

# Chambers

Crisis and Risk Management  
2022

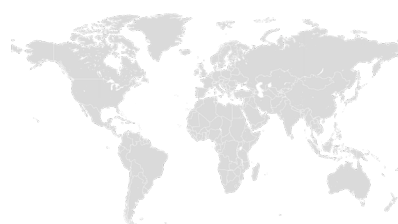
The leading Crisis and  
Risk Management Providers  
worldwide

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The leading Crisis and  
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worldwide

Global-wide



## How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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## Investigative Due Diligence Global-wide

| Investigative Due Diligence                             |
|---------------------------------------------------------|
| <b>Leading Firms</b>                                    |
| <b>Band 1</b>                                           |
| Alaco                                                   |
| G3                                                      |
| S-RM                                                    |
| Wallbrook                                               |
| <b>Band 2</b>                                           |
| Blackpeak                                               |
| Control Risks                                           |
| Greyhawk Intelligence Group                             |
| Hakluyt                                                 |
| K2 Integrity                                            |
| Nardello & Co.                                          |
| The Risk Advisory Group                                 |
| <b>Band 3</b>                                           |
| Berkeley Research Group, LLC                            |
| Charles River Associates                                |
| Diligencia Group                                        |
| Exiger Group                                            |
| FTI Consulting                                          |
| GPW, a part of J.S. Held                                |
| Kroll, a division of Duff & Phelps                      |
| Mintz Group                                             |
| <b>Leading Individuals</b>                              |
| <b>Band 1</b>                                           |
| Barclay Ian Wallbrook                                   |
| Chang Amie Nardello & Co.*                              |
| Pyman Jessica Control Risks*                            |
| * Indicates individual with profile.                    |
| Alphabetical order within each band. Band 1 is highest. |

### Band 1

#### Alaco

**What the team is known for** Based in London, Alaco is a business intelligence firm with market-leading capabilities in investigative due diligence. Its compliance and transaction advisory practice advises clients on upcoming transactions or existing investments. The firm serves significant global financial services clients, as well as international corporations, law firms, family offices and international development institutions. Alaco's crypto-focused subsidiary, Alaco

Analytics, helps clients identify risks specifically in the digital asset sector.

**Strengths** "Alaco are very good at what they do. We appreciate their insights, global connections and their ability to always source relevant information." "They have the advantage of being a boutique and so are more agile and flexible. Quality and consistency is always there. They have a very good understanding of how different organisations work." "Alaco has that unique ability to get up-close and dissect complex matters."

#### Notable practitioners

Oliver Gorton is a key contact.

### G3

**What the team is known for** G3 is an elite business intelligence firm providing clients with discreet, bespoke, commercial insight to help boards of directors, C-suites and deal, legal and compliance teams make better decisions. G3 is industry sector-agnostic and global in its capabilities, with extensive experience in several jurisdictions. The firm's staff have a mix of full-career intelligence, banking and legal backgrounds and offer strategic advice.

**Strengths** "They are really solid, they have a good team. They produce thorough reports and they are very easy to work with."

#### Notable practitioners

Michael Bevan is G3's chair and is a key contact.

### S-RM

**What the team is known for** S-RM is a London-headquartered global risk and intelligence consultancy. The firm's deal advisory team delivers complex pre-transactional due diligence to several of the world's largest private equity houses, corporate/M&A teams, international financial institutions, banks and governments. The team operates globally but has particular expertise gathering intelligence in Asian and sub-Saharan African markets. The firm's investigators are supported by its cybersecurity experts, who can identify cyber risks inherent to acquisition targets.

**Strengths** "The depth, breadth, and thoroughness

of the source enquiry work that they do is really very good. They are among the strongest in terms of the quality of research they provide."

"Their delivery, execution, and ability to identify the most pertinent information, is directly tied to their experience and skill within this space."

"We recommend S-RM to our clients for both highly complex cross-border transactions, as well as for 'daily driver' types of matters – they are equally adept at handling both."

#### Notable practitioners

Natalie Thomas Stafford is head of deal advisory at S-RM and is a key contact.

### Wallbrook

**What the team is known for** Wallbrook is a highly respected business intelligence firm with a global team. Pre-transactional advisory is handled through its business intelligence and integrity due diligence practice, often working closely with its ESG and human rights practice. It is one of the largest independent and wholly employee-owned intelligence firms providing due diligence services.

**Strengths** "The team has a great deal of depth, breadth and expertise across all major geographies and industry sectors."

"They are incredibly solid both in terms of the quality of their research and work product, their commercial sensitivity and high levels of customer service. They are incredibly responsive and client-friendly."

#### Notable practitioners

**Ian Barclay** is described as "a great connector" who is "incredibly hooked into business communities in Asia, the United States and London." Another observer states that Ian is "a great business partner. He's transparent, responsive and commercial." Ian is a managing partner at Wallbrook. He manages a range of international due diligence and investigative projects at the firm.

**Band 2****Blackpeak**

**What the team is known for** Blackpeak is an international investigative research and risk advisory firm with offices in Hong Kong, Singapore, Tokyo, Shanghai, Beijing, Guangzhou, London, Washington DC and New York. The firm is well accustomed to conducting in-depth research and analysis to help investors test their investment hypotheses and evaluate fraud and corruption risks, as well as assessing the reputation and management style of a target company's leadership team.

**Strengths** "Blackpeak is extremely capable and has strong subject matter expertise, particularly in Asia-Pacific jurisdictions."

"They produce good investigative work with an Asia focus. They are good and have proper researchers and investigators."

