drafting agreements, handling challenges — governmental, competitor or consumer — or as an astute adviser, his unique perspective and ability to evaluate business risk in unsettled legal environments are indispensable to his clients. To Ron, the law is more a tool than a restraint — it's a means of moving his clients forward in practical and efficient ways. His clients credit him with speaking their language, with thinking like they do, and with appreciating the nuances of their business and the complexities of their markets. They see him as someone

with a gift for translating arcane legal concepts and new regulatory schemes into actionable business advice. Known as a key participant working with agencies, brands, media companies, online platforms and consumer-driven businesses of every stripe, Ron stays in front of the developments and innovations that drive their industries. In a field so dynamic and fast-moving, he takes it upon himself to see around corners and to ferret out the next opportunity — or threat — his clients will have to face. In working with clients and sectors so intensely and completely, Ron provides a holistic view of the legal and business issues that are often intertwined. Taking a solutions-first attitude, Ron helps clients achieve their business goals as he resolves their legal issues. Seeing beyond the law and the legal task while thinking and feeling like a client is a hallmark of Ron's practice.

URSCHEL, Michael
Kirkland & Ellis LLP, New York
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Michael Urschel leads the Structured Finance & Structured Private Credit Practice Group in the New York office of Kirkland & Ellis LLP. Michael focuses on securitization, structured private credit and private placements, hybrid finance and structured lending, with a particular focus on non-traditional asset financing and acquisition financing of complex assets. He advises sponsors, borrowers, funds, investment banks and other institutions on a variety of financing opportunities, regulatory matters and portfolio acquisitions and dispositions across the capital structure. Michael is active in a wide range of capital markets, structured lending and acquisition financing transactions. He has structured and led dozens of financings of numerous franchised concepts, digital infrastructure, fiber, cellular tower, and data center assets, solar and renewable energy assets, transportation assets, media royalties, outdoor advertising receivables, ground lease financing transactions and specialty lending platforms.

VACURA, Richard J
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Featured in Government (USA – Nationwide)

Practice Areas: Rick Vacura is a partner in the firm's Special Matters and Government Investigations team and head of the Government Contracts practice. He represents clients in a variety of governmental investigations and civil litigation matters that span across multiple industries. He has led numerous internal corporate investigations and has regularly served as primary counsel for government contracts and transactional matters. Rick has represented clients in litigation involving major weapons and space systems, technology, telecommunications, prime and subcontract disputes,

bid protests, injunction proceedings, procurement fraud, Freedom of Information Act actions and allegations under the Federal Tort Claims Act. He has conducted internal investigations on false claims and violations under the Foreign Corrupt Practices Act and defended against suspension and debarment actions. Rick has advised clients ranging from start-ups to large public companies on due diligence for foreign and domestic acquisitions, joint venture agreements, novation and assignment issues, technical data and nondisclosure agreements, export controls, anticorruption, national security and domestic and international solicitations and contract or subcontract terms and conditions. Mr. Vacura has held leadership positions on the Contract Claims and Disputes Resolution Committee and the International Procurement Committee of the American Bar Association's Public Contract Law Section. As a recognized leader in government contracts, Rick has led seminars on federal procurement topics for eGov, Federal Publications, the Contract Services Association of America, the Council of Defense & Space Industry Associations, the National Contract Management Association and Department of Defense organizations.

VALDEZ, Yvette
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Featured in Derivatives (USA – Nationwide)

Practice Areas: Yvette Valdez is a partner in the New York office of Latham & Watkins. Ms. Valdez is Co-Chair of the Commodities and Derivatives Regulation and Enforcement Practice, head of the US derivatives regulatory practice, Co-Chair of the firm's Global Digital Assets & Web3 Practice, and a member of the firm's Financial Institutions and Fintech Industry Groups and Financial Regulatory and Derivatives Practices. Ms. Valdez advises emerging companies, financial institutions, and investment managers on complex regulatory challenges in the development of bespoke financial crypto-asset and cryptocurrency technologies including token launches, market infrastructure, trading, clearing, and settlement solutions on distributed ledger technology. She also advises clients on domestic and cross-border cutting-edge fintech initiatives in the derivatives markets. Ms. Valdez also has significant experience representing dealers, intermediaries, and end-users in connection with derivatives (swaps and futures) legal and regulatory matters under the Dodd-Frank Act, the Commodity Exchange Act, as well as related CFTC, SEC, and prudential regulation. Her regulatory practice consists of assisting foreign and domestic investment banks, futures commission merchants, introducing brokers, broker-dealers, and commodity pool operators and commodity trading advisors with their derivatives regulatory compliance requirements as well as advising buy-side clients in connection

with their margining, clearing, and trade execution requirements. Ms. Valdez also counsels clients in market infrastructure, trading, clearing, and settlement in the derivatives markets, including FBOTs, swap execution facilities, and designated contract markets. Ms. Valdez has extensive experience representing financial institutions in bespoke derivatives transactions, including interest rate and credit derivatives, foreign exchange transactions, total return swaps, commodity transactions, futures, and options.

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Featured in International Trade (USA – Nationwide)

Career: <https://www.dlapiper.com/en-us/people/v/valencia-daniel>

VAN GORP, Jon D
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Jon Van Gorp is chair of Mayer Brown. He has served on the firm's Management Committee since 2017 and previously served as a co-leader of the Banking & Finance, Capital Markets and Structured Finance practices. He has practiced continuously at Mayer Brown for more than 25 years. Called by a client "the godfather in mortgage-backed securities" and "the most creative problem solver I ever found," Jon helps clients analyze their current situations and propose unique yet practical solutions. His reputation for innovation, recognized by the Financial Times, is demonstrated by his integral role in many first-of-their-kind transactions.

VAN GRACK, Brandon L
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Featured in Political Law (USA – Nationwide)

Practice Areas: Brandon L. Van Grack co-chairs Morrison Foerster's National Security and Crisis Management groups. His practice focuses on investigations, criminal defense, and compliance matters involving export controls and sanctions, foreign investment, and cyber incidents. Brandon's arrival to the firm follows more than a decade of service at the U.S. Department of Justice (DOJ), where he held multiple senior positions. Most recently, he was Chief of DOJ's Foreign Agents Registration Act (FARA) Unit, after serving as a lead prosecutor for Special Counsel Robert S. Mueller III's investigation of the Russian government's efforts to interfere in the 2016 presidential election. Brandon's leadership and breadth of national security experience offers clients in the financial services, technology, artificial intelligence, defense, media, and communications sectors unmatched insider enforcement perspective across the entire national security landscape,

including sanctions, the Committee on Foreign Investment in the United States (CFIUS), export control, cybersecurity matters, and FARA. Investigations & White Collar Defense At the DOJ, Brandon led and supervised some of the government's most notable national security investigations. He served as Senior Assistant Special Counsel for the Special Counsel's Office, handling some of the office's most significant matters. As one of Special Counsel Mueller's top deputies, Brandon led the investigation and prosecution of former National Security Advisory Michael Flynn and was a key member of the trial team that successfully prosecuted Paul Manafort, a former presidential campaign manager. Prior to the appointment of Special Counsel Mueller, Brandon headed the entire Russia investigation. Brandon also managed significant corporate investigations and resolutions across the national security spectrum. As Counsel to the Assistant Attorney General for National Security, and a Trial Attorney in the Counterintelligence & Export Control Section, he worked on the resolution of almost every significant corporate matter pertaining to export control and sanctions violations in the last decade and is one of the few attorneys to have managed the DOJ's Voluntary Self-Disclosure Program for export control and sanctions violations. As Chief of the FARA Unit, he directed scores of investigations of companies for acting as unregistered foreign agents. Sanctions, Export Control, & Foreign Investment As Counsel to the Assistant Attorney General, Brandon oversaw every criminal investigation involving export control and sanctions and led the DOJ's response to the Obama Administration's rollback of sanctions targeting Iran — the Joint Comprehensive Plan of Action (JCPOA). As a Trial Attorney, he prosecuted more than 30 export control and sanctions cases, including first-ever cases involving North Korea, weapons of mass destruction, and the Atomic Energy Act. Brandon has also handled the review of transactions before CFIUS and Team Telecom across multiple administrations. During the Obama Administration, he managed the DOJ's review of transactions before CFIUS and, more recently, led DOJ's review of transactions involving foreign influence before CFIUS and Team Telecom. FARA & the Lobbying Disclosure Act As Chief of the FARA Unit, and the first official to supervise all foreign influence matters across the DOJ, Brandon revitalized and transformed the enforcement of FARA. Following the DOJ's announcement making FARA an enforcement priority, he supervised a team of 40 attorneys and staff that opened a record number of investigations, pursued a record number of enforcement actions, secured a record number of registrations, and obtained the first civil injunction involving FARA in nearly three decades. Brandon also directed the review of Lobbying Disclosure Act (LDA) filings for criminal violations and regulated the

exemption under FARA for LDA registrants. Currently, he is writing the book on FARA enforcement for the American Bar Association. Cybersecurity As a long-time prosecutor, including as a Special Assistant U.S. Attorney for the U.S. Attorney's Office for the Eastern District of Virginia, Brandon directed complex cyber investigations, including multiple matters involving state-sponsored cyber attacks. He prosecuted the first person convicted as a cyberterrorist and led the investigation of an international hacking group for identity theft, extortion, and dozens of spear-phishing attacks against public and private entities. He also collaborated with other government agencies, such as the Securities and Exchange Commission, Federal Bureau of Investigation, and the Department of Homeland Security, to facilitate cooperation from corporate victims and disseminate threat information. During his time at the DOJ, Brandon handled the entire range of national security matters. He led and supervised investigations and prosecutions involving espionage, economic espionage, mishandling of classified information, and theft of trade secrets. He also directed investigations involving treason, mutiny, the Neutrality Act, and the Logan Act. Brandon has been widely recognized for his deep experience in handling national security matters, and keynotes and speaks at industry conferences involving export control and sanctions, CFIUS, FARA, and political law. He has received numerous awards for his work, including the Attorney General's Award for Distinguished Service (2018), the FBI Director's Award for Outstanding Cyber Investigation (2017), the Director of National Counterintelligence's Award for Excellence (2019), the Homeland Security Investigations Executive Associate Director's Award for Outstanding Counterproliferation Investigation (2014), and five awards from the Assistant Attorney General for National Security. Brandon regularly provides insight on national security issues and DOJ matters with national media. He is a frequent contributor on cable news, including MSNBC's The Rachel Maddow Show, Deadline: Whitehouse and All In with Chris Hayes, ABC's Good Morning America, NBC's Meet the Press, CNN, BBC News, Sky News and NHK World. He also regularly appears on NPR's Morning Edition. He has been quoted on a variety of national security topics in the Wall Street Journal, New York Times, and Washington Post, among others. Brandon is also a Contributing Editor to the Lawfare blog and co-host of The Regulators podcast, where he speaks with key U.S. government regulators in the national security space, including leaders at OFAC, CFIUS, the Bureau of Industry and Security, DOJ, FinCEN, the Office of Information and Communications Technology and Services (ICTS), and FBI.

VAN LOGGERENBERG, Conrad
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Featured in Private Equity (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/conrad-van-loggerenberg>

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Featured in Hedge Funds (USA - Nationwide)

Practice Areas: Partner in the Asset Management Department. Represents a variety of hedge funds, investment advisers and family offices in all aspects of their business. Focuses on advising clients in connection with "seeding" and revenue sharing arrangements as well as ownership transition and other complex transactions. He also has extensive experience representing investment advisers on matters of SEC and CFTC registration and regulatory compliance.

Personal: University of Iowa College of Law, JD, 2004. Drake University, BM, 2001. See: <https://www.willkie.com/professionals/v/vandehaar%20mark>

VARNELL, Danielle
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Featured in Offshore Energy (USA - Nationwide), Projects (USA - Nationwide)

Practice Areas: Works on M&A and complex joint venture transactions in the energy power sector, with a focus on renewables and innovative clean technologies. Advises on some of the largest onshore and offshore wind, solar and battery storage transactions in the world, as well as on transactions involving carbon capture and sequestration and innovative clean technology. Representative clients include independent power producers, developers, utilities and private equity funds. Also advises on energy project development, including the negotiation and drafting of build transfer agreements, EPC contracts, O&M agreements, shared facilities agreements, construction management agreements, asset management agreements, and equipment procurement agreements, as well as numerous other project development agreements. Speaks and writes extensively on issues of import in the energy sector, including onshore and offshore wind, solar and battery storage development and financing solutions for renewable energy projects.

Professional Memberships: Law360, Energy Editorial Advisory Board, 2021, 2022 and 2024

Personal: University of Wisconsin Law School, J.D., 1997, cum laude, Order of the Coif; Ripon College, B.A., 1993, magna cum laude, Phi Beta Kappa

VARTABEDIAN, Robert
Vartabedian Hester & Haynes LLP, Fort Worth

Featured in Litigation (USA - Nationwide)

Practice Areas: An experienced trial lawyer, plaintiffs and defendants call on Rob for complex oil and gas litigation. He brings a strategic approach and industry knowledge to his clients' high-stakes disputes. He represents clients in lease termination suits, contract interpretation issues, royalty disputes, surface-use disputes, and a variety of other oil & gas lawsuits. He has tried 18 cases to verdict and his clients ultimately prevailed in all. This includes victories as lead counsel for the plaintiff in a significant lease termination trial in June 2021, Centralia Permian v. Pioneer, and as lead for a defendant oil company and its equity provider sued for over \$20 million in March 2022, Buffy Energy v. Roxo Energy, et al. Rob also has experience in commercial litigation in other industries.

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Rahul Vashi, Co-Chair of Gibson Dunn's Oil & Gas practice group, focuses on acquisitions, divestitures, and strategic joint ventures involving a broad range of energy assets, with an emphasis on the upstream and midstream sectors. Rahul's practice includes advising clients with the formation of drilling partnerships, joint development arrangements, farmout and participation agreements and other joint venture arrangements, the acquisition and divestiture of upstream and midstream oil and gas assets and companies, and oil and gas special situations and alternative financing transactions.

Career: Admitted to Texas Bar.

Personal: The University of Texas at Austin, B.A., Plan II Honors; B.B.A., Business Honors, 2007; New York University School of Law, J.D., 2010

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Featured in International Trade (USA - Nationwide)

Practice Areas: Stephen P. Vaughn is a partner in the International Trade Team who works primarily on international trade litigation and policy matters. In April 2019, Stephen completed more than two years of service as the General Counsel for the Office of the United States Trade Representative (USTR). In that position, he managed a team of government attorneys representing U.S. interests in both trade negotiations and trade litigation. During two months in early 2017, Stephen also served as the acting U.S. Trade Representative. He is widely regarded as one of the world's foremost authorities on current U.S. trade policy, as well as one of the most talented U.S. trade remedy litigators. Mr. Vaughn has served as an adjunct professor at Georgetown University Law Center, where he co-taught a seminar on U.S. trade policy and the WTO.

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Featured in Transportation (USA - Nationwide)

Practice Areas: With over 25 years of experience representing clients in transportation finance matters, Mr. Veber advises lenders, including commercial and investment banks and export-credit agencies, equity participants, funds, leasing companies and other financiers and investors in a wide range of matters. These matters include cross-border leveraged leases, asset-backed securitizations, structured financings, mortgage financings, back-leveraged operating lease financings, joint ventures and asset purchase agreements involving commercial aircraft and railcars. Mr. Veber is recognized in the industry for his work with the Export-Import Bank of the United States (EXIM Bank) in cross-border aircraft leasing transactions and cross-border locomotive mortgage financings, having represented Ex-Im Bank in numerous structured finance transactions with airlines, operating lessors and railroads throughout the world.

Professional Memberships: Member, American Bar Association Member, International Society of Transport Aircraft Trading (ISTAT)

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Featured in Capital Markets (USA - Nationwide), Derivatives (USA - Nationwide)

Practice Areas: Yossi Vebman leads Skadden's Derivatives Group. He represents corporations, investment banks, funds and others in a broad range of derivatives transactions, including equity derivatives, such as call spread, accelerated share buyback, total return swaps, forward and option transactions; margin loans; convertible and exchangeable securities; credit derivatives; weather derivatives; interest rate, currency and commodity transactions; and various structured products. He also has significant experience with Israeli capital market transactions and other matters involving Israeli companies or companies doing business in Israel.

Personal: LL.M., NYU School of Law, 1996; LL.B., Hebrew University, 1994 (with honors; Dual Honors Degree in Law and Economics; Member of the Editorial Board of the Law Review).

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Paul Verbesey is a partner in the firm's Private Equity group. Paul focuses his practice on the structuring, formation and operation/ongoing management of a variety of private investment vehicles, including

real estate funds, private equity funds, natural resources funds and securities funds, and their management companies. His corporate practice has also included work in mergers and acquisitions, corporate finance, securities, real estate securities and capital markets and venture capital/private equity.

Personal: J.D., 1998 William & Mary School of Law B.A., 1992 Georgetown University

VERDOLINI, Mario

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Featured in Tax (USA - Nationwide)

Practice Areas: Mario is the head of Davis Polk's tax controversy practice. He represents clients in litigation and other tax controversies, particularly matters involving administrative proceedings and settlements, trials, appeals and risk management. Clients also turn to Mario in connection with grand jury, governmental and internal investigations. He has represented a wide range of U.S. and international clients, including financial institutions and companies in the manufacturing, media and pharmaceutical sectors. Many of Mario's most successful matters have resulted in favorable settlements or complete concessions by the government and remain confidential. Mario plays a lead role in our pro bono tax practice and has advised numerous exempt organizations.

VERONEAU, John K

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Featured in International Trade (USA - Nationwide)

Practice Areas: John Veroneau is an international trade lawyer and co-chairs the firm's International Trade Practice Group. He was General Counsel and Deputy United States Trade Representative under President Bush and Assistant Secretary of Defense under President Clinton. Having served in senior positions in both Executive and Legislative branches, he provides legal and strategic advice to clients on a broad range of international trade matters.

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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Jean Veta defends financial institutions and their officers and directors in civil and regulatory enforcement matters, government investigations, internal corporate investigations, and congressional investigations. Ms. Veta represents clients on the full range of regulatory enforcement issues, including consumer protection, safety and soundness, anti-money laundering, and lending discrimination. She regularly appears before the federal bank regulators, the CFPB, FinCEN, the De-

partment of Justice, the SEC, and state attorneys general and bank regulators. Ms. Veta was selected "Litigator of the Week" by The Am Law Litigation Daily and was named Washington's Lawyer of the Year in Banking Litigation in Best Lawyers. Ms. Veta maintains an active pro bono practice focused primarily on LGBT+ issues and women's reproductive health issues.

Career: Deputy Associate Attorney General, US DOJ; Deputy GC, US Dept of Education; Law clerk, Hon Harold H Greene, US District Court (DC); Member of the DC Bar.

Personal: Tulane Law School (JD); Editor-in-Chief, Tulane Law Review; Thomas J Watson Fellowship; Tulane University (BA).

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Featured in Food & Beverages (USA - Nationwide)

Practice Areas: Claudia focuses her practice on the defense of consumer class actions and on complex commercial litigation, including unfair business competition, false advertising, product liability, and privacy matters. She is currently representing numerous consumer goods manufacturers and retailers in false advertising and mislabeling class action lawsuits. Claudia also regularly counsels clients in the food, cosmetics, retail, and technology industries. She represents companies in false advertising disputes before the National Advertising Division (NAD) of the Council of Better Business Bureaus, Inc. Claudia is active in MoFo's pro bono efforts, and recently traveled to El Paso, Texas, to work with families separated and detained at the border. She is also supervising a pro bono collaboration with Equal Rights Advocates, a nonprofit fighting for gender justice in work places and schools across the country. The initiative will help students who have been victims of sexual assault, attempted assault, or harassment find support and seek justice. Claudia is also a board member of Bay Area Legal Aid and a former board member of Equal Rights Advocates. Claudia is an editor and frequent contributor to MoFo's Class Dismissed blog, which provides reports about the latest defense news, developments, and trends in class action lawsuits and product liability issues that affect consumer-facing companies. Her perspectives are also respected in the larger legal community: Claudia has published articles about class action and false advertising issues, and is a co-author of Chapter 7 — "Unfair Competition in California Business Litigation 2016" — of The Recorder. She also regularly speaks at conferences on class action and advertising trends. Claudia is currently serving as a Lawyer Representative for the Northern District of California. She received her J.D. degree in 2004 from Berkeley Law (Boalt Hall School of Law), where she

was an associate editor of the Berkeley Technology Law Journal.

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Featured in FCPA (USA - Nationwide), Litigation (New York)

See under New York for profile.

VICENTE, Brian

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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: -Corporate & Business -Government & Policy -Licensing

Career: Vicente LLP Founding

Partner Brian Vicente has been helping marijuana businesses obtain state and local licenses since the inception of the regulated cannabis industry — an industry he has played a significant role in shaping. He has also advised national, state, and local government officials in the development of regulated cannabis markets across the country and around the world, including in Uruguay, the first country in the world to legalize and regulate marijuana for adult use. In late 2018, newly elected Colorado Gov. Jared Polis selected Brian to serve as a member of his gubernatorial transition team, where he sat on the Economic Development and Labor Committee. Brian was a lead drafter of Colorado's historic legalization initiative, Amendment 64, and he co-directed the successful campaign in support of it. He also served as chair of the Committee for Responsible Regulation, which coordinated the successful campaign to implement statewide excise and sales taxes on adult-use marijuana in Colorado. Previously, Brian served as executive director of Sensible Colorado, a leading nonprofit organization advocating for medical marijuana patients and providers in Colorado. During this time, he played an integral role in litigation that opened the door for medical cannabis dispensaries to open in the state, as well as the legislative process that resulted in Colorado becoming the first state to establish a regulated system of medical cannabis production and distribution. Since 2020, Chambers and Partners USA has ranked Brian as one of the top cannabis attorneys in the nation. Additionally, he was recognized by Best Lawyers® from 2021-2024, named a "Cannabis Law Trailblazer" by the National Law Journal in 2018, and has been included in 5280 magazine's list of "Denver's Top Lawyers" every year since 2015. Adding to his impressive list of recognitions, in 2022 he was listed as one of High Times' "Top 100 Influential People in Cannabis" and was recognized as one of Law360's Cannabis MVPs of 2022. Brian has conducted more than 1,000 interviews regarding marijuana policy for national, state, and local media outlets, and he was recognized by The Guardian as "the (cannabis) industry's de facto spokesman." Brian currently serves as president of

the National Hispanic Cannabis Council, a purpose-driven nonprofit organization he helped found in 2021. In 2010, Brian was elected as the first board chair of the National Cannabis Industry Association, which now represents nearly 2,000 member businesses and tens of thousands of cannabis professionals. He is also a member of the DanceSafe Advisory Council, and previously served on the boards of Sensible Colorado, the Harm Reduction Action Center, and the SAFER Voter Education Fund. Brian received a full merit scholarship to attend the University of Denver Sturm College of Law, during which time he clerked for outspoken social critic, Senior U.S. District Judge John L. Kane.

Professional Memberships: -

Founding Member & President, National Hispanic Cannabis Council -Economic Development & Labor Committee, Gov. Jared Polis Transition Team, 2019 -Denver City Community Equity Committee -Harm Reduction Action Coalition -Sensible Colorado -SAFER Voter Education Fund -Colorado Amendment 64 Initiative -National Cannabis Industry Association -Colorado Department of Revenue Medical Marijuana Workgroup -Drug Policy Project, Colorado Bar Association -Denver Marijuana Policy Review Panel

Publications: 5 Things You Need to Know Before Entering the Cannabis Industry: <https://vicentellp.com/insights/5-things-you-need-to-know-before-entering-the-cannabis-industry/> This 4/20 celebrate that marijuana businesses and their employees are now "essential": <https://www.denverpost.com/2021/04/20/marijuana-businesses-essential-4-20-cannabis-colorado/>

VINES, Leonard D

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Featured in Franchising (USA - Nationwide)

Practice Areas: Franchising & Distribution Business Law

Career: With extensive experience representing franchisors and distributors, Leonard is a nationally recognized expert in franchising. He has advised national, regional, and local franchisors on matters including alternatives to franchising, structuring franchise and distribution programs, complying with state and federal laws and regulations, defending state enforcement actions, handling franchise terminations and transfers, and resolving franchisor-franchisee disputes. Leonard has assisted start-up and established franchisors, as well as franchisees and franchisee associations. He works closely with litigators on trial strategy and alternative dispute resolution and has represented companies and individuals on legal matters such as real estate transactions and mergers and acquisitions of franchise companies. He frequently assists lenders who are loaning money to businesses that are acquiring other franchise companies. A frequent lecturer and writer on franchise topics, Leonard has spoken for groups,

including the American Bar Association Forum Committee on Franchising and the International Franchise Association, and has written for The Franchise Law Journal and the ABA Journal. He is a certified mediator and former municipal judge and is a member in good standing of the mediation and arbitration panels of Forum.

Professional Memberships: Bar Association of Metropolitan St. Louis University of Missouri School of Law, Center for Alternative Dispute Resolution, certified mediator Law Journal Newsletter's "Franchising Business & Law Alert," Editorial Board North American Securities Administrators Association (NASAA) (Franchise Project Group Industry Advisory Committee, 2007-present)

Publications: Co-author, Chapter 2, "Scope and Coverage of the FTC Rule" The FTC Franchise Rule Third Edition, 2019 "Lenders Beware: Potential Red Flags When Financing Franchises" ABF Journal, November/December 2017 "Exemptions Under the FTC Franchise Rule" Exemptions and Exclusions under Federal and State Franchise Registration and Disclosure Laws, American Bar Association, 2017

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Featured in International Trade (USA - Nationwide)

Practice Areas: Eric Volkman co-leads Latham's Economic Sanctions & Export Controls Practice. He advises clients in internal corporate investigations and white collar criminal matters, with a focus on trade and economic sanctions and anti-money laundering. Mr. Volkman represents clients facing government investigations into alleged violations of: •Export controls and trade sanctions •Foreign Corrupt Practices Act (FCPA) •The Bank Secrecy Act and anti-money laundering (AML) laws •Other regulatory regimes in the government contracting, energy, and financial services sectors He provides clients effective and pragmatic advocacy drawn from nearly two decades of experience advocating before the US Department of Justice (DOJ), the US Treasury Department's Office of Foreign Assets Control (OFAC), the US Department of Commerce's Bureau of Industry and Security (BIS), the US State Department, and various congressional committees. Complementing his government-facing investigations practice, Mr. Volkman regularly counsels financial institutions, institutional investors, and fintech companies on these issues in the context of cross-border M&A and capital markets transactions. Given his advocacy work,

he excels at advising US and global clients on the design and implementation of sanctions, anti-corruption, and AML compliance programs. Mr. Volkman regularly writes and speaks on sanctions and AML topics. Prior to joining Latham, he clerked for Judge David F. Hamilton in the United States District Court for the Southern District of Indiana.

VON MEHREN, Paige
Freshfields Bruckhaus Deringer, London
Featured in International Arbitration (USA - Nationwide)

Practice Areas: Commercial arbitration, commercial litigation
Career: Paige is a Senior Associate in our international arbitration group in New York. Her practice focuses on commercial and investor-State arbitrations, as well as on litigation in the United States (including, but not limited to, arbitration-related litigation). She advises clients in a wide variety of sectors, including financial services, oil and gas, mining, and manufacturing, and has acted in arbitrations under ICSID, UNCITRAL, ICC, AAA, and ICDR rules. Paige is the recipient of the 2024 Lexology Client Choice Award for Litigation and of the 2023 Women In Business Law Arbitration Rising Star Award. She is also an editor of the Kluwer Arbitration Blog. Paige received her JD cum laude from Harvard Law School and her BA magna cum laude from Tufts University. She speaks French and English fluently and is admitted to practice in New York and several federal courts in the United States.

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Featured in Startups & Emerging Companies (USA - Nationwide), Venture Capital (California)
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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas), Private Equity (Texas)
See under Texas for profile.

WAACK, Donald
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Don advises global financial institutions on complex strategic and regulatory matters, with a particular focus on significant cross-border transactions, regulatory compliance issues, and related supervisory and enforcement matters. Don advises many of the world's largest banks and bank holding companies on key regulatory and compliance matters, including regulatory control determinations; investment authority issues and activities restrictions; governance; fund formation; fintech partnerships and investments; digital asset and cryptocurrency

activities; regulatory capital; vendor management issues; and proprietary trading and private fund restrictions arising under the Volcker Rule. Don frequently counsels financial services clients on the structuring and execution of significant investments and provides practical, commercially-focused advice in connection with mergers and acquisitions and other complex transactions. He also counsels hedge funds, private equity funds, and other firms regarding investments in the banking sector and transactions with banks and other regulated counterparties. In connection with his regulatory counselling practice, Don works frequently with the staffs of the major federal and state bank regulatory agencies. Don also advises domestic and non-U.S. financial services firms regarding sensitive internal investigations and similar matters. He has experience structuring and managing cross-border internal regulatory compliance reviews and has represented clients in connection with a broad range of regulatory inquiries and investigations, including federal and state supervisory and enforcement matters.

WAGNER, Gregory
Venable LLP, Washington, DC
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Greg Wagner represents and advises clients in the oil, natural gas, and electricity industries in regulatory, litigation, and transactional matters. Greg represents oil and natural gas shippers, liquefied natural gas (LNG) project developers, gas marketers, electric utilities, and power marketers before the Federal Energy Regulatory Commission (FERC), state regulatory commissions, and the U.S. Court of Appeals. Greg also advises clients on compliance with the Commodity Futures Trading Commission's (CFTC) regulation of swaps under the Dodd-Frank Act.

WAGNER, Stephanie
Mayer Brown LLP, Los Angeles
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Featured in Projects (USA - Nationwide)

Practice Areas: Stephanie Wagner is a partner in the Banking & Finance and Infrastructure Investment practices of the Chicago office. She practices in the areas of state and local government law, infrastructure development and public finance, representing public and private sector clients in a wide array of transactional, legislative and regulatory matters. Stephanie has been ranked by Chambers USA as a leading lawyer in P3 projects for the past five years. As part of her ranking, Chambers USA 2020 quoted clients commenting that Stephanie is "very practical, solutions-oriented and works in a collaborative and productive way" and "she can quote different precedents from other transactions, rather than going back to the book." Stephanie was also selected as a 2017 "Rising Star" by The Bond Buyer. The publication recognized 28 "stewards of the public

trust, dreamers and innovators" under the age of 40 whose professional accomplishments "have already begun to shape the industry." The publication recognized 28 "stewards of the public trust, dreamers and innovators" under the age of 40 whose professional accomplishments "have already begun to shape the industry." She is also rated as "Highly Regarded" in the 2022-2023 edition of IFLR1000 for the practice areas of Project development and Project Finance.

WAITE, Jason
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Featured in International Trade (USA - Nationwide)

Practice Areas: Jason concentrates his practice on the regulatory aspects of international trade and investment. He counsels clients on export controls, economic sanctions, customs, trade agreements, and foreign investment regulations, with an emphasis on compliance, strategic transactional execution, and enforcement defense. Jason advocates for agency opinions, decisions, rulings, and licenses; conducts international trade compliance due diligence; and represents companies in foreign direct investment reviews by the Committee on Foreign Investment in the United States (CFIUS). He also represents clients in proceedings concerning civil and criminal penalties, debarment, and forfeiture related to potential or alleged violations of international trade regulations.

WAKELY, Jonathan R
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Featured in International Trade (USA - Nationwide)

Practice Areas: Jonathan Wakely practices at the intersection of national security and the private sector, advising clients on a range of significant international trade, cross-border investment, national security, and public policy matters. Mr. Wakely has extensive experience securing national security-related regulatory approvals for foreign investments, having advised on transactions with an aggregate value in excess of \$250 billion. He regularly represents clients before CFIUS; the Defense Security Service (DSS) in proceedings related to the mitigation of FOCI under national industrial security regulations; and "Team Telecom" national security reviews. His experience includes negotiating and advising companies on compliance with many of the most significant, complex, and sensitive national security agreements with the U.S. government in recent years.
Career: Mr. Wakely joined the firm after serving as a political analyst with the Central Intelligence Agency (CIA), where he provided strategic analysis to the President and other senior policymakers. He has published extensively on matters related to the regulation of foreign investment; his articles have ap-

peared in the Harvard National Security Journal, The International Lawyer, and the Global Trade and Customs Journal.

WALKER, Helgi C

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Featured in Appellate Law (USA - Nationwide), Telecommunications (District of Columbia), Litigation (District of Columbia)

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Featured in Immigration (USA - Nationwide), Immigration (Texas)

See under Texas for profile.

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Featured in Appellate Law (USA - Nationwide)

Practice Areas: Litigation; Bankruptcy Litigation; Criminal Defense & Investigations; Financial Services Investigations & Litigation; Intellectual Property & Technology Litigation; Labor & Employment; Products Liability & Mass Torts; Securities & Commodities Investigations Practice; Securities Litigation; Supreme Court and Appellate **Career:** Jeff Wall is a partner in the Firm's Litigation Group and the head of its Supreme Court and Appellate Practice. Mr. Wall is the former Acting Solicitor General of the United States. He has argued 31 cases in the Supreme Court in a number of areas, including securities, class actions, arbitration, intellectual property, taxation, labor and employment, bankruptcy, preemption, the False Claims Act, the First Amendment, and criminal law and procedure. His recent arguments for the government and in private practice include Great Lakes Insurance SE v. Raiders Retreat Realty Co., LLC (maritime insurance), Murphy v. NCAA (sports gambling), Financial Oversight and Management Board for Puerto Rico v. Aurelius Investment, LLC (fiscal oversight of Puerto Rico), Frank v. Gaos (class actions), Epic Systems Corp. v. Lewis (arbitration), and Halo Electronics v. Pulse Electronics Inc. (patent damages). Mr. Wall has briefed and argued numerous cases before federal and state courts of appeals and administrative agencies. In addition to his appellate experience, Mr. Wall has represented clients in a range of complex civil and criminal matters at the trial level, including as lead counsel in a successful federal criminal trial. He often counsels clients on strategic legal issues arising from litigation, legislation, or governmental oversight or investigation. Before rejoining Sullivan & Cromwell, Mr. Wall served in the Office of the Solicitor General as the Principal Deputy for four years, twice leading the office as the Acting Solicitor General

from March to September 2017 and again from July 2020 to January 2021. In that role, he was responsible for overseeing appellate litigation by the United States in the Supreme Court and the courts of appeals, which required coordinating with and counseling agencies throughout the federal government on their regulatory objectives. He successfully argued several major Supreme Court cases on the separation of powers, constitutional rights, executive authority, and religious liberty. Mr. Wall also served as an Assistant to the Solicitor General from 2008 to 2013. **Professional Memberships:** Mr. Wall taught courses in law school on administrative law and federal jurisdiction. He is a member of the American Law Institute, member and former officer of the Edward Coke Appellate Inn of Court, member of the Supreme Court Historical Society, and former member of the Advisory Committee on Procedures for the U.S. Court of Appeals for the D.C. Circuit.

Personal: The University of Chicago Law School, J.D., (2003); Georgetown University, B.A., (1998); Mr. Wall clerked for The Honorable Clarence Thomas, United States Supreme Court (2004-2005) and The Honorable J. Harvie Wilkinson III, United States Court of Appeals, Fourth Circuit (2003-2004).

WALLACH, Kenneth

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Co-Head of the Firm's Global Capital Markets Practice, Ken Wallach represents clients including Weight Watchers, Dell Technologies, Mars/Wrigley, Cooper-Standard, Thrive Market, CAVA, Drummond, Candela Medical, Cole Haan, First Advantage, Zero Motorcycles, Frontdoor, Garda World Security, CSG Systems and Global Blue. He regularly advises private equity sponsors, including Silver Lake, Apax and Invus, in connection with high yield and bridge financings and restructurings. His equity experience includes Issuer's Counsel for the IPOs of CAVA, First Advantage, Blue Buffalo and K2M. Ken also represents investment banks in IPOs, follow-on equity offerings and high yield and investment grade debt offerings, including as designated underwriters' counsel for Cinemark and MEG Energy. Ken is also widely recognized as a leading expert on corporate governance issues, including ESG matters. Ken currently serves as a member of the Firm's Executive Committee. **Career:** Joined Firm in 1993: Partner, 2004.

Personal: B.A., magna cum laude, Duke University, Phi Beta Kappa (1990); J.D., University of Virginia School of Law (1993).

WALSH, Elaine

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Elaine Walsh is a partner in the D.C. office of Baker Botts and leader of its Power and Renewables Practice. For over twenty years, she has counseled power and fuel producers, utilities, wholesale and retail marketers, and private equity on mergers, acquisitions, investments, and project development in the power, renewables, midstream, and mining sectors. Recent deal highlights include representation of a private equity fund on the acquisition of 31 hydroelectric projects, a private equity fund on a joint venture to develop a fuels terminal with on-site generation, and acquisitions and sales of several retail energy businesses and utility scale, commercial, industrial and residential solar portfolios.