**Notable practitioners**

Hong Kong-based Sean Chen is a managing director of Blackpeak and a member of the firm's executive committee. He is a key contact.

**Control Risks**

**What the team is known for** Control Risks is a well-established specialist risk consultancy with a respected reputation and a significant global footprint. Its compliance, forensics and intelligence department supports clients in major transactions through detailed intelligence about management team dynamics, extensive research into an operating entity in a high-risk country, or policy-focused analysis about a consequential piece of regulation. Control Risks also has a separate compliance-focused due diligence practice called Vantage.

**Strengths** "Their political risk consulting arm is very respected and well known, they are globally respected and known for this work."

"They are well established and mature. They have good investigative capabilities."

**Notable practitioners**

**Jessica Pyman** (see p.17) is the regional head of business intelligence in Asia Pacific. An interviewee states: "She is very good at her job and has a very good reputation in the region." Another source adds: "I cannot speak of her highly enough. She is absolutely brilliant. In that part of the world there is nobody better than her. She is head and shoulders above the rest. Her knowledge is exceptional." Pyman is experienced in using business intelligence to support fraud investigations, asset tracing and recovery and litigation.

**Greyhawk Intelligence Group**

**What the team is known for** Greyhawk is an independent corporate intelligence boutique providing investigative due diligence to its clients, among a wide range of related intelligence services. The firm's main transactional services are integrity due diligence and market entry analysis. Greyhawk operates globally, with a particular focus on EMEA, the CIS and offshore jurisdictions. The firm has notable experience in capital markets work, advising regularly on bond issues and IPOs on major European or US exchanges.

**Strengths** "They are extremely discreet and com-

mercial in terms of managing your expectations and will always tell you how to get the best results. They are practical in their approach and are very responsive. Their reports are to the point. They understand what their clients need."

**Notable practitioners**

Steven Haynes is a co-founder of Greyhawk, and a key contact.

**Hakluyt**

**What the team is known for** Headquartered in London, Hakluyt is a strategic advisory firm with offices in San Francisco, Dallas, New York, Frankfurt, Mumbai, Singapore, Tokyo and Sydney. The firm advises senior business executives, non-executive directors, corporate general counsel and law firms on commercial issues and risk-based analysis of their business decision-making.

**Strengths** "Hakluyt are very well known, they have an excellent brand. They are good and have a lot of big hitters on their team."

"Hakluyt has a very strong reputation in the high-end business intelligence space. They are good at this particular type of work, like going deep into bespoke questions."

**Notable practitioners**

Nick Barnes is a London-based director of the company and is a key contact.

**K2 Integrity**

**What the team is known for** K2 Integrity is a risk, compliance, investigations and monitoring firm. The firm has significant technology capabilities to support its forensic accounting, cybersecurity, corporate intelligence, asset tracing and investigative due diligence capabilities. K2 supports its clients in cross-border transactions by providing the necessary research, intelligence, analysis and investigative expertise to support the client through the entire process.

**Strengths** "We get the best possible service. They have an extensive network of relationships. They are a very impressive professional outfit."

"They have the depth, nimbleness, commitment to responsiveness and creativity to meet our investigation needs on the most complex of matters."

**Notable practitioners**

Anna Gumowska is a senior managing director at K2 Integrity in its investigations and risk advisory practice. She is based in London and is a key contact.

**Nardello & Co.**

**What the team is known for** Headquartered in New York, Nardello & Co. is a global investigations firm staffed with highly experienced former US federal prosecutors, international lawyers, former law enforcement personnel, intelligence operatives, forensic accountants and former journalists. Nardello develops bespoke strategies that address the needs of the business unit and the deal team, providing strategic advice to guide its clients' negotiation strategies and investment decisions.

**Strengths** "They have a very high quality of people. This is key when it comes to this line of work. They deliver and discuss reports confidently with clients. These things are fast-moving, and they can keep up."

"They are an especially strong firm in certain jurisdictions, especially in China, Japan and Korea."

**Notable practitioners**

**Amie Chang** (see p.17) is a managing director and the head of Nardello's Hong Kong office. A source states: "She is a very impressive individual, a top professional." Another observer says: "Amie is an experienced, diligent investigator. She is thoughtful in her approach and strategy. She is effective at collecting source information and communicating that in an actionable way that clients truly appreciate." Chang conducts multi-jurisdictional work in strategic intelligence, litigation and asset tracing.

**The Risk Advisory Group**

**What the team is known for** The Risk Advisory Group is a well-established player in the business intelligence market and is well regarded for investigations and security management. Its in-house specialists produce thorough analyses of the reputational and regulatory risks associated with potential business partners or investment counterparties.

**Strengths** "Their service is cost-effective and a very valuable part of understanding the investments we want to make."

**Notable practitioners**

Hannah Gilkes is a director and a key contact.

**Band 3****Berkeley Research Group, LLC**

**What the team is known for** Berkeley Research Group's global investigations and strategic intelligence practice supplies companies, their counsel and other advisers with critical information to make informed business and compliance decisions. The firm is experienced in providing investigative due diligence, corporate investigations, compliance consulting, quality of earnings analyses and merger integration support. BRG's historic strength as expert witnesses provides clients with significant in-house technical knowledge.

**Strengths** "They are a very cohesive team, with extensive experience on the ground. They are always coordinated and understand client expectations well."

"They have some really clever people there."

**Notable practitioners**

Ben Johnson is a managing director of the firm and a key contact.

**Charles River Associates**

**What the team is known for** Charles River Associates is a Boston-headquartered consulting firm that provides economic, financial and strategic advice to accounting