Career: Elaine started her career in energy at Citizens Power in Boston, which, at the time was owned by Lehman Brothers, and later acquired by Edison Mission Energy. She was responsible for physical and financial energy trading and marketing transactions and regulatory matters. After several years in-house, she joined an international law firm to work on M&A and commercial transactions in the power and midstream sectors, and then joined Baker Botts in 2012.

Personal: J.D., Washington University School of Law, 1996; M.A., Economics, Washington University, 1996

WALTER, Jamie Lynn

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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Jamie Lynn Walter advises clients on a wide range of complex legal, regulatory, and compliance matters across the asset management industry. Ms. Walter draws on more than a decade of both public and private sector experience to help asset managers and financial institutions navigate all aspects of securities regulation, compliance, examination, and enforcement matters, including: •Structuring, managing, and operating investment advisers and investment funds, including fund formations and restructurings, GP-led secondary transactions, succession planning arrangements, management team spin-outs, and minority stake investments •SEC examinations and enforcement investigations •Regulatory compliance •Portfolio company structuring •SPAC, M&A, and IPO transactions involving asset managers •Family office considerations Ms. Walter has served as lead counsel to several of the world's largest asset managers and has successfully counseled clients through numerous complex SEC examinations and enforcement investigations. Ms. Walter previously served as Senior Counsel in the Private Funds Branch of the US Securities and Exchange

Commission's Division of Investment Management. At the SEC, she advised on a broad range of matters involving investment advisers and investment funds, including private funds, mutual funds, and exchange-traded funds, and played a key role in several SEC rulemakings. She also lectures at Howard University and frequently engages in thought leadership on regulatory issues affecting the asset management industry. Ms. Walter served as a law clerk to Judge Jacques L. Wiener, Jr. on the Fifth Circuit.

WALTERS, Derek

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Featured in Capital Markets (USA - Nationwide), Derivatives (USA - Nationwide)

Practice Areas: Derek is a member of Davis Polk's Capital Markets and Derivatives & Structured Products practices. He advises financial institutions and others on equity derivatives and other structured transactions, including margin loans secured by significant positions in public companies, public and private convertible note offerings, OTC derivatives and structured products. His practice encompasses transaction execution as well as new product development. In his margin loan practice, Derek has represented financial institutions in some of the largest and most complex margin loans in the market. He has extensive experience in the convertible note and OTC markets, and in his structured products practice, he has advised multiple large financial institutions in over \$30 billion of structured product issuances.

WALTHER-MEADE, Carolina

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Featured in Projects (USA - Nationwide)

Practice Areas: Carolina Walther-Meade is a partner in the New York office of Milbank LLP and a member of the firm's Global Project, Energy and Infrastructure Finance Group and Latin America Practice Group. Ms. Walther-Meade has extensive experience in cross-border financings and international project finance and development, with an emphasis on oil and gas, infrastructure, mining and energy projects throughout Latin America. She has also been involved in numerous multi-jurisdictional acquisition financings and structured financings in the region. Her practice includes representation of commercial bank syndicates, multilateral and export credit agencies and other lenders, as well as corporate developers and industrial groups. She spent one and a half years with Milbank based out of Brazil and continues to spend a significant amount of time in our São Paulo office. Ms. Walther-Meade is consistently recognized as a leading project finance lawyer by Chambers Latin America, Chambers USA and Legal 500 Latin America. She was one of 15 attorneys in the United States selected by Latin

Lawyer as an "Inspiring Woman in Law." She was named Best in Energy, Natural Resources & Mining by Euromoney's 2020 Women in Business Law Americas awards. She was listed on IFLR1000's Women Leaders, an elite selection of the 300 leading female transactional experts globally, for the fifth consecutive year in a row; named to the "Private Practice Powerlist: US-Mexico" published by Legal 500; and identified as one of "Latin America's Top 100 Female Lawyers" by Latinex. She is an Advisory Board Member for the Women in Law Empowerment Forum. Carolina grew up in Mexico and speaks Spanish and Portuguese fluently.

WANG, Jessica

Arnold & Porter, Washington, DC
Featured in Products Liability (USA - Nationwide)

Practice Areas: Jessica Wang focuses her practice on regulatory compliance and enforcement in matters concerning the US Consumer Product Safety Commission (CPSC) and assists clients in evaluating and meeting compliance obligations associated with consumer product safety statutes, such as the Consumer Product Safety Act (CPSA), as well as associated regulations and standards. Ms. Wang has extensive experience defending CPSC civil penalty investigations and enforcement actions, counseling companies on product safety reporting obligations under Section 15(b) of the CPSA, developing effective recall plans where appropriate, and responding to FOIA requests. As a product safety lawyer, Ms. Wang advises manufacturers, importers, and online and traditional retailers of children's products, home appliances, home furnishings, heating and cooling equipment, lithium-ion batteries and recreational vehicles.

WARD, J. Alex

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Featured in Government (USA - Nationwide)

Practice Areas: J. Alex Ward is co-chair of the firm's Government Contracts and Public Procurement practice. His practice covers a full range of government contracts matters, including bid protests, claims, investigations, corporate transactions, and counseling. In addition, he regularly handles federal and state court litigation and alternative dispute resolution involving government contractors. He has served as lead counsel in dozens of bid protests involving military and civilian agency procurements of a wide range of products and services, including all manner of pre- and post-award protests in the GAO, the U.S. Court of Federal Claims, and state tribunals.

WARD, Tara

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Featured in Government (USA - Nationwide)

Practice Areas: Tara L. Ward represents a wide variety of companies that do business with the federal government, ranging from small and emerging tech companies looking to break into or expand their stake in the federal marketplace, to well-established defense, professional services and information technology contractors and subcontractors. Tara's diverse practice covers the full range of government contracting issues, including litigation and counseling related to bid protests, contract claims and disputes and teaming agreement and other strategic alliance issues. Tara regularly helps clients navigate some of the most nuanced areas of government contract law, including other transaction agreements, small business regulations and supply chain issues. Tara is recognized as a top government contracts lawyer across notable publications, including Chambers USA, The Legal 500 US, Law360 and Super Lawyers. She is a Professorial Lecturer in Law at The George Washington Law School, the only law school with a nationally recognized Government Procurement Law LLM program. She also serves as editor-in-chief for Public Contract Law Journal. Tara received her AB (magna cum laude) from Princeton University and her JD (with honors) from The George Washington University Law School. View more at: <https://www.mwe.com/people/tara-l-ward/>

WARDER, Fred

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Featured in Law Firm Defense (USA - Nationwide)

Practice Areas: Fred Warder is a general litigator and Chair of Patterson Belknap's Law Firm Defense group. Fred's practice has covered the broad spectrum of general commercial litigation, and is focused on defending law firms and lawyers against malpractice and related claims. He represents clients ranging from international firms to solo practitioners accused of malpractice, breach of fiduciary duty, fraud, disciplinary violations and related claims. Fred appears frequently in federal and state courts on behalf of the firm's clients, has served as a mediator in partnership disputes, and speaks at bar association, CLE and industry events. Fred serves as the firm's co-General Counsel. Fred is listed as a "Litigation Star" for New York by Euromoney institutional Investor PLC's Benchmark Litigation 2023 and 2024 Guides.

Personal: J.D., cum laude, 1990, New York University School of Law, recipient of the Myron J. Greene Advocacy Award, member of the Order of the Coif, served as Articles Editor for New York University Law Review; B.A., cum laude, 1986, Georgetown University

WARIN, Joseph

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Featured in FCPA (USA - Nationwide), Litigation (District of Columbia), Securities (USA - Nationwide), Litigation (District of Columbia)

Practice Areas: F. Joseph Warin is chair of the 250-person Litigation Department of Gibson Dunn's Washington, DC office and he is co-chair of the White-Collar Defense and Investigations Practice Group. Mr. Warin's practice includes representation of corporations in complex civil litigation, white collar crime, and regulatory and securities enforcement -including Foreign Corrupt Practices Act investigations, False Claims Act cases, special committee representations, compliance counseling and class action litigation. Mr. Warin has handled cases and investigations in more than 40 states and dozens of countries. His clients include corporations, officers, directors and professionals in regulatory, investigative and trials involving regulatory inquiries, criminal investigations and cross-border inquiries by dozens of international enforcers. He is one of the few persons ever to serve as a compliance monitor or counsel to the compliance monitor in three separate FCPA monitorships. **Career:** Assistant US Attorney, Washington, DC (1976-83).

Personal: JD, Georgetown University Law Center (1975); Editor, Law and Policy in International Business.

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Featured in Insurance (District of Columbia), Insurance (USA - Nationwide)

See under District of Columbia for profile.

WARREN, Marc

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Career: Marc Warren advises many of the world's leading aviation and aerospace operators and manufacturers. His clients also include defense, transportation, logistics and infrastructure companies, and public venues. Marc steers clients through FAA and Department of Transportation regulatory compliance, government investigations, and enforcement matters. His experience also includes mergers, acquisitions, national security and military law, and international legal and policy issues. Marc serves as Co-Chair of the firm's Aviation and Aerospace team. Marc is helping to shape the future of aviation by developing innovative authorities for drone delivery and urban air mobility systems, and for more effective and efficient use of airspace and airports. He employs novel funding strategies and guides clients in finding proper ways to implement new technologies. Highly regarded as an honest broker, he helps

clients achieve business and operations goals consistent with the public interest. Clients also turn to Marc to secure and protect government-issued certificates and authorities. A former FAA acting chief counsel and deputy chief counsel, and a senior legal officer for the Army, Marc has unmatched technical aviation and senior leader advisory experience.

WARREN, Matthew

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Featured in Transportation (USA - Nationwide)

Practice Areas: MATT WARREN helps clients in the rail industry navigate a complex regulatory environment. He represents railroads in litigation before federal agencies and federal courts and in a variety of regulatory matters, including proceedings before the Surface Transportation Board, Federal Railroad Administration, and National Transportation Safety Board. He also advises parties to transportation-related transactions and represents parties in securing regulatory approval for transactions.

WARREN, Thomas H

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Featured in Energy & Natural Resources (Georgia), Energy & Natural Resources (USA - Nationwide)

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WARREN, Wendy

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Electric Energy Regulation Energy Project Development & Transactions Natural Gas Pipelines **Career:** Wendy represents a diverse range of energy clients, including investor-owned utilities, regional transmission organizations (RTOs), independent generators, investors in transmission infrastructure, and local gas distribution companies before the Federal Energy Regulatory Commission (FERC), the Department of Energy and federal courts. With over twenty-five years of experience, Wendy's hard work and dedication to her client's business initiatives has earned her recognition, including being recognized by Chambers USA in 2023 as "very intelligent, experienced and her advice is pragmatic." Her practice focuses on rate regulation, energy market rules and operation, open access transmission and interconnection issues, administrative litigation, mergers and acquisitions, enforcement and compliance, and authorizations, as well as representing clients in transactional and project finance matters. Wendy enjoys the challenge of representing clients in numerous multi-party, litigated proceedings at FERC concerning rates (from both the utility and customer

perspectives), open access, energy markets, mergers and acquisitions, and interconnections. She excels at counseling clients on a wide variety of transactional and compliance matters, including advising on regulatory structuring for project finance, negotiating and drafting varied contracts such as power purchase agreements, fuel supply agreements, and development agreements, and representing and advising clients in public and non-public FERC investigations and audits.

Professional Memberships: Energy Bar Association The Federalist Society Women's Energy Network

WARSHAFSKY, Jeffrey

Proskauer Rose LLP, New York

Featured in Advertising (USA - Nationwide)

Practice Areas: Jeff Warshafsky is a partner in Proskauer's Litigation Department. A versatile commercial litigator and strategic advisor, Jeff specializes in consumer class actions, sports litigation, false advertising, trademark, and other intellectual property disputes. Jeff defends companies in connection with consumer class actions involving advertising and privacy issues. He has handled dozens of class actions around the country for multinational companies across diverse sectors including consumer product companies, retailers, and sports leagues. Jeff also counsels clients to avoid being targeted in such actions, helps them respond to demand letters from plaintiffs' counsel, and negotiates resolutions. Additionally, Jeff represents clients in competitor versus competitor advertising disputes, including in Lanham Act cases and advertising self-regulation disputes before the National Advertising Division and the National Advertising Review Board. He also counsels companies on advertising substantiation issues, with an emphasis on complex scientific testing, such as clinical trials and sensory testing. Jeff regularly advises major sports leagues on complex business disputes. Jeff maintains a robust pro bono immigration practice, assisting clients with asylum and U-Visa applications and in connection with removal proceedings. In addition to his active practice, Jeff is an editor of and contributor to Proskauer's false advertising blog, Watch This Space: Proskauer on Advertising Law.

WATLER, Paul

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Featured in First Amendment Litigation (USA - Nationwide)

Practice Areas: Trial & Appellate Litigation

Career: Board Certified in Civil Trial Law by the Texas Board of Legal Specialization, Paul Watler is widely recognized for his work on First Amendment, media law, commercial litigation and "Bet-the-Company" cases. Paul's victories in court range from opening up Love Field in Dallas for long-haul airline service to winning two of the most frequently cited Texas Supreme Court opinions on media libel law. Paul's long-standing success representing

media outlets earned him ranking by Chambers USA for First Amendment Litigation (Nationwide) and as the "Go-To Lawyer" for media litigation in the Lone Star State by Texas Lawyer. The Texas Lawbook's "Top Litigation Matters in 2023," listing the nine most significant litigation matters handled by Texas attorneys in 2023, recognized Paul's representation of a bank defendant in a multibillion-dollar claim arising from the R. Allen Stanford's Ponzi scheme. Paul has successfully represented numerous newspapers, television stations, media companies, websites, and journalists in libel, anti-SLAPP (Texas Citizens Participation Act), public information, invasion of privacy, copyright, news gathering, and commercial lawsuits. He argued for a national news media consortium to unseal court records in the Oklahoma City bombing case. Paul's trial experience covers a wide range of complex cases including libel, employment, aviation, healthcare, securities, banking, media, intellectual property, antitrust, oil and gas, and real estate. Well-known for business litigation, Paul was recognized by Lawdragon in 2022 and 2023 as one of the 500 Leading Litigators in America. Paul has won million dollar-plus jury verdicts at trial of plaintiffs and defendants in commercial cases. He has successfully defended business clients against an assortment of claims such as aiding securities violations, knowing participation in fiduciary breach, tortious interference, intentional infliction of emotional distress, Lanham Act claims, unfair competition, false advertising, copyright and trademark infringement, securities fraud, employment discrimination, and wrongful termination. Libel Victory in Texas Supreme Court - The Dallas Morning News was vindicated in the Texas Supreme Court on First Amendment principles against defamation claims arising from a controversial column, "Shrouding suicide leaves its danger unaddressed." The column disclosed that a paid obituary regarding a popular local high school student omitted that the death was a suicide, not the result of injuries sustained in a car accident. In the court's 41-page opinion, Justice Jeff Brown wrote that the column was not actionable because "it is an opinion piece through and through" and was true. Paul led a Jackson Walker LLP team including Shannon Zmud Teicher that defended the case in the trial court and on appeal. Co-counsel for The News in the Supreme Court were Wallace Jefferson and Rachel Ekery of Alexander, Dubose, Jefferson & Townshend.

Professional Memberships:

Paul C. and Julia A. Watler Endowed Scholarship for Investigative Journalism Special Texas Supreme Court Advisory Committee The University of Texas at Austin - Moody College of Communication, Advisory Council Freedom of Information Foundation of Texas, Director and Past President North Texas Public Broadcasting (KERA), Former Board Member

Publications: -Co-Author, Texas Association of Broadcasters Newsroom Legal Guide (2012; Updated 2022) -Media Interview, "What are parents' rights to school video of an incident with their child?" CBS Texas (April 2023) -Media Interview, "Contempt of Court Hearing Scheduled for Fort Worth Mayor, Councilman Tied to Dean Trial," NBC 5 Dallas-Fort Worth (January 2023) -Podcast Guest, "Election Ads 101: Five Facts About the First Amendment and Political Advertising," Jackson Walker Fast Takes Podcast (Oct. 18, 2022) -Author, "Candidate's Guide to Election Free Speech, Campaign Ads, and Social Media," Jackson Walker Insights (Oct. 4, 2022) -Media Interview, "How We Fight Back When Officials Resist Releasing Information You Have a Right to Know," ProPublica (June 2022) -Co-Author, "Texas Federal District Judge: Use of Drones for Newsgathering Protected by First Amendment," Jackson Walker Insights (April 1, 2022) -Author, "Student Podcast Captivates While Rehashing Aftermath of Austin Serial Bombings," Jackson Walker Insights (Feb. 7, 2022) -Podcast Guest, "Bonus: The bomber's confession tape | Austin Bomber by Darkness," The Drag Audio Production House by The University of Texas Moody College of Communication (December 2021) -Author, "Dallas Media Shines in Coverage of Amber Guyger Murder Trial," Jackson Walker Insights (Oct. 16, 2019) -Author, "Aligning Open Government Ideals With Law Enforcement Provisions," Jackson Walker Insights (Oct. 30, 2018) -Author, "Keep the public informed by releasing the video in Austin bombing case," Freedom of Information Foundation of Texas Blog (April 3, 2018)

WATSON, David W

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Featured in Private Equity (Massachusetts), Private Equity (USA - Nationwide)

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WATTENBARGER, Joel

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Featured in Investment Funds (USA - Nationwide)

Practice Areas: Joel Wattenbarger is a partner in the asset management group and co-head of the firm's private funds regulatory practice. Joel represents investment management clients, focusing primarily on hedge funds, funds of funds, private equity funds and fund managers. He advises clients on the establishment of funds and fund management companies, trading and other operational issues, and compliance issues faced by registered investment advisers. Most recently, Joel has devoted substantial time to advising hedge fund and other private fund clients on the impact of the Dodd-Frank Act and the proposed rules and final rules issued by the SEC under the Act. Joel also has considerable experience representing institutional

investors in private investment funds. Joel has represented a number of private funds and fund managers in connection with the establishment of fund management companies and the organization of hedge funds, private equity funds and funds of funds. Joel's advice to fund managers has covered the drafting of fund agreements and offering documents, facilitating strategic investments by seed investors in newly established funds, negotiating with prime brokers, administrators and other service providers to funds, trading issues, investor relations, fund restructurings, and wind-downs. Joel has also advised fund managers and their principals with respect to economic and governance issues at fund management companies. He has advised U.S. and foreign investment managers regarding the U.S. investment adviser regulatory regime and has assisted numerous advisers with registering as an adviser and adopting and administering compliance policies and procedures. Joel also has extensive experience representing institutional investors, including pension plans, endowments, insurance companies and funds-of-funds, in making investments in private investment funds and other structured investment vehicles. These investments have included both traditional hedge fund and fund of fund investments as well as specialized vehicles established to pursue highly customized investment strategies.

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Featured in Capital Markets (California), Capital Markets (USA - Nationwide)

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Featured in Litigation (USA - Nationwide), Litigation (Illinois)

See under Illinois for profile.

WEBB, J.W. Thompson "Topper"

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Featured in Corporate/M&A (Maryland), REITs (USA - Nationwide)

See under Maryland for profile.

WEBBER, A Duane

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Featured in Tax (District of Columbia), Tax (USA - Nationwide)

Practice Areas: Duane Webber concentrates his practice on tax dispute resolution matters (including tax litigation) and a variety of international and domestic tax matters. He is principally involved in tax dispute resolution with the IRS and tax authorities in other jurisdictions, including a wide variety of alternative dispute resolution techniques and all administrative phases of a controversy through litigation in

the US Tax Court, various US Courts of Appeal, the US Court of Federal Claims, and the US Supreme Court.

Professional Memberships: Federal Bar Association—Section on Taxation International Tax Institute Maryland State Bar Association American Bar Association—Section on Taxation District of Columbia Bar J. Edgar Murdock American Inn of Court

Publications: Co-author, “Transfer Pricing Litigation Strategy and Tactics,” Ch. 2, BNA Tax Management Portfolio T.M. 888

WEBBER, Jason

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Featured in Projects (USA – Nationwide)

Practice Areas: Jason Webber advises clients on the development or acquisition and divestiture of infrastructure and energy businesses. Mr. Webber represents clients in transactions relating to energy, energy transition, telecommunications, circular economy, and other traditional and emerging infrastructure sectors. He regularly advises clients on complex, multidisciplinary matters, including:

- Acquiring portfolio companies for infrastructure-focused investors, including through take-private transactions
- Enabling world-scale development projects through the investment of development capital
- Structuring complex equity investments, including cash equity auctions, mezzanine financings in lieu of equity, joint ventures, management equity structures, and consortium arrangements
- Negotiating multibillion-dollar debt investments, including commercial bank loans, private placements, underwritten project bonds, and export credit facilities
- Facilitating the sale or other exit of portfolio companies and single-asset companies

WEBER, Benjamin

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Featured in REITs (USA – Nationwide)

Practice Areas: Commercial Real Estate; REITs; Mergers & Acquisitions; Capital Markets; Corporate Governance; Financial Services; Private Equity

Career: Benjamin Weber has experience in a broad range of commercial real estate, corporate finance and private and public securities transactions, including acquisitions and dispositions, corporate and partnership restructurings, securitizations, financings, private equity investments and public and private offerings of debt and equity. Clients include: AIG; bp America; British Airways; Brown Brothers Harriman; C&S Wholesale Grocers; Cadillac Fairview; Cole Real Estate Investments; Delaware Life Insurance Company; Forest City Realty Trust; GF Investments; Global Container Terminals (now Port Liberty New York); Goldman Sachs; Jujamcyn Theaters; Lazard; Manhattan Mini Storage; Moore Capital; National Committee on American Foreign Policy; Ontario Teachers' Pension Plan; Pacific Western

Bank; Vornado Realty Trust; Wells Fargo Bank; and Winter Properties. He also regularly advises family office clients, including the Ackman, Bacon, Glick, Hays, Heyman, Hotung, Kirsch and Tudor-Jones families, among others. Mr. Weber has been named a “Client Service All-Star” by BTI Consulting Group and a “Super Lawyer in Real Estate Law” by New York Super Lawyers, and recognized in Real Estate Law and Mergers & Acquisitions Law by The Best Lawyers in America.

Personal: University of Minnesota Law School (JD, 1990); University of Minnesota (BS, 1986). Judicial clerk to The Honorable John R. Gibson, United States Court of Appeals, Eighth Circuit, 1990-1991.

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Featured in Capital Markets (California),

Capital Markets (USA – Nationwide)

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WEINBERG, Erika

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Featured in Capital Markets (USA –

Nationwide)

Practice Areas: Erika L. Weinberg, Co-Chair of the New York Corporate Department, provides broad-based corporate counsel to financial institutions and companies, including in connection with public and private financings and general securities matters. Drawing on her extensive track record handling significant transactions and complex financial regulatory issues, Ms. Weinberg serves as a strategic advisor to clients from across industries, including financial services, healthcare, media and entertainment, telecommunications, manufacturing, and retail. Her work includes:

- Bridge lending and loan commitments
- Initial public offerings
- Liability management transactions, including debt exchange offers and tender offers
- Public and private equity offerings
- Secured and unsecured high yield debt offerings

Ms. Weinberg also advises clients on periodic and current filings with the Securities and Exchange Commission and satisfying requirements set by the national securities exchanges. Ms. Weinberg has been named to Crain's New York Business 2021 Notable Women in Law List. She is a member of the American Bar Association, the New York State Bar Association, and the Association of the Bar of the City of New York. She previously served as the Co-Chair of the firm's Women Enriching Business (WEB) program in the New York office.

WEINER, Paul

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Featured in eDiscovery (USA – Nationwide)

Practice Areas: eDiscovery

Career: Paul marries technology skills, litigation experience, and deep subject matter knowledge to provide focused

guidance on eDiscovery matters. His involvement ranges from providing case and client-specific advice about meeting preservation obligations to addressing initial “meet and confer” obligations. Weiner is well known for bringing cutting-edge solutions to both the technical and legal aspects of eDiscovery. One key trend he has helped lead through litigating cases and his scholarship pertains to the growing availability of personal information through social media, mobile devices, and other avenues. This has leveled the playing field between companies and individuals in previously viewed as “asymmetrical” discovery matters. No longer is most or all pertinent information in a case possessed by large employers, and he has worked to teach that “eDiscovery is a two-way street.” Additionally, Weiner serves as the firm's National eDiscovery Counsel and is the former chair of its Innovation Council.

Professional Memberships:

American Bar Foundation—Fellow; Georgetown Law Advanced eDiscovery Institute®—Co-chair, Advisory Board; The Sedona Conference®—Working Group Series Leadership Council; Temple American Inn of Court—Board of Directors; The Electronic Discovery Institute—The Federal Judges' Guide to Discovery (Edition 2.0), Editorial Board; Temple University Beasley School of Law—Trial Advocacy and Integrated Advocacy Program, Guest Lecturer 2008-present

Publications: Ballet, Magna-Tiles® and Doughnuts: A Framework for Mutual Compliance with Amended Rule 34, The ABA Journal of the Section of Litigation, Vol. 4, No. 2, pp. 9–11, Winter 2008; Chapter 27, The Improvement in the Administration of Justice, eDiscovery for the 21st Century and Beyond, Eighth Edition, ABA Lawyers Conference Judicial Division, Peter M. Koelling, Editor, January 2017; The Sedona Conference® Commentary on Rule 34 and Rule 45 Possession, Custody, or Control, Executive Editor and Working Group 1 Steering Committee Liaison, August 2016; In Employment Cases, eDiscovery is a Two-Way Street, The Federal Judges' Guide to Discovery (Edition 2.0), Chapter 12, The Electronic Discovery Institute, December 2015; The Littler Report®: The Move Towards Big Data in Employment, Contributing Author (eDiscovery section), August 2015; The Sedona Conference® Commentary on Rule 34 and Rule 45 Possession, Custody, or Control, April 2015 Public Comment Version, Team Leader and Working Group 1 Steering Committee Liaison, April 15, 2015; The Littler Report: The Transformation of the Workplace Through Robotics, Artificial Intelligence and Automation, Employment and Labor Law Issues, Solutions and the Legislative and Regulatory Response, Contributing Author, February 2014; The Littler Report: The “Bring Your Own Device to Work” Movement, Contributing Author, May 2012; The Littler Ten: Employment, Labor and Benefit Law Trends for Navigating

the New Decade, Contributing Author, September 2010; Navigating the New eDiscovery Rules, The ABA Journal of the Section of Litigation, Vol. 33, No. 2, Winter 2007; Failing to Produce e-mails Could Cost Your Client . . . One Billion Dollars! 10 Lessons Learned from an e-Discovery Sanction, Co-Author, Monograph, Spring 2006; Digital Dangers: A Primer On Electronic Evidence In The Wake of Enron, The ABA Journal of the Section of Litigation, Co-Author, Vol. 30, No. 1, pp. 24-30, Fall 2003

WEISMAN, Ross M

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Featured in Advertising (USA – Nationwide)

Practice Areas: Ross Weisman is the head of the advertising, marketing and promotions group at Kirkland & Ellis. He counsels a variety of clients in virtually all aspects of advertising and promotions law, including: reviewing advertising and marketing copy; counseling advertisers with respect to substantiation for claims made in advertisements; advising clients with respect to rights of publicity, false endorsement and unfair competition issues in advertisements; drafting various release forms for national advertisers, including, without limitation, releases to use names, photos, testimonials, property or intangible property in advertisements; and assisting clients with Federal Trade Commission and State Attorney General inquiries. He also has extensive experience defending and challenging advertising claims in federal court under 43(a) of the Lanham Act (and working with the experts who conduct the consumer perception surveys so critical to these cases), as well as before the National Advertising Division (NAD) and National Advertising Review Board (NARB) of the BBB National Programs, Inc.

WEISSGOLD, Nanci

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Featured in Financial Services Regulation

(USA – Nationwide)

Practice Areas: Nanci counsels clients on compliance with state and federal laws that regulate licensing, fair lending, and other practices of mortgage lenders and servicers, financial institutions, consumer loan companies, and service providers to the financial services industry, including appraisal management companies, prop tech companies, and secondary market participants. She maintains a robust enforcement practice defending companies in administrative enforcement actions brought by CFPB, DOJ, HUD, state government audits or AG actions, single or multistate examinations, and investigations. Nanci also acts as regulatory counsel in connection with mergers and acquisitions and class actions.

Career: Co-chair, firm's Financial Services Group.

Professional Memberships: American College of Consumer Financial Services Lawyers, Fellow; Women in Housing and Finance Foundation, General Counsel, 2007–2009; The Conference on Consumer Finance Law, Governing Committee; MBA MORPAC Associate Vice Chair.

Publications: D&O Insurance Coverage Tips for Financial Institutions, 2018 Burton Award Winner; articles editor, "Administrative Law Journal" at American University.

WEISWASSER, Elizabeth S

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Featured in Life Sciences (USA – Nationwide), Intellectual Property (USA – Nationwide), Intellectual Property (New York)

Practice Areas: Elizabeth S.

Weisswasser is Co-Chair of Weil's global Litigation Department. With three decades of experience, she is regarded as one of the country's foremost patent litigators, frequently serving as lead counsel on behalf of some of the most sophisticated pharmaceutical, biotechnology, medical device, and consumer products companies in the world, and is known for her ability to marry deep scientific and patent law expertise, for achieving excellent results in federal court litigation and IPR proceedings before the U.S. Patent Office, and for her strategic counseling in the space. Liz has received wide recognition from clients, peers, and the broader life sciences industry as a leader in the life sciences and patent litigation fields, and particularly as one of the top women in the profession. She is a former law clerk to Judge Alan D. Lourie of the U.S. Court of Appeals for the Federal Circuit, and served as an Adjunct Professor of Law at NYU Law School, where she taught Biotechnology/Life Sciences Patent Law.

Personal: Northwestern University (BA); University of Chicago Law School (JD).

WELD, Christopher B.

Wiley, Washington, DC

Featured in International Trade (USA – Nationwide)

Practice Areas: Chris represents clients on international trade law and policy matters, including antidumping and countervailing duty investigations, global trade policy and trade negotiations, customs enforcement matters, and domestic preference laws.

Career: Law Clerk, U.S. Attorney's Office for the District of Massachusetts, Criminal Division (2002) Professional Staff Member, U.S. Senate Foreign Relations Committee (2000–2001) Deputy Legislative Director and Legislative Assistant to U.S. Senator Paul D. Coverdell (1999–2000)

Professional Memberships: District of Columbia Bar, U.S. Court of International Trade U.S. Court of Appeals for the Federal Circuit

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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Matt is a globally recognized dual-qualified international arbitration practitioner. He is a New York lawyer as well as a solicitor in England & Wales, and his practice covers all aspects of international dispute resolution, including strategic counseling, lead counsel advocacy in arbitrations and transnational litigations, and advising on public international law and enforcement proceedings. He is a practice group coordinator of the firm's International Arbitration group and is consistently identified as a leader in his field, including by Chambers USA and Best Lawyers®. In Chambers USA (2022), client accolades included, "Matt is incredibly dedicated and resourceful," "well versed with dispute resolution procedures," and "his responsiveness is impressive." One client in Chambers USA (2023) noted, "Matt has the uncanny ability to pick up complex matters quickly." Matt has represented sovereigns, multinationals, financial institutions, SOEs, and ultra-high-net-worth individuals across wide variety of disputes involving various issues and industries, including LNG, construction, foreign investment, mining, oil & gas, renewables, life sciences, licensing, manufacturing, space, distribution, finance, real estate, technology, maritime, and aviation. He has also served as an arbitrator. He has represented clients in arbitrations governed by all major rules, including those of the ICC, AAA, JAMS, ICDR, HKIAC, SIAC, SCC, LCIA, and ICSID, as well as the UNCITRAL Arbitration Rules. Matt's work is regularly featured in Global Arbitration Review, Investment Arbitration Reporter, Mealey's International Arbitration Report, and Law360.

Professional Memberships: Visiting Scholar, University of Oxford (2009) Advisory Board, Institute for Transnational Arbitration Board of Directors, New York International Arbitration Center Editorial Board, ITA in Review (2015–2021) Global Advisory Board, ICDR Y&I (2017–2019) Advisory Board, Lex/lead

Publications: The Guide to M&A Arbitration: United States [Global Arbitration Review] How To Prep For Investor-State Disputes Related To COVID-19 [Law360] Corporate Counsel Manuel for Cross-Border Dispute Resolution in India [CPR 2019] Using Anti-Suit Injunction to Enforce Arbitration Agreements [Law360] China's Belt & Road Initiative: A Conversation with Dr Gabriel Lentner on Investment Protection Suit Injunctions and Anti-Arbitration Injunctions in the US Enjoining Foreign Proceedings [Practical Law] The Year in Review (2015) [ABA Section of International Law and Practice] The International Comparative Legal Guide to: Litigation & Dispute Resolution 2014 (7th Edition) The Year in Review 2013 –

An Annual Survey of International Legal Developments [ABA]

WELLE, Jud

Goodwin, Boston

Featured in Privacy & Data Security (USA – Nationwide)

Practice Areas: Jud Welle is a partner in Goodwin's Data, Privacy & Cybersecurity practice and Complex Litigation & Dispute Resolution practice. A former federal prosecutor and leading cybersecurity investigator, Jud counsels clients on cyber incident response and preparedness, response to insider threats and nation state attacks, cyber threat assessment, cybersecurity governance, regulatory response and compliance, white-collar criminal defense, internal investigations, and litigation. He draws from over two decades of experience leading investigations into hackers and spies, presenting cases to juries, arguing issues before courts, counseling executives and boards, and responding to crises.

Personal: JD, William & Mary Law School 2000; BA, Rutgers University 1996 (cum laude)

WELLS, Benjamin

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Featured in REITs (USA – Nationwide)

Practice Areas: A Partner in Simpson Thacher's Registered Funds Practice, Benjamin Wells focuses his practice on advising alternative investment vehicles for individual investors on matters including structuring and formation, securities offerings, ongoing governance and compliance and regulatory matters. Benjamin's experience includes REITs, operating company investment vehicles, private funds for retail investors, interval funds and business development companies. Benjamin was named a Rising Star at the 2017 Mutual Fund Industry Awards as well as in Super Lawyers magazine.

Career: Joined Firm, 2008; Partner, 2020.

Personal: J.D., cum laude, University of Michigan Law School (2008); B.A., cum laude, Trinity University (2003).

WELLS, Christopher M

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Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Chris Wells heads Proskauer's Hedge Funds Group and has been a leading lawyer in the hedge fund industry for more than 30 years. During that time, he has assisted on hundreds of hedge fund launches, counselling and assisting hedge fund managers as they grew from often very modest beginnings to become some of the world's largest and best known hedge funds. He advises fund managers and investors on all aspects of the hedge fund business, including fund structuring and formation, seed investments, asset manager M&A transactions, agreements among principals,

employment and compensation issues, and regulatory and enforcement matters. Chris's long and deep experience in the hedge fund industry gives him a unique ability to counsel clients dealing with some of the most challenging situations that fund managers can encounter, including complex fund restructurings, evolving hedge fund investment terms, hybrid and alternative fund structures, liquidity challenges and constraints, internal disputes, and complex enforcement matters.

WELLS JR, Theodore V

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Featured in Litigation (USA – Nationwide), Litigation (New York)

See under New York for profile.

WENDLING, Timothy K.

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Featured in Projects (USA – Nationwide)

Practice Areas: As a partner in the firm's Global Project, Energy & Infrastructure Finance Group, Timothy Wendling has experience in a broad range of financing and acquisition transactions, representing domestic and international lenders, underwriters, corporate borrowers, project sponsors, developers and sellers, including infrastructure project development and finance transactions involving wind, solar and geothermal electricity generation projects, municipal waste projects, large-scale infrastructure projects, as well as traditional corporate finance, acquisition and restructuring transactions. Most recently, Mr. Wendling has represented lenders, developers and sponsors in the development, acquisition and financing of a number of renewable energy projects, including wind power projects across the United States and solar power projects in the United States, Canada and in Europe. Prior to practicing in the Global Project, Energy and Infrastructure Finance Group, Mr. Wendling practiced in the Milbank Litigation Group, where he engaged in securities litigation, reinsurance treaty arbitration and restructuring-related workouts. Prior to joining Milbank, Mr. Wendling was a tax consultant with Deloitte & Touche USA. Mr. Wendling is a graduate of the University of Southern California and the University of Notre Dame Law School, where he participated on the Journal of Legislation.

WEST, Joseph D

Gibson, Dunn & Crutcher LLP, Washington, DC

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Featured in Government (USA – Nationwide)

Practice Areas: Joe has over 40 years of experience in government contracts. He represents contractors, subcontractors and government agencies. His areas of expertise include dispute avoidance/resolution, internal inves-

tigations, False Claims Act matters, suspension/debarment, DCSA/DSS matters, and transactional support. Joe has engaged in cases before various United States Courts of Appeals and District Courts, the United States Court of Federal Claims, and Boards of Contract Appeals.

Career: Registered Professional Engineer and former officer of the United States Navy Civil Engineer Corps.

Professional Memberships: Fellow, American College of Construction Lawyers. (1999 to 2021).

Personal: JD, George Washington University, 1977, with high honors, editor of 'The George Washington Law Review,' Order of the Coif.

WESTWOOD WILSON, Diane

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Featured in Transportation (USA - Nationwide)

Practice Areas: Diane is a seasoned attorney with over 30 years of multi-jurisdictional experience representing clients — particularly in the aerospace, aviation and insurance industries — in high-stakes commercial litigation throughout the U.S. and in international courts and arbitral forums. In addition, she provides strategic legal counselling to a wide variety of airlines, airports and manufacturers. Diane has been involved in many of the aviation industry's most significant cases, including representing EL AL Israel Airlines, Ltd. in the landmark U.S. Supreme Court multilateral treaty case (EL AL Israel Airlines v. Tseng) that established the Montreal Convention as the exclusive cause of action in air disasters, barring recovery under alternative theories of liability. Diane tried the case in the Southern District of New York and argued the appeal before the Second Circuit Court of Appeals. She also represented airline defendants in Chan v. Korean Air and Olympic Airways v. Hussain before the U.S. Supreme Court.* *Results may vary depending on your particular facts and legal circumstances.

Professional Memberships: American Bar Association | Association of the Bar of the City of New York | Aviation Insurance Association | Connecticut Bar Association | Federal Bar Council | International Aviation Women's Association | National Association of Women Lawyers | New York Bar Association | Women in Aerospace | APIW | Who's Who Legal & Supreme Court Member

Personal: Seton Hall University School of Law (J.D.) | University of Illinois (B.A.)

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Featured in Capital Markets (USA - Nationwide), Capital Markets (Texas), Corporate/M&A (Texas)

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Featured in Sports Law (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/w/whitaker-mark-d>

WHITE, John W

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Featured in Securities (USA - Nationwide)

Practice Areas: John W. White is a partner in Cravath's Corporate Department and serves as Chair of its Corporate Governance and Board Advisory practice. From 2006 through 2008, he served as Director of the Division of Corporation Finance at the U.S. Securities and Exchange Commission, which oversees disclosure and reporting by public companies in the United States. Mr. White's practice focuses on representing public companies in a wide variety of areas, including public reporting responsibilities, corporate governance and ESG matters, public financings and restatements and other financial crises.

Career: New York University School of Law (JD, magna cum laude, 1973; Managing Editor, 'Law Review'); University of Virginia (BS, with Honors, 1970)

Personal: For more information: <https://www.cravath.com/people/john-white.html>

WHITE, Peter C

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Featured in Sports Law (USA - Nationwide)

Career: <https://www.dlapiper.com/en/people/w/white-peter-c>

WHITMAN, W Ray

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Featured in Litigation (USA - Nationwide)

Practice Areas: Ray Whitman serves as chair of BakerHostetler's national Litigation Group and is a member of the Policy Committee, the firm's governing body. An accomplished trial lawyer with a degree in geophysics, Ray provides strategic business advice and successfully represents some of the world's largest companies in a wide variety of litigation and business-related issues involving international, national and local commercial disputes. Clients who are facing their most challenging situations trust Ray because he is "responsive, practical and articulate." One client noted, "He has that ability to comprehend the big picture as well as a lot of the micro facts characteristics of the case." Another client said, "He's a pleasure to work with and one of the most intelligent people I've ever met. He really understands our business!"

WIERSMA, Lindsey

Paul, Weiss, Rifkind, Wharton & Garrison LLP, New York
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Featured in Private Equity (USA - Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/lindsey-l-wiersma>

WILKINSON, Beth A

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Featured in Litigation (USA - Nationwide), Products Liability (USA - Nationwide), Sports Law (USA - Nationwide), Antitrust (District of Columbia), Litigation (District of Columbia)

Career: Beth has served as lead counsel in over 50 jury trials, including numerous bet-the-company, multibillion-dollar cases. She has developed an unrivaled record of victories in federal and state courts throughout the country. Her career has taken Beth from the Army to a leading role in the prosecution of the Oklahoma City bombers to nationally recognized work as a litigation partner at two of the nation's most prominent law firms, and to founding Wilkinson Stekloff. Most recently, Beth was lead trial counsel for Microsoft in the FTC's challenge to Microsoft's \$68.7 billion acquisition of Activision — the second-largest merger trial in history and the biggest involving a technology company. She defeated the FTC's request for a preliminary injunction to stop the transaction after a five-day trial that began less than four weeks after the FTC filed its federal court complaint, and directed all aspects of litigation strategy from the time the acquisition was announced in January 2022, positioning the case for a federal court victory on an unprecedented timetable. The American Lawyer named Beth "Litigator of the Week" and described the firm as "the legal equivalent of an elite special ops unit" for leading the successful defense.

Professional Memberships: Beth is a Fellow of the American College of Trial Lawyers, a member of American Law Institute (ALI), and a Legal 500 "Leading Trial Lawyer." In 2022, Legal 500 inducted Beth into its Hall of Fame. She has been named The American Lawyer "Litigator of the Year," a Law360 "Trial Ace" and "Trial MVP," a National Law Journal "Winning Litigator" and "General Litigation Trailblazer," and one of Washingtonian's "Most Powerful Women in Washington." In addition, Chambers and Partners has repeatedly named Beth a national "Star Trial Lawyer" and recently honored her for her "Outstanding Contribution to the Legal Profession." Chambers described Beth as "the best trial lawyer there is," a "superstar," and a "lion at the bar," noting her "supreme advocacy" and "unparalleled experience acting as lead trial counsel." Beth has also been chosen for Benchmark Litigation's elite group of the 10 leading women litigators who stand out from its iconic "Top 250 Women in Litigation" list, as well as the "Top 100 Trial Lawyers," and has been recognized by Benchmark as a "Litigation Star." She has also appeared on Lawdragon's "500 Leading Lawyers in America" and "500 Leading Litigators in America" lists, and the Daily Journal's "National Leading Litigators" list.

WILLIAMS, Amy

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Featured in Capital Markets (USA - Nationwide)

Practice Areas: Ms. Williams represents clients in structured finance transactions involving residential and commercial loans, servicing advances, mortgage servicing rights, single family rental properties, RMBS, CMBS and other assets. She has represented Ginnie Mae since helping develop its multiclass program in 1994. She assists clients in transactions involving government-insured loans (including FHA, VA and USDA loans) and GSEs, including warehouse financings, gestation facilities, early buy-out transactions (EBOs) and MSR financings. She advises clients on current issues, including the Corporate Transparency Act. Ms. Williams is a trusted adviser to real estate investment trusts, specialty finance companies and other entities on Investment Company Act of 1940 status questions, including the applicability of exclusions from the "covered fund" definition under the Volcker Rule. Ms. Williams serves on the board of the Structured Finance Association and on the Editorial Board of the ABA's "In Our Opinion" newsletter. She is chair of the firm's opinion committee and ethics in marketing committee. Ms. Williams serves as a mentor to community members and at the Firm, where she hosts regular "Wisdom Wednesday" sessions. She is Vice Chair of the Advisory Board of Massey Comprehensive Cancer Center.

WILLIAMS, Bart H

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Featured in Litigation (USA - Nationwide), Litigation (California)

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WILLIAMS, David

Faegre Drinker, Chicago

Featured in Registered Funds (USA - Nationwide)

Practice Areas: David Williams is the leader of the firm's investment management group. He represents and counsels clients in the investment management industry, with particular focus on counseling investment advisers and investment company boards on registered investment company fund formation, regulatory requirements and corporate governance. View more at: <https://www.faegredrinker.com/en/professionals/w/williams-david-l#tab-Overview>

WILLIAMS, Greg

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Featured in International Arbitration (USA - Nationwide)

Practice Areas: Gregory M. Williams is a co-leader of Sidley's Global Arbitration, Trade and Advocacy practice and a member of the Litigation group. His practice focuses on complex commer-

cial arbitration and litigation and arbitration. His diverse experience includes serving as lead counsel in high-stakes international disputes involving a wide range of claims cutting across several industries, including energy, aerospace, defense and government contracts, mining, infrastructure, life sciences, technology, crypto, financial services, and more. Greg's matters are frequently multifaceted, with parallel or related proceedings in multiple fora. For example, Greg represented a publicly traded clean energy company in a wide-ranging, \$1+ billion dispute with an Asian energy company arising from licensing agreements. The matter involved three arbitrations seated in Korea, ICC arbitrations seated in London and Singapore, a books-and-records demand in Delaware Chancery Court, and a securities claim in the Southern District of New York. The disputes ultimately settled very favorably, confirming the exclusive rights of Greg's client to its intellectual property world-wide and dismissing all claims against his client with prejudice and without compensation. Greg similarly represented a global defense contractor in a dispute with the South Korean government relating to an upgrade of Korea's fleet of F-16 fighter jets. He obtained summary judgment in a U.S. suit declaring that Korea's claims impermissibly undermined U.S. national security interests. In so doing, he obtained the first-ever foreign anti-suit injunction against a foreign sovereign in the history of U.S. jurisprudence. Further, he convinced the Fourth Circuit to affirm the district court's decision, despite an amicus brief by the Executive Branch challenging the global defense contractor's national security arguments. Greg advised the contractor with respect to the parallel Korean suit. The Korean Supreme Court recently affirmed the global defense contractor's victory in that action as well.

WILLIAMS, Mark C
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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Mark Williams represents clients that invest in the electric power and natural gas industries. He has advised private equity funds, insurance-sector investors, banks, pension funds, multinational institutional investors, hedge funds, and traditional investment funds on the complex regulatory requirements applicable to electricity and gas investments. He also advises on electricity and gas investments, financings, mergers, acquisitions, securities, and restructuring transactions.

WILLIAMS, Wesley
Akin, Houston
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Featured in Energy & Natural Resources (USA - Nationwide), Corporate/M&A (Texas), Private Equity (Texas)
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Featured in Tax (USA - Nationwide), Tax (Illinois)
See under Illinois for profile.

WILLIS, Chris J
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Featured in Financial Services Regulation (USA - Nationwide), Banking & Finance (Georgia)

Career: Chris Willis is Co-Leader of the firm's Consumer Financial Services Regulatory Practice. He devotes his practice to assisting financial services institutions facing state and federal government investigations and examinations, counseling them on compliance issues including UDAP/UDAAP, fair lending, credit reporting, and debt collection, and defending them in individual and class action lawsuits brought by consumers and enforcement actions brought by government agencies. Admissions: •Alabama •Georgia •U.S. District Courts for the Northern and Middle Districts of Alabama •U.S. District Courts for the Northern and Middle Districts of Georgia •U.S. District Court for the Northern District of Illinois •U.S. District Court for the Eastern District of Michigan •U.S. Court of Appeals for the Fifth, Eighth, and Eleventh Circuit Professional Memberships American College of Consumer Financial Services Lawyers Governing Committee, Conference on Consumer Finance Law American Bar Association, Consumer Financial Services Committee Atlanta Bar Association Personal Samford University, Cumberland School of Law (J.D. 1996, summa cum laude) Articles Editor, Cumberland Law Review; Graduated first in class University of Alabama-Birmingham (B.A. 1993)

WILLNER, Neil
Royer Cooper Cohen Braunfeld LLC (RCCB), Philadelphia
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Featured in Cannabis Law (USA - Nationwide)

Practice Areas: Neil M. Willner is Co-chair of the firm's Cannabis Group. He focuses his practice on the cannabis industry and provides counsel to hemp and marijuana companies across all parts of the supply chain on regulatory and compliance issues. Neil also handles regulatory compliance, investigatory due diligence, mergers and acquisitions, and litigation matters for firm clients. He advises buyers and sellers on regulatory considerations in mergers and acquisitions in many East Coast states. Neil also participates on cannabis-related trade association committees including the New York State Bar Association's Cannabis Law Section where he serves on the Executive Committee and chairs the Regulatory sub-committee, the International Cannabis Bar Association, and the American Trade Association for Cannabis and Hemp (ATACH). As

Regulatory Counsel to ATACH, Neil helps create policy at the state and federal levels. He is working closely with the recently launched ATACH Cannabis Beverage Council to ensure beverages are permissible form factors in upcoming medical and recreational marijuana programs.

Professional Memberships: American Trade Association for Cannabis and Hemp (ATACH), Regulatory Counsel International Cannabis Bar Association, Member of the Online Content Committee Cannabis Committee for the Claims and Litigation Management Alliance (CLM), Co-chair New York State Bar Association - Committee on Cannabis Law, Chair, Regulatory Committee

WILSON, Sarah
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Featured in Products Liability (USA - Nationwide)

Practice Areas: Sarah Wilson is a litigation and investigations partner who chairs the firm's market-leading Product Safety Practice Group. Her clients include the world's largest global consumer and commercial products manufacturers across a range of industries, including consumer packaged goods, automotive vehicles and equipment, aviation, electronics, life sciences, and information technology. Sarah has successfully represented clients in the largest recalls and safety-related investigations in recent history, including airbags, fire extinguishers, single load liquid laundry packets, toxic chemicals in household products, lithium-ion battery-powered laptops, car seats, and electric bikes and scooters. Sarah assists clients in developing cutting edge recall policies, compliance program enhancements, and voluntary safety standards. Prior to joining Covington, Sarah served in several high-ranking federal government positions, including as a federal judge on the U.S. Court of Federal Claims, as Senior and Associate Counsel to the President, and as a Deputy Assistant Attorney General and Trial Attorney in the Department of Justice.

WILSON, Scott
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Featured in Corporate/M&A (Maryland), REITs (USA - Nationwide)

Practice Areas: Scott Wilson advises clients regarding middle market mergers and acquisitions, corporate governance, the sale of securities, private fund formation, the preparation of partnership and operating agreements and the drafting and negotiation of complex commercial arrangements. Scott maintains a transactional practice focused on advising private equity clients, independent sponsors, traditional and self-funded searchers and other investors in connection with acquisitions, preferred and growth equity investments and similar transactions. Scott regularly advises on corporate

governance issues and counsels public companies on novel issues, including those pertaining to Maryland corporate law and Maryland REIT law, the legal duties owed by officers, directors and trustees attendant to strategic transactions and other significant decisions. He frequently serves as special Maryland counsel, counsel to special committees or counsel to event-driven demand committees of Maryland corporations.

WILTSIE, Susan
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Featured in Occupational Safety and Health (USA - Nationwide)

Practice Areas: Susan has over 30 years of experience providing OSHA representation to employers across all industry sectors. Her practice includes compliance assistance, training, citation defense, participation in rulemaking, appellate administrative litigation, whistleblower cases, creation/oversight of PSM/RMP and general OSHA audit programs. She handles small and large matters, including infectious disease outbreaks, serious injury/fatality incidents, and other catastrophic events. She assists clients with navigating all aspects of significant health/safety events, including the internal investigation, governmental investigations, employee issues, whistleblower issues, communication strategy, and citation/litigation defense. Susan's practice also includes representing employers in other legal aspects of the employer-employee relationship, including discrimination, harassment, whistleblower, tort claims, contract claims, defamation, wrongful discharge, trade secret, covenants not to compete, duty of loyalty, wage/hour, retaliation, FMLA, ADA, and WARN Act. She has particularly broad experience regarding medical and leave issues in the workplace, with a keen understanding of the interplay between federal/state family and medical leave laws, federal/state disability laws, state/local sick pay laws, OSHA and workers' compensation. She has conducted a significant number of third party investigations where a member of senior or executive company leadership has been accused of wrongdoing.

WINK, Stephen
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Featured in Financial Services Regulation (USA - Nationwide)

Practice Areas: Stephen Wink is a partner in the New York office of Latham & Watkins and a member of the Financial Regulatory Practice. He advises a wide range of market players including fintech companies, investment banks, private funds, exchanges, and trading platforms (traditional and cryptocurrency), and other financial institutions on matters involving the regulation of markets, as well as related compliance and enforcement matters. Mr. Wink is Co-Chair of Latham's

Fintech Industry Group and Global Digital Assets & Web3 Practice. Mr. Wink is ranked in Band 1 by Chambers' Professional Advisers FinTech, and is recognized by Chambers USA as one of the country's leading financial services broker-dealer regulation lawyers. Recently, Mr. Wink received the Innovation Award from the New York Law Journal, which recognizes "creative and inspiring approaches and forward-thinking firms and individuals," and previously he was named a Law360 MVP for Fintech. Mr. Wink has in-depth knowledge and broad experience advising on the overlapping patchwork of regulations covering the financial markets, including the laws and rules under the Securities Exchange Act of 1934, the rules of the Financial Industry Regulatory Authority (FINRA), and other self-regulatory organizations. Mr. Wink provides regular commentary on regulatory initiatives and rule-making proposals on behalf of clients and trade associations. He has frequently obtained no-action relief and interpretive guidance on behalf of clients from various regulatory bodies, including the Securities and Exchange Commission and FINRA. Mr. Wink is Chair of the ABA's subcommittee on Trading and Markets. Mr. Wink is a regular speaker at fintech and securities industry conferences. Mr. Wink spent nine years in-house as executive managing director and general counsel of First Albany Companies Inc., a full-service investment bank, merchant bank, and investment advisor. He began his career at another leading law firm after serving as a law clerk to Judge George E. MacKinnon of the US Court of Appeals for the D.C. Circuit.

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Featured in Products Liability (USA – Nationwide)

Practice Areas: John D. Winter is a partner in Patterson's Belknap's Products Liability group. He has focused his practice on the defense of pharmaceutical and medical device cases. A member of Patterson Belknap since 1990, Mr. Winter has tried or argued the appeal of more than 50 product liability cases in state and federal courts throughout the United States. He has also acted as national counsel for pharmaceutical, consumer product, and medical device manufacturers in consolidated proceedings in state and federal courts.

Career: Served as Law Clerk to the Hon. John M. Cannella, U.S. District Judge for the Southern District of New York.

Professional Memberships: Member, New York State Bar Association

Personal: J.D., 1981, Fordham University School of Law, Editor-in-Chief of Fordham Urban Law Journal; M.A., 1978, University of Pennsylvania; B.A., 1978, University of Pennsylvania, cum laude

WINTERS, Ed
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Featured in Private Equity (USA – Nationwide)

Practice Areas: Ed advises financial institutions on the structuring and distribution of investment funds domiciled in the US, Europe, and Middle Eastern jurisdictions, with an emphasis on those employing alternative strategies, including assisting private equity firms with the acquisition, disposal, and operation of portfolio companies. He has formed numerous mutual funds and UCITS, including arranging for the latter's passporting throughout the European Union. Ed counsels investment advisers on compliance with regulatory developments and their interaction with domestic and overseas financial regulators, ranging from authorization applications to effectively responding to investigations. Additionally, Ed conducts due diligence for institutional investors, such as pension funds and family offices, on their investments with third parties, including negotiating investment terms and their participation in co-investments. Previously, he has represented multiple investors on LP Advisory Committees and acted as independent counsel to a several mutual fund boards. Ed interprets US and European regulations relating to sustainable investment, developing policy and disclosure documents, as well as internal compliance and reporting standards. Lastly, he advises companies on the implementation of business human rights' policies.

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Featured in Tax (USA – Nationwide)

Practice Areas: Adriana focuses her practice on tax controversy and litigation. She represents clients at all phases of a tax controversy from audit through litigation, including before the IRS Office of Appeals, US Tax Court, and US district courts of appeal, as well as before state taxing authorities and state courts. Adriana represents large corporate taxpayers and partnerships and has particular experience in advising clients in audits and disputes arising under the Tax Equity and Fiscal Responsibility Act of 1982 (TEFRA) and more recently the Bipartisan Budget Act of 2015 (BBA). She has represented clients in the energy, real estate, life sciences, mining and software industries. She has particular experience in matters involving tax insurance. Adriana's matters cover a wide variety of tax issues such as transfer pricing, debt-equity classification, partnership allocations, worthless stock deductions, basis adjustments under IRC section 743, foreign tax credits, business aircraft related matters, bonus depreciation, charitable contribution deductions, and employment tax issues. Prior to joining V&E, Adriana served as an attorney advisor to Judge Carolyn P.

Chiechi of the US Tax Court from 2007 to 2009. While attending law school, she completed an externship with the Internal Revenue Service Office of Chief Counsel.

Personal: Georgetown University Law Center, LL.M. Taxation with distinction, 2009 Seton Hall University School of Law, J.D. cum laude, 2007 Seton Hall University, B.A. summa cum laude, 2004

WOCHNER, David L
K&L Gates, Washington, DC
Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: David Wochner has advised and represented energy industry clients in Washington, D.C., for more than 20 years. As a thought leader with regard to the natural gas and hydrogen industries' intersection with government, David regularly advises clients on critical US federal regulatory and policy issues that impact energy infrastructure and commodities, with a particular focus on issues related to the global energy transition. David co-leads the firm's global liquefied natural gas (LNG) practice, as well as its global hydrogen practice, and co-hosts the bi-weekly podcast, "Hydrogen Rising." Over the years, David has appeared regularly on behalf of clients before the US Federal Energy Regulatory Commission (FERC); the US Departments of Energy, the Interior, and Transportation; EPA; and on Capitol Hill. In 2010-2011, he served as lead Washington counsel on behalf of Transocean in multiple Congressional, US federal agency, and UK House of Commons' investigations and hearings related to the Gulf of Mexico Deepwater Horizon oil spill. David's clients include natural gas and LNG marketers, importers, exporters, and project developers; hydrogen project developers; financial institutions and hedge funds; offshore energy project developers, including offshore wind and marine hydrokinetic projects; oil and gas pipelines and shippers; oil and gas drilling companies; and state and provincial government officials. His experience includes counseling and representing clients in matters concerning: Development of hydrogen projects, including regulatory and policy considerations related to the development of clean hydrogen standards. US liquefied natural gas (LNG) exports and imports. Interstate natural gas, oil, and oil product pipelines' operations and policies before FERC. Natural gas trading operations, including NAESB agreements, interstate transportation capacity, and asset management arrangements. US federal, state, and local authorities' roles in the development of energy infrastructure. Safety regulations under the Pipeline and Hazardous Materials Safety Administration's (PHMSA) Part 193, applicable to pipelines and LNG facilities. Congressional investigations into oil and natural gas related matters, including oil spills. Minerals Management Service (MMS) and Bureau of Ocean Energy Management (BOEM) leasing issues associated with offshore energy

facilities, including LNG terminals, wind and hydrokinetic power facilities, and natural gas pipelines. Development of stakeholder engagement strategies for energy infrastructure projects.

Professional Memberships: Member, Connected DMV National Capital Region Hydrogen Initiative Steering Committee Past chair and current member, Georgetown University National Law Alumni Board Member, Energy Bar Association

Publications: "It's a Gas! Federal and State Developments Continue to Light Up the Natural Gas Debate," Energy Law Report, May 2024. "U.S. Court of Appeals for the Ninth Circuit Cans Berkeley Gas Ban Under Federal Law," Pratt's Energy Law Report, July-August 2023 "Proposed Regulations to Improve Offshore Wind Lease Auction Processes and Timelines," ALI CLE's The Practical Real Estate Lawyer, May 2023 "How Proposed BOEM Regs Will Boost Offshore Wind Projects," Law360, 1 February 2023 "Hydrogen Gets a Lift in Federal Infrastructure Act," Pratt's Energy Law Report, April 2022 "NY, NJ Lease Auctions Highlight US Push For Offshore Wind," Law360, 10 February 2022 "Key Provisions of FERC's 2021 Enforcement Report," Pratt's Energy Law Report, February 2022. "The Infrastructure Investment and Jobs Act of 2021 Is Now Law," The Banking Law Journal, February 2022 "Pipeline Projects Face New Questions on Landowner Rights," Law360, 6 November 2019 "When States Fail To Act On Federal Pipeline Permits," Law360, 24 July 2017 Co-author, "Antitrust: A New Line Of Attack Against Pipelines," Energy Law 360, 13 February 2017 Co-author, "Antitrust Claims: A Novel Line of Attack by Groups Opposing Natural Gas Infrastructure Projects," The Override, January 2017 Co-author, "Paris Agreement to Enter into Force: Implications for Enforcement in the United States and Internationally," The National Law Review, 25 October 2016 Co-Author, CEQ Issues Final Greenhouse Gas Guidance Directing Federal Agencies to Consider Climate Change in Their NEPA Reviews, Pratt's Energy Law Report, Vol. 16-9, October 2016 Co-author, "K&L Gates: How will the U.S. Presidential Election Affect the Energy Landscape," Caijing, 23 September 2016 Author, "The Implications of Final Rule Regulating Arctic OCS Drilling," Alaska Journal of Commerce, 18 September 2016 Co-author, "Federal Court Upholds FERC's Approach on LNG Environmental Permitting and Shifts Focus to Challenges to DOE's Environmental Review," Pratt's Energy Law Report, September 2016 "The European Commission Approves an Energy Security Package Emphasizing Infrastructure Development and LNG Imports," Pratt's Energy Law Report, May 2016 Co-author, "FERC's Jurisdiction Now Reaches Ethane Pipelines Too," Energy Law 360, 27 February 2014 Co-author, "The Development of U.S. Shale Gas Resources: Regulation and Litigation," Managing Power Magazine, 1 September

ber 2011 Commentator, "Pro-drilling GOPer wins Va. governor's race, fueling push for 2011 lease sale," Inside Energy, 9 November 2009 Commentator, "MMS issues rules for renewable projects on the OCS, eases way for offshore wind," Inside FERC, 24 April 2009 Co-author, "LNG Importer Focus Turns to US Interchangeability Rules," LNG Journal, November/December 2007 Co-author, "Reviewing LNG Regulations," Pipeline and Gas Technology, November 2007 Author, "Middle Eastern Oil and Gas," CQ Press, 2007 Co-author, "European LNG Developers Face Complex Commercial Landscape," Oil & Gas Journal, 9 April 2007 Co-author, "Liquefied Natural Gas (LNG) Litigation After the Energy Policy Act of 2005," LNG Journal, 14 November 2006 Co-author, "Florida's Gas Composition Decision Offers Preliminary Guidelines for US LNG Imports," LNG Journal, May 2006 Co-author, "LNG's Final Hurdle," Public Utilities Fortnightly, March 2006 Co-author, "Sandia LNG Study Changes Landscape for Terminal Siting," LNG Observer, April-June 2005

WOLF, Barry M

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Barry Wolf is Weil's Executive Partner and Chair of the Firm's Management Committee. He regularly represents private investment funds and their spouses in their organization and operation. Barry has extensive experience representing institutional investors in investing in private equity funds, providing both commercial advice and tax advice. His clients include Lindsay Goldberg, American Securities, Genstar Capital, Snow Phipps, and The Gores Group.

Personal: State University of New York at Albany (B.S., summa cum laude, 1981); University of Michigan Law School (J.D., cum laude, 1984); New York University School of Law (LL.M., Tax, 1989).

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Head of Investment Funds Practice, focusing on private investing and other facets of "alternative asset management." Has represented some of the largest and most well-known sponsors of private investment funds, including Apax Partners, Blackstone, Centerbridge, Lexington, Patria, Silver Lake and Sixth Street. In addition to private equity funds, has represented sponsors in other alternative asset classes, including real estate, energy/

infrastructure, secondaries and credit/distressed debt. Also has represented global financial institutions in the establishment of their employee investment programs; been involved in acquisitions of, and investments in, private investment firms (including minority stakes transactions); and advised buyers, sellers and sponsors with respect to disposition of private fund interests, GP-led Secondaries and other secondary private equity transactions.

Career: Partner, 1998. Previously served as Chairman of the Firm's New Partners Committee and currently serves as a member of the Executive Committee.

Professional Memberships: New York State Bar Association; Private Investment Fund Forum, Executive Committee and former Chairman; PLC Cross-border Private Equity Handbook, Editorial Board; Association of the Bar of the City of New York; American Bar Association; International Bar Association, Member and former Co-Chairman, Committee on Private Investment Funds; Association to Benefit Children, Board of Directors.

Personal: J.D., Columbia Law School, 1989 (James Kent Scholar; Harlan Fiske Stone Scholar); A.B., Duke University, 1986 (magna cum laude; Phi Beta Kappa).

WOOD, Allison

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Featured in Climate Change (USA - Nationwide), Environment (District of Columbia)

Practice Areas: Ms. Wood assists her clients with all aspects of climate change regulation, including federal and state agency rulemakings, litigation, and sustainability issues. She has represented clients in every major rulemaking and case involving the issue of greenhouse gas regulation under the Clean Air Act, including the landmark cases of Massachusetts v. EPA and Utility Air Regulatory Group v. EPA. She successfully defended clients against claims alleging companies' carbon dioxide emissions from their operations constitute a nuisance under tort law, including the Supreme Court case American Electric Power v. Connecticut. She also represents clients in the challenges to EPA's Clean Power Plan, arguing that case on behalf of the industry petitioners before the en banc D.C. Circuit and obtaining an unprecedented emergency stay of that rule from the Supreme Court. Recently, she has been assisting clients with EPA's proposed repeal of the Clean Power Plan and its replacement with the Affordable Clean Energy rule, as well as assisting clients with EPA's reconsideration of the methane rule for the oil and gas sector. Allison has testified before the House Energy and Commerce Committee and before the Senate Environment and Public Works Committee on the legal issues associated with the Clean Power Plan.

WOOD, Caitlin

Davis Polk & Wardwell LLP, New York
Featured in Capital Markets (USA - Nationwide), Derivatives (USA - Nationwide)

Practice Areas: Caitlin is a member of Davis Polk's Capital Markets and Derivatives & Structured Products practices. She advises investment banks, corporations and institutional holders on the structuring, negotiation and execution of a broad range of equity-related transactions, including public and private convertible and exchangeable securities offerings and associated derivative transactions, accelerated share repurchase programs, margin loans secured by significant positions in public companies, and various equity-linked hedging and monetization transactions.

WOOD, Julia

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Featured in Energy & Natural Resources (USA - Nationwide)

Practice Areas: Julia has focused her practice primarily on hydroelectric and electric power matters since 2003. She provides strategic counsel to a broad variety of electric industry participants, including independent power producers, power marketers, investor-owned utilities, and state and municipal entities. She advises clients on issues involving the Federal Power Act (FPA), National Environmental Policy Act, Endangered Species Act, Clean Water Act, Coastal Zone Management Act, and other federal statutes affecting energy and water development. Julia has significant experience with the regulation of hydroelectric projects under Part I of the FPA before the Federal Energy Regulatory Commission (FERC), federal and state regulatory agencies, and the U.S. Courts of Appeal. She advises clients on project development, licensing, compliance, and in the negotiation of multi-party licensing settlement agreements. She currently serves as counsel in a number of hydroelectric licensing, relicensing, license amendment, and license surrender proceedings before FERC. Julia's expertise extends well beyond Part I of the FPA. She also assists electric industry clients on Part II of the FPA, including on the acquisition and sale of power projects, market-based rate authorization, and related regulatory requirements before FERC. In addition, she provides counsel on energy regulatory and environmental matters to developers of offshore energy projects before the Bureau of Ocean Energy Management and other federal and state agencies.

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Featured in Life Sciences (USA - Nationwide), Healthcare (District of Columbia)

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Featured in Corporate/M&A (Virginia: Southern), Projects (USA - Nationwide)
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WOODS, John W

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: JOHN WOODS is an acknowledged leader in handling cybersecurity matters, data security incidents, data governance, trade secret theft, and related investigation matters. He is one of the few lawyers that has led multiple global responses to data integrity attacks involving the financial services industry. He also served as the lead lawyer advising a Fortune 500 entity on the legal response to the NotPetya malware incident in 2017, and advised a number of other organizations on the response to ransomware and data extortion claims. As a counselor, based on his experience in handling data integrity and operationally impactful malware incidents, he is sought out for his advice in the areas of cyber resilience and data governance.

WOODS, Will K

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Featured in Franchising (USA - Nationwide)

Practice Areas: Will K. Woods is a Chambers Band 1 ranked lawyer specializing in US and global franchise, distribution and brand expansion matters. He is Chair of Baker McKenzie's North America International Commercial Practice Group and leads the Firm's Franchise, Distribution & Global Brand Expansion team. He represents franchisors throughout their business life cycle: in the start-up stage; as middle-market franchisors; and as mature, global franchisors. Will represents many of the leading hotel, lodging and hospitality franchise companies and has vast experience in negotiating complex franchise and licensing transactions both in the US and in many other countries around the world and in counseling clients across industries with respect to system restructuring and related relationship issues and brand expansion. Will has been listed in Chambers USA and Chambers Global as a leading franchise lawyer every year since 2010 and was praised by clients as a "thorough, diligent and hardworking lawyer: someone who always tries to find a solution." Chambers also noted that he "impresses with his sophisticated international transactions practice" and that he is "client-service oriented, giving practical, useful and implementable advice." He is included in An International Who's Who of Franchise Lawyers and as a Legal Eagle and one of the top 101 franchise lawyers in the US and Canada by Franchise Times. He is regularly named one of the Best Lawyers in Dallas by D Magazine. He was also designated by The Best

Lawyers in America as a "Best Lawyer of the Year - Franchise Law" on several occasions. Will is a Certified Franchise Executive. He is a Past Chair of the ABA Forum on Franchising. Will concentrates his practice primarily in franchise and distribution law. He counsels clients on structuring and negotiating international and domestic franchise transactions, distribution of products and services and franchise registration and disclosure matters.

Professional Memberships: • Dallas Bar Association • American Bar Association • Certified Franchise Executive

Publications: • Co-author, "California Assembly Bill 1228 would expose fast food franchisors to liability for franchisees' wage, hour and other violations," Baker McKenzie Insights, 20 June 2023 • Co-author, "Federal Trade Commission takes on employer non-compete clauses," Baker McKenzie Insights, 9 January 2023 • Co-author, "No Conflict! The Massachusetts Supreme Judicial Court Holds Franchisors Can Comply with both the FTC Franchise Rule and Massachusetts' ABC Test," The Employer Report, April 1, 2022 • Co-author, "Culture Eats Strategy for Breakfast: Franchise compliance programs can have many benefits. Reap the rewards of a culture of compliance," Franchising World, April 2018 • Co-author, "When Bold is Best: Franchise Agreements as Adhesion Contracts under the Brazilian Arbitration Act," The Franchise Lawyer, Winter 2018 • Co-author, "Income Tax Considerations in Acquisitions and Combinations of Franchise Businesses," "Mergers and Acquisitions of Franchise Companies," 2nd Edition, American Bar Association Forum on Franchising, 2014 • "The Dark Side of Master Franchising," International Journal of Franchising Law, Issue 5, 2013

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Featured in Transportation (USA - Nationwide)

Practice Areas: Aviation & Transportation Consumer Protection Product Liability Law Litigation Financial Services Litigation & Investigations Class Action Defense Unmanned Vehicle Systems

Career: V. Woolston represents manufacturers in state and federal courts throughout the United States. His practice emphasizes aviation and covers a wide range of other industries in product liability matters. His principal clients include Hitachi Zosen (a Japanese manufacturer of tunnel boring machines), Honeywell International Inc., The Boeing Company, and REI. He has tried numerous product liability cases to verdict, including a 26-plaintiff case involving allegations of toxic poisoning, as well as the crash of a corporate turbo-prop aircraft that claimed the life of a former Winston Cup champion, Alan Kulwicki. He also regularly counsels clients in loss prevention and lawsuit avoidance issues.

WORKMASTER, Jason N.

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Featured in Government (USA - Nationwide)

Practice Areas: Focuses practice on government contracts-related litigation, including contract claims and disputes, bid protests, and civil False Claims Act (FCA) cases. Routinely assists clients in responding to government audits and investigations. Recognized as an expert on a wide range of government contracting issues - including cost allowability, the Cost Accounting Standards (CAS), contract funding, defective pricing, requests for equitable adjustment, terminations, the General Services Administration (GSA) Schedules program, the Buy American and Trade Agreements Acts, and contingency contracting.

Career: Practice Lead, Government Contracts Counseling & Litigation

Professional Memberships: Chair-Elect, Section of Public Contract Law, American Bar Association; Immediate Past President, Boards of Contract Appeals Bar Association

Personal: J.D., Regent University School of Law, summa cum laude, 2000; B.A., University of Florida, magna cum laude, 1997.

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Featured in Government (USA - Nationwide)

Practice Areas: Andrew Wright is a partner at the firm's Washington, D.C. office and is a member of the public policy and law practice group. He guides clients through congressional investigations, executive branch compliance, and government enforcement actions. Andrew rejoined K&L Gates after serving as Director of Legal Policy for the Biden-Harris Presidential Transition. He previously served as Associate Counsel to U.S. President Barack Obama and Assistant Counsel to U.S. Vice President Al Gore. In those roles, he represented and advised the White House on a variety of legal matters, with an emphasis on litigation, congressional oversight, investigations, compliance, and national security. In White House Counsel's Office, he was the primary legal liaison to the departments of Defense, Justice (DOJ), and State; Central Intelligence Agency (CIA); Office of the Director of National Intelligence; and U.S. Agency for International Development on government investigations, congressional oversight, and Freedom of Information Act (FOIA) matters. In Congress, Andrew served as Staff Director of the Subcommittee on National Security and Foreign Affairs of the U.S. House Committee on Oversight and Government Reform. There, he led oversight investigations of national security and foreign affairs, designed subcommittee hearings, and managed staff under former committee chairman Henry Waxman (D-CA) and

subcommittee chairman John Tierney (D-MA). In addition to his time in public service, Andrew is a trainer for the Carl Levin Center at Wayne State University, educating lawyers, business leaders, legislators, and public servants on oversight. He has led courses for current House and Senate oversight staff from both political parties. He is a Founding Editor and Senior Fellow of the online national security forum Just Security. He is a member of the American Law Institute. Prior to joining the firm, Andrew was a Senior Fellow at New York University School of Law. He also taught at Savannah Law School and West Virginia University College of Law, including courses in constitutional law, criminal law, criminal procedure, presidential powers, and federal criminal law. Andrew has previous private practice experience as a litigator and white collar criminal defense lawyer. Additionally, he worked on numerous presidential and congressional election campaigns.

Professional Memberships: Fellow, American Bar Foundation Congressional Oversight Staff Trainer, Levin Center at Wayne Law Consultative Group Member, Government Ethics Project, American Law Institute Senior Fellow & Founding Editor, Just Security Truman-Albright Fellows Program Mentor, Harry S. Truman Scholarship Foundation

Publications: In addition to contributions to the national security online legal forum Just Security, Andrew has bylines in Newsweek, Slate, Huffington Post, Politico Magazine, JURIST, ACS Blog, Savannah Morning News, and The Atlanta Voice. He has also written law review articles exploring congressional investigations and executive power, appearing in Texas Law Review, New York University Law Review Online, Marquette Law Review, Mississippi Law Journal, Wayne Law Review, West Virginia Law Review, Arkansas Law Review, and Savannah Law Review. Additional publications include: Inspectors General Reform: Considering Proposals for Greater Independence, Effectiveness, and Accountability, American Constitution Society Issue Brief, September 2021 (with Sara Hall) DOJ Announces Major Changes to Corporate Criminal Enforcement Policies, Westlaw Today powered by Reuters, 8 November 2021 House Subpoena Power Wins In McGahn Case, With Caveats, Law360, 6 August 2021

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Featured in Private Equity (USA - Nationwide)

Practice Areas: Andrew L. Wright, P.C. is internationally recognized as one of the world's leading attorneys in the field of private investment funds. With more than two decades of experience counseling many of the industry's largest and most prominent fund sponsors, as well as numerous boutique managers,

Andrew has advised on hundreds of billions of dollars of private fund formations across a wide variety of strategies, including private equity, growth equity and leveraged buyout funds, funds focused on industry sectors such as technology, healthcare, consumer/retail, the financial sector and others, debt and credit funds, energy and infrastructure funds, emerging markets and other geographically-oriented funds, "hard asset" funds, co-investment funds, continuation funds, public equities and hedge funds, venture capital funds, feeder funds and fund-of-funds, and other private investment fund strategies. As the investment funds market has evolved, clients have routinely turned to Andrew to identify creative solutions and execute pioneering transactions such as: fund tender offers, general partner (GP)-led secondary sales, including both single-asset sales and "strip sales", other cross-fund transactions, stapled secondaries, investment warehousing and other complex fund-related structures. Andrew also assists GPs in a broad range of internal firm as well as fund operational and regulatory matters.

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Featured in Privacy & Data Security (USA - Nationwide)

Practice Areas: Privacy + Data Security

Career: Miriam Wugmeister is co-chair of Morrison & Foerster's preeminent Global Privacy and Data Security Group, and is regularly called upon by some of the world's largest and most complex multinational organizations to confront their most difficult privacy and data security challenges. Miriam advises organizations on the planning and execution of complex global compliance efforts, and defends companies in regulatory proceedings around the world, and helps companies respond to significant data breach situations.

Personal: J.D., Boston University School of Law; B.S. Brandeis University

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Featured in Products Liability (USA - Nationwide)

Practice Areas: Represents clients in mass tort and other aggregate litigation, with an emphasis on trial and appellate litigation. Defends companies as part of a team that focuses on global litigation strategy and law and motions practice in coordinated proceedings in federal and state courts, including at trial. Extensive litigation experience

in state and federal appellate courts, including the U.S. Supreme Court. Also has extensive experience handling expert motion issues and developing strategies for defeating highly complex but speculative and unscientific theories of liability. Has worked with defense experts to develop reports and prepare for depositions in order to implement those strategies, and taken a lead role in drafting motions both for and in opposition to the exclusion of expert testimony. Negotiated and coordinated resolution of a number of mass tort proceedings. Frequently publishes on matters relevant to his practice, including on issues relating to multidistrict litigation and class action procedure.

Career: Law Clerk, Hon. Gerald B. Tjoflat, U.S. Court of Appeals for the Eleventh Circuit (2004-2005); J.D., Harvard Law School; A.B., Michigan State University

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Featured in International Trade (USA – Nationwide)

Practice Areas: White Collar Defense | Independent & Internal Investigations | Regulatory Compliance & Enforcement | Export Controls & Economic Sanctions | National Security | FCPA/Anticorruption
Career: As a former Assistant US Attorney in Washington and Deputy Assistant Secretary for Export Enforcement in the Department of Wendy offers clients a unique combination of experience and insight as both a prosecutor and regulator before courts and agencies. She was named as one of the “Top 100 Women in Investigations” by Global Investigations Review who also named her one of 25 sanctions lawyers to have on speed dial.

Professional Memberships: -Hong Kong Country Representative of TRACE International-Steering Committee, ABA Export Controls & Economic Sanctions Committee-International Association of Independent Compliance Monitors -Leadership and Executive Committee, Vice Chair for West Coast/Pacific, Hong Kong Chapter Leader, Women's White-Collar Defense Association

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Featured in Franchising (USA – Nationwide)

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Featured in Banking & Finance (New York), Private Credit (USA – Nationwide)

Practice Areas: Alfred Xue serves as Global Vice Chair of the firm's Banking Practice. Mr. Xue is a member of the Private Capital, Banking, Capital Markets, and Restructuring & Special Situations Practices. He represents private credit funds, lead arrangers, direct lenders, and other financial institutions in

leveraged finance transactions, with a particular focus on cross-border transactions and acquisition financings. Over the past five years, Mr. Xue has led more than 120 unitranche, direct lending, and syndicated loan transactions with an issuance value exceeding US\$95 billion. 30 of these transactions have issuance values over US\$1 billion. Mr. Xue's representative clients include various private credit funds, investment banks, direct lenders, leading domestic banks, and leading European financial institutions. He is also a member of Latham's Finance Department's Opinions and Confirmations Committee and formerly served on the firm's Recruiting Committee.

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Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Administrative and Regulatory Residential, Resort and Club Food Law Restaurant Senior Housing Alcohol Beverage Tobacco Hospitality Land Use Law Government

Career: Grace Yang collaborates with alcohol beverage and food vendors in the areas of regulation, licensing, land use, and multistate compliance issues. With decades of experience advising clients in the hospitality sector, she has handled the purchase, sale, and licensure of thousands of retail stores, resort properties, restaurants, senior living facilities, and other businesses throughout the United States. Clients include hotels, restaurants, grocery stores, convenience stores, package liquor stores, resorts, golf clubs, country clubs, theme parks, breweries, wineries, and distilleries, among others. On the licensure side, Grace helps clients obtain and maintain liquor licenses, food and lodging licenses, local business licenses, health permits, spa and salon permits, and other licenses needed for lawful operation in various states. She also counsels clients in food and alcohol compliance matters and enjoys helping clients launch new business ventures in this highly regulated industry. Her land use work focuses on commercial development projects where alcohol-related special use or conditional use permits or variances are needed for new businesses. Grace frequently represents alcohol beverage and hospitality sector clients before local and state administrative agencies. As deputy section chair of the firm's leading Regulated Products Section, Grace successfully manages project teams working to acquire licenses in multistate business acquisitions. She is an active sector player and frequently sought-after thought leader in the hospitality space. Well respected by clients and colleagues alike, Grace often joins GrayRobinson colleagues in the corporate, real estate, and hospitality practices to deliver wide-ranging and creative support for clients.

Professional Memberships: The Florida Bar, Member (1997-present)

Hillsborough County Bar Association, Member (1997-present) Hillsborough Association for Women Lawyers, Member (2000-present) 13th Judicial Circuit Pro Bono Committee, Member (2010-2020) Florida Association for Women Lawyers, Member (2000-present) Hillsborough County Hotel and Motel Association, Allied Member (2006-present) National Asian Pacific American Bar Association, Member (2000-2004, 2006-present) Asian Pacific American Bar Association of Tampa Bay, Member (2006-present) Taiwanese Chamber of Commerce of Tampa Bay, Florida, Member Leadership Council on Legal Diversity, Fellow, 2011 National Association of Alcoholic Beverage Licensing Attorneys, Member (2006-present) National Association of Licensing and Compliance Professionals, Member Westshore Alliance, Board of Directors (2015-2023) Academy of Hospitality Industry Attorneys, Member (2018-present) Hillsborough County Bar Foundation, Board of Trustees (2020-2022), Secretary (2022-2023)

YANG, Lian
Alston & Bird LLP, Atlanta
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Featured in International Trade (USA – Nationwide)

Practice Areas: Lian is a partner assisting clients with international trade matters, including trade remedy proceedings such as antidumping and countervailing duty investigations, customs matters, export controls, financial sanctions, and CFIUS matters. She provides effective and pragmatic counseling on both trade compliance and high-stakes government-enforcement actions, and regularly represents exporters and importers before the U.S. Department of Commerce, International Trade Commission, and Customs and Border Protection.

YANNETT, Bruce E
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Featured in FCPA (USA – Nationwide), Litigation (New York)
See under New York for profile.

YANOS, Alexander
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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Based in the firm's New York and Washington, D.C. offices, Alex's practice includes commercial, financial, and treaty-based disputes, particularly in the energy and mining sectors, and in infrastructure disputes involving sovereigns and state-owned entities in Africa, Latin America, Southeast Asia, and Eastern Europe. He has also had a long career litigating in the U.S. courts in connection with arbitral disputes, including two arguments before the U.S. Supreme Court. He is fluent in six languages.

Career: Co-leader, firm's International Arbitration & Dispute Resolution Team.

YARETT, Jordan
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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/jordan-e-yarett>

YATES, Christopher S
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Featured in Sports Law (USA – Nationwide), Antitrust (California)

See under California for profile.

YATTER, Douglas K.
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Featured in Derivatives (USA – Nationwide)

Practice Areas: Douglas Yatter is Global Vice Chair of Latham's White Collar Defense & Investigations Practice and Co-Chair of the firm's Commodities and Derivatives Regulation and Enforcement Practice. He is also a founding member of Latham's Global Digital Assets & Web3 Practice. A leader of two Latham practices ranked Band 1 nationwide in Chambers (Derivatives and Fintech/Crypto-Asset Disputes), Mr. Yatter advises clients across the financial services and fintech industries and the energy and agricultural sectors in government and internal investigations, litigation, and regulatory matters. As a former Chief Trial Attorney in the Division of Enforcement of the US Commodity Futures Trading Commission (CFTC), Mr. Yatter's experience with commodities regulation enables him to assist large financial institutions, commodity trading firms, energy companies, fintech ventures, and other clients in navigating a complex and rapidly developing regulatory and enforcement environment. He also draws on his experience to represent clients in class actions and other litigation involving financial instruments and market conduct. At the CFTC, Mr. Yatter was a leader of two of the agency's highest profile enforcement matters, including both the ISDAFIX benchmark investigation and the investigation of the collapse of MF Global. He also conducted and supervised various other matters involving violations of the Commodity Exchange Act and CFTC regulations, including fraud, manipulation, false reporting, spoofing, trade practice abuses, customer protection, insider trading, and cybersecurity. His work addressed swaps, futures, and other derivatives across various markets, often in coordination with the Department of Justice (DOJ), the Securities and Exchange Commission (SEC), the National Futures Association (NFA), and other domestic and international authorities. In all, his cases resulted in orders for sanctions totaling nearly US\$1.6 billion. In addition to traditional commodities, Mr. Yatter advises cryptocurrency

clients on a range of compliance, litigation, and enforcement matters at the forefront of regulatory developments involving digital assets and blockchain technology. His recent cryptocurrency matters have included investigations by the CFTC, SEC, and Department of Justice on regulatory compliance for token offerings, centralized and decentralized trading platforms, insider trading, money laundering, and market manipulation. In his extensive civil litigation practice, Mr. Yatter represents clients in federal and state courts and arbitration proceedings in a wide array of complex matters, including securities and shareholder derivative suits, antitrust cases, and transactional disputes. Mr. Yatter serves on the Advisory Board of NYU School of Law's Program on Corporate Compliance & Enforcement and the Board of Directors of the Fund for Modern Courts. He is a Fellow of the American Bar Foundation and a member of the ABA Derivatives & Futures Law Committee and the Futures Industry Association Law & Compliance Division. Early in his career, he clerked for Judge Dennis Jacobs of the US Court of Appeals for the Second Circuit. Mr. Yatter is a frequent speaker on enforcement topics and industry trends, including cryptocurrencies, artificial intelligence, and other areas of innovation.

YEE, Debbie
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Featured in Capital Markets (USA – Nationwide), Capital Markets (Texas), Corporate/M&A (Texas)

See under Texas for profile.

YEPEZ, Veronica
Covington & Burling LLP, London
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Featured in FCPA (USA – Nationwide)

Practice Areas: Veronica Yeppez leads Covington's anti-corruption and investigations practice in Latin America. She is an experienced white-collar lawyer who regularly conducts cross-border investigations and represents corporate and individual clients before U.S. criminal and civil enforcement authorities. She has been recognized by Latinex as among Latin America's top 100 female lawyers. Complementing her investigations practice, Veronica advises multinational companies on compliance with anti-corruption laws, including the Foreign Corrupt Practices Act (FCPA).

YIM, Charline O.
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Featured in International Arbitration (USA – Nationwide)

Practice Areas: Charline specializes in public international law and international arbitration and has extensive experience in investment treaty and international commercial arbitration. She has advised clients under many arbitration rules including the ICSID, IC-

SID Additional Facility, UNCITRAL, ICC, LCIA, SCC, and DIAC rules. Her clients operate in a wide range of industries, including energy, natural resources, telecommunications, construction, mining, personal care, financial services, and banking. Charline also has substantial experience in global investigations, white collar and complex civil litigation matters. Her matters have included representing clients in investigations by state and national enforcement authorities including the DOJ, the CFTC and the European Commission, as well as securing the acquittal of an individual defendant in a federal jury trial. She has also advised clients in respect of the enforcement of arbitral awards in multiple jurisdictions. Charline maintains an extensive pro bono practice. In particular, she advises individuals and organizations around the world in relation to international human rights and criminal law matters.

Personal: JD, Harvard Law School

YOUNG, Kenneth A.
Kirkland & Ellis LLP, Houston

Featured in Litigation (USA – Nationwide)

Practice Areas: Kenneth Young is a litigation partner in Kirkland's Houston office whose practice focuses on complex commercial litigation and energy disputes, with a particular focus on class actions defense. He has been at the forefront of some of the most significant legal issues shaping the energy industry. Kenneth represents major oil, gas, and power companies, midstream companies, as well as private-equity portfolio companies in a variety of industries. Kenneth is sought after for aggressive and relentless approach to litigation, and his ability to pursue and defend against novel and complex legal theories and win complicated business disputes. He has successfully represented both plaintiffs and defendants in state and federal court throughout the United States in a variety of matters, including contract, real property, intellectual property, and employment, and class action disputes.

Personal: University of Chicago Law School, J.D., 2013, Managing Editor of University of Chicago Law Review, with honors; Brigham Young University, B.S., Molecular Biology & Japanese, 2010, magna cum laude, with Honors

YOUNG, Tyler
Faegre Drinker Biddle & Reath, LLP, Minneapolis

Featured in Food & Beverages (USA – Nationwide)

Practice Areas: Tyler Young defends food, beverage and consumer packaged goods companies in consumer fraud class actions and complex litigation across the country. View more at: <https://www.faegredrinker.com/en/professionals/y/young-tyler-a#tab-Overview>

YUFFEE, Michael
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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: A former attorney-advisor in FERC's Office of Administrative Law Judges, Michael brings more than 25 years of experience in regulatory, enforcement defense, compliance, and transactional matters relating to the energy and commodities markets. Michael has extensive experience representing clients in energy and commodity-related regulatory proceedings and investigation matters before the Federal Energy Regulatory Commission (FERC) and the Commodity Futures Trading Commission (CFTC). He regularly represents power producers, energy traders and marketers, commodities traders, financial institutions, wholesale power suppliers, and integrated energy companies with the development of regulatory compliance programs as well as represents clients in both public and non-public investigations and enforcement actions. He is likewise experienced in the regulatory facets of both the physical and financial wholesale power, natural gas, oil, and products markets, including the formation and redesign of wholesale energy markets, transmission and transportation access, capacity market development, inter-connection issues, electric transmission, and natural gas pipeline line rate proceedings, and general administrative and civil litigation matters. Michael also advises clients in structured physical and financial energy transactions, project development transactions, and wholesale power and natural gas transactions.

ZABANEH, Sam
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Featured in Technology (Texas), Technology (USA – Nationwide), Corporate/M&A (Texas: Austin & Surrounds)

See under Texas for profile.

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Featured in Healthcare (Massachusetts), Privacy & Data Security (USA – Nationwide)

See under Massachusetts for profile.

ZAEKE, Edward W
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Featured in Projects (USA – Nationwide)

Practice Areas: Partner Edward (Ed) Zaelke is the global co-head of the Energy & Project Finance Practice. He focuses his practice on project finance and private equity in renewable energy transactional matters. With more than 30 years of experience, he advises clients on all elements of alternative energy development and finance, including equity and debt financing, merger and acquisition transactions, equipment purchase and sale agreements, power purchase agreements, siting and other real property issues, governmental approvals, and engineering, procurement and construction (EPC) contracts. A prominent leader in his practice, Ed has served as lead counsel on many

of the largest and most significant transactions in the renewable industry. He also authors and speaks prolifically about various topics in the renewable energy industry. Ed is the former president of the American Wind Energy Association (AWEA) and was a board member of AWEA for 12 consecutive years. He is also a founding board member of the Wind Solar Alliance. Ed also serves as an adjunct lecturer teaching "Renewable Energy Project Finance" at University of California, Los Angeles, School of Law. View more on Ed's profile here: <https://www.mwe.com/people/zaelke-edward/>

Career: Prior to joining McDermott, Ed was the former head of his firm's project finance practice. A prominent leader in his practice, Ed has served as lead counsel on many of the largest and most significant transactions in the renewable industry.

Professional Memberships: Ed is the former president of the American Wind Energy Association (AWEA) and was a board member of AWEA for 12 consecutive years. He is also a founding board member of the Wind Solar Alliance.

Publications: Ed authors and speaks prolifically about various topics in the renewable energy industry.

ZAGAR, Laura Godfrey
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Featured in Offshore Energy (USA – Nationwide), Environment (California)

Practice Areas: California Environmental, Land Use, Energy & Resources Climate Law Environment & Natural Resources Environmental Litigation Infrastructure Development Land Use & Development Native American Law & Policy Project Finance Energy Law Mining Clean Technology Land Development Forest Products Digital Media & Entertainment, Gaming & Sports Sports
Career: Laura Zagar guides clients in the development of multijurisdictional energy, water, and infrastructure projects, and complex litigation. Laura's projects play a key role in the nation's response to the impacts of climate change. Laura's infrastructure projects include the Golden State Wind offshore wind project in California, the restoration of the Klamath River through removal of four dams, and SCE's Tehachapi Renewable Transmission Project. She also provides counsel on the innovative recycling of stormwater, agricultural runoff, and wastewater for potable and irrigation purposes under development by Monterey One Water. She is recognized for her leadership in the development of an offshore wind industry in the Pacific states, particularly California. From permitting and environmental regulatory review to completion of construction, Laura directs her clients' large-scale projects at every stage. Her effective counseling and leadership on projects often require collaboration with environmental, ener-

gy, and engineering experts on natural and cultural resources, transmission planning, geology, energy modeling, toxicology, fate and transport, remediation, and other issues. Laura is also a skilled litigator, with deep experience in administrative and traditional litigation in both federal and state courts.

ZAIFMAN, Hagai

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Featured in Projects (USA – Nationwide)

Practice Areas: HAGAI ZAIFMAN is a leading practitioner in the renewable energy and energy transition tax space. Hagai advises developers, sponsors, leading private equity and strategic investors, and lenders in connection with wind, solar, battery storage, clean hydrogen, fuel cell, biogas, carbon capture, and other alternative energy projects, as well as conventional power generation facilities. Hagai has extensive experience structuring, planning, and negotiating renewable energy and energy transition transactions, with particular emphasis on tax equity financing through flip partnerships and leases, projects' development, repowering transactions and dispositions, including advising on the qualification for, and monetization of, the various available clean energy tax credits, such as the Section 45 production tax credits (PTC), Section 48 investment tax credits (ITC), Section 45Q carbon capture and sequestration tax credits, section 45V clean hydrogen tax credits, and other renewable energy tax incentives and credits under the Inflation Reduction Act (IRA). Prior to joining Sidley, Hagai was the Tax Director at GE Energy Financial Services (GE EFS), one of the leading investors in renewable energy projects in the United States. In this role, Hagai led the GE EFS tax team and oversaw all tax aspects of the business, including underwriting, structuring, investing, managing, and disposing of its debt and equity portfolio.

ZALESIN, Steven A

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Featured in Advertising (USA – Nationwide)

Practice Areas: Steven Zalesin is a nationally recognized trial lawyer with extensive experience in false advertising, intellectual property and complex commercial matters. He has successfully tried cases and argued appeals in numerous courts throughout the United States. For more than 30 years, Mr. Zalesin has represented the nation's leading manufacturers and service providers in a series of landmark cases that have shaped the law of false advertising, while helping to preserve and grow the markets for our clients' products. In recent years he has successfully defended major beverage, pet food, health care and confectionary companies, defeating claims by key rivals. He currently represents several of the world's largest consumer products companies in high-profile disputes

over the labeling and advertising for their flagship products. Mr. Zalesin has substantial experience defending consumer class actions, and regularly represents biopharmaceutical and medical device innovators in patent, trademark and licensing disputes.

Personal: J.D., 1985, University of Pennsylvania Law School, cum laude; Editor, University of Pennsylvania Law Review; B.S., 1982, Syracuse University, S.I. Newhouse School of Public Communications, magna cum laude

ZARCHAN, Aryeh

Sidley Austin LLP, New York
azarchan@sidley.com

Featured in Capital Markets (USA – Nationwide)

Practice Areas: ARYEH ZARCHAN focuses his practice on corporate and securities transactions, with an emphasis on capital raising through public offerings and private placements of securities. He represents both issuers and underwriters in a variety of transactions. Aryeh is based in New York, but also has spent time in the firm's Hong Kong office where he focused on capital raising for foreign private issuers, including emerging companies.

ZAVAGLIA, Joseph D.

Cravath, Swaine & Moore LLP, New York

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Joseph D. Zavaglia is a partner in Cravath's Corporate Department and Head of Leveraged Finance North America. He is a generalist corporate lawyer with 20 years of experience advising public and private companies and financial institutions across multiple disciplines, including initial public offerings and other capital markets transactions, corporate governance and other Board of Director matters, public company reporting and other SEC matters, syndicated loan and direct lending transactions as well as other financing arrangements and mergers and acquisitions.

Career: Brooklyn Law School (JD, summa cum laude, 2004); College of Insurance (BBA, cum laude, 2001)

Personal: For more information: <https://www.cravath.com/people/joseph-d-zavaglia.html>

ZEIDEL, Michael

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, New York

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Michael Zeidel leads Skadden's Capital Markets Group in the Americas. For more than 25 years, he has represented issuers, investment banks and private equity sponsors and their portfolio companies in a variety of U.S. and international transactions, including public and private offerings of equity, high-yield and investment grade securities. Mr. Zeidel has extensive experience advising on IPOs, acquisition financings and liability management transactions, including tender offers,

exchange offers and consent solicitations, as well as significant investments and partnerships. He also counsels corporate clients of all sizes across a variety of industries on an ongoing basis, assisting with their public reporting and corporate governance matters and interactions with security holders, stock exchanges and other regulatory bodies. Mr. Zeidel's knowledge of high yield covenants also results in him aiding in structuring acquisitions, spin offs and other strategic transactions. He regularly speaks at conferences and seminars on a variety of corporate finance and governance-related topics and frequently is quoted in The Wall Street Journal, Financial Times, Law360, Institutional Investor, Reuters and other publications.

Personal: J.D., Syracuse University College of Law, 1995 (magna cum laude; Member, Syracuse Law Review; Order of the Coif), B.A., George Washington University, 1992 (cum laude; Phi Beta Kappa).

ZELLERS, Michael

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Featured in Products Liability (USA – Nationwide)

Practice Areas: •Life Sciences Litigation •Medical Privacy •Business Litigation •Insurance •Trade Secret Litigation

Career: Michael Zellers has extensive experience defending high-profile individual and mass tort pharmaceutical and medical device litigation while serving as national, state, and trial counsel. He has tried to verdict numerous cases in the areas of antitrust, business, clinical trials, contract, fraud, insurance, medical device, partnership, pharmaceutical, professional liability, product liability, trade secret, and unfair competition.

ZERN, Peter

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Featured in Sports Law (USA – Nationwide)

Practice Areas: Represents many of Covington's sports and esports clients, including MLB, NBA, NFL, NHL, US Olympic & Paralympic Committee, the American Athletic and Atlantic 10 Conferences, Activision Blizzard, and a number of individual teams, owners and lenders. Sports practice includes advice on corporate, ownership, finance, and media matters, including team and stadium financings; team acquisitions and transfers; media, distribution and sponsorship agreements, and other matters. He has significant experience advising clients on a broad range of debt and equity financings and M&A transactions.

Personal: Georgetown University Law Center, JD, 1998, magna cum laude, Order of the Coif; Dartmouth College, AB, 1995.

ZHANG, Yan

Davis Polk & Wardwell LLP, New York

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Yan is a member of Davis Polk's Capital Markets and Derivatives & Structured Products practices. She represents financial institutions in securities offerings of structured products linked to equities, commodities, currencies, rates and combinations of these assets. She has extensive experience in the development of new financial products, including exchange-traded notes and proprietary indices for retail and institutional investors. Financial institutions, corporations and investment funds seek her advice on structuring, negotiating and documenting equity derivatives transactions as well as offerings of convertible and exchangeable securities.

ZIMMER, David J

Goodwin, Boston

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Featured in Appellate Law (USA – Nationwide)

Practice Areas: David Zimmer is a partner in Goodwin's Litigation department, and a member of the firm's Appellate and Supreme Court Litigation practice. David focuses on U.S. Supreme Court and appellate matters and complex commercial litigation, and has litigation experience in a wide range of areas, with a particular focus on intellectual property, administrative law, and consumer financial services. He has argued three cases before the U.S. Supreme Court, and has briefed and argued other appeals and dispositive motions in federal and state courts across the country. David maintains an active pro bono practice, focused primarily on immigration issues, for which he was awarded Goodwin's Robert B. Fraser Pro Bono Award. David is ranked in Chambers USA: America's Leading Lawyers for Business as an "Up and Coming" attorney in the Nationwide Appellate Rankings, which identified his "notable strength in immigration and patent infringement-related disputes."

Personal: JD, Harvard Law School 2010 (magna cum laude); MPA/ID, Harvard Kennedy School of Government 2010; BA, Harvard College 2004 (magna cum laude)

ZINMAN, Lance

Katten, New York

Featured in Hedge Funds (USA – Nationwide)

Practice Areas: Lance Zinman, global chair of Katten's Financial Markets and Funds practice, provides comprehensive legal services to asset managers, proprietary trading firms and other participants in the financial markets in need of a single advisor to assist with all aspects of their business. His unique skill set combines a deep understanding of corporate, regulatory, intellectual property and tax law with broad knowledge of the securities and derivatives markets. Using his extensive experience with these interconnected

areas, he finds creative solutions to legal challenges while also providing practical, common sense counsel. Lance represents hedge funds and commodity pools in all asset classes, private equity funds, investment advisers, commodity trading advisors and other asset managers. He also advises a broad cross section of proprietary trading firms — large and small — including many of the major firms in the industry. Clients in this space have a deep trust for Lance, noting that “[he] is a great funds lawyer and very practical. He provides actionable advice versus some other firms that merely reiterate the law without putting the advice in factual context.” (U.S. News – Best Lawyers® “Best Law Firms” 2023).

Professional Memberships: Illinois Bar Association; New York State Bar Association

Personal: Northwestern University School of Law, JD, cum laude; Honors College at Michigan State University, BA, with highest honors

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Featured in Energy & Natural Resources (USA – Nationwide)

Practice Areas: Stuart Zisman focuses on energy projects and related transactions in the midstream, downstream, power and new/alternative energy sectors. As a partner in the Mergers & Acquisitions and Global Transactions practices, Stuart represents clients in a broad range of energy-related transactions. Stuart is familiar with energy projects of all types and at all stages of ownership and operation, from early development through operating life cycles, including acquisition, development, construction, completion, optimization and divestiture. He frequently provides clients with legal support for electric generation projects (both conventional and renewable), as well as storage, processing and fractionation facilities, gas and liquids pipelines, refineries and terminals, and refinery to renewable conversion projects. Mr. Zisman has nearly three decades of energy experience (including more than 10 years working for banks and energy companies both as internal counsel and on the business side).

ZOCHOWSKI, T Robert

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Featured in Capital Markets (USA – Nationwide)

Practice Areas: Attorney bio can be found here: <https://www.paulweiss.com/professionals/partners-and-counsel/t-robert-zochowski-jr>

ZOLANDZ, Michael

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Featured in International Trade (USA – Nationwide)

Practice Areas: Mike Zolandz is the chair of Dentons’ Federal Regulatory and Compliance practice, and serves as the Managing Partner for Dentons’ Washington, DC office. He guides clients through their most critical and complex trade compliance and foreign investment projects, specializing in cross-border transactions and regulations related to international commerce. He frequently represents clients before the United States Department of the Treasury’s Office of Foreign Assets Control (OFAC), the United States Department of Commerce’s Bureau of Industry and Security (BIS), and the United States Department of State. Mike offers clients practical expertise and guidance, advising on US export controls, US trade sanctions programs, compliance risk assessments, anti-corruption program development, and notification procedures before the Committee on Foreign Investment in the United States (CFIUS). Mike has also supported clients responding to enforcement matters under US sanctions and export control laws, and in seeking modification of their status under US sanctions programs, including successful designation removal matters for both entities and individuals. Mike has led internal investigations and regulatory disclosures under US export control and sanctions programs, and managed complex compliance enhancements and program development for US and multinational companies across a wide array of industry sectors.

ZOLNER, Erica

Redgrave LLP, Chantilly
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Featured in eDiscovery (USA – Nationwide)

Practice Areas: E-Discovery & Information Governance

Career: Erica Zolner is an accomplished litigator with over two decades of experience focusing on high-stakes business litigation and class action matters. A trusted advisor, she provides proactive and strategic legal counsel in eDiscovery and information law matters and advises clients on the development and execution of defensible discovery processes crucial for navigating contentious, high-stakes litigation. With a proven track record in handling complex, “bet the company” business litigation and class action matters, Erica’s career has spanned a variety of practice areas, including antitrust, product liability, trade secrets, mass tort, and healthcare insurance matters. She has often served as lead counsel in jury and bench trials in both federal and state courts, and her trial work includes delivering compelling opening statements, skillfully handling witness examinations, defending expert witnesses, and presenting trial motions. Erica oversees case strategy and all aspects of discovery coordination and trial preparation, including preparing, briefing, and arguing Motions to Dismiss and Motions for Summary Judgment, preparing and defending corporate representatives for testimony in connection

with 30(b)(6) depositions, and supervising the identification, collection, review, and production of electronically stored information (ESI). Erica is skilled at providing strategic litigation counseling and advises clients on practical discovery and information governance strategies. Her deep experience developing efficient eDiscovery and information governance solutions related to records retention and challenges posed by emerging technologies allows her to craft targeted strategies that address clients’ specific and complex business needs and information technology environments. Before joining Redgrave LLP, Erica worked at Kirkland & Ellis for 19 years, the last 12 years as a partner at the firm.

Professional Memberships: Member, National Association for Women Lawyers (NAWL); Member, NAWL Annual Meeting Leadership Committee •Member, Defense Research Institute (DRI) •Member, Women in eDiscovery •Vice President, Board of Directors, Housing Opportunities for Women (HOW) •Member, Board of Directors, Coalition of Women’s Initiatives in Law (2013-2020)

Publications: Recent Publications “Candid Talk Women” (NAWL Talks Podcast, October 2022) (Interviewed by Bernadett Catalana) •“Litigation, Technology, and Ethics: The Importance of Technological Competence” (Thomas Reuters, January 2022) (co-author with Benjamin Redgrave) Recent Speaking Engagements •Panelist, “The Hidden Risks (and Costs) of Over-Retention: Key Data Minimization Processes to Implement Now,” TechGC Chicago Fireside Dinner (November 2023) •Panelist, “Rapid Fire – How to Protect Corporate Privilege: Five Best Practices You Can Implement Now,” DRI Annual Conference Showcase Theater (October 2023) •Co-Moderator, “Data: Data Minimization Requirements and Avoiding the Risks of Over-Retention of Personal Information,” 2023 TechGC Fullstack GC Conference (May 2023) •Panelist, “What You Don’t See Can (And Probably Will) Hurt You: Avoiding Inadvertent Disclosures Of Hidden Data,” Association of Legal Administrators 2022 Virtual Conference (November 2022)

ZOMORODI, Parris

Latham & Watkins LLP, Los Angeles

Featured in REITs (USA – Nationwide), Tax (California: Southern)

See under California for profile.

ZORNADA, George

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Featured in Registered Funds (USA – Nationwide), Investment Funds (Massachusetts)

See under Massachusetts for profile.

ZUCCHETTO, Ryan J

Dentons, New York

Featured in Capital Markets (USA – Nationwide)

Practice Areas: Ryan Zucchetto is a member of Dentons’ Tax practice, with a strong emphasis on financial and

transactional matters. He has served as tax counsel to issuers, underwriters, and investors in numerous residential mortgage-backed securities transactions involving both performing loans and non-performing loans, as well as other mortgage-related asset classes such as home equity contracts, mortgage servicing rights, and shared appreciation mortgages. Ryan has also frequently served as tax counsel to investment funds that originate or acquire mortgage-related or real estate-related assets. Ryan has been involved in creating innovative securitization and investment structures, often involving the use of real estate mortgage investment conduits (REMICs) and real estate investment trusts (REITs).

ZUTZ, Robert

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Featured in Registered Funds (USA – Nationwide)

Practice Areas: Robert Zutz is a partner in the firm’s Washington, D.C. office who has more than 30 years of experience as a securities lawyer. His practice focuses on the representation of investment companies, their independent directors and trustees, investment advisers, and broker-dealers. Prior to joining the firm in 1983, he was a member of the Securities and Exchange Commission staff for over five years, including service in the Division of Investment Management and as Legal Counsel to a Commissioner. He currently has primary responsibility for the day-to-day representation of numerous mutual funds and/or their Boards of Directors or Trustees, and he assists in the representation of various other funds and their managers. Robert has been recognized as being among the nation’s leading investment management attorneys by several independent sources, including the 14 most recent annual editions (2006-2019) of Chambers USA: America’s Leading Lawyers for Business.

Professional Memberships: Legal Counsel to SEC Commissioner, U.S. Securities and Exchange Commission Staff Attorney, U.S. Securities and Exchange Commission Law Clerk, Honorable Bertram Polow, NJ Superior Court Judge

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Featured in Financial Services Regulation (USA – Nationwide)

Practice Areas: Zach is a member of Davis Polk’s Financial Institutions practice. He focuses on the regulation of broker-dealers and other securities market participants and intermediaries. This includes advising on SEC, FINRA and exchange rules relating to the conduct of business, financial responsibility, margin, market structure and related compliance obligations. He also advises on regulatory matters in connection with corporate transactions.

His clients include international banks, broker-dealers, securities exchanges, digital asset businesses and other financial institutions. Zach also helps clients with regulatory and legislative advocacy and has assisted in drafting proposed language for legislation, including aspects of three bills that became law. Zach has testified before the House Financial Services Committee and guest lectured at Columbia Law School on the interplay between digital assets and securities laws.

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Featured in Securities (USA – Nationwide)

Practice Areas: Lori Zyskowski, Co-Chair of the Firm's Securities Regulation and Corporate Governance practice, advises public companies and their boards of directors on corporate governance matters, securities disclosure and compliance issues, executive compensation practices, shareholder proposals, environmental, social and governance matters, and shareholder engagement and activism matters. In addition, Lori also advises on board succession planning and board evaluations and has considerable experience advising nonprofit organizations on governance matters.

Professional Memberships: Fellow, American College of Governance Counsel.

Personal: JD, Columbia University, 1996; BA, Harvard University, 1993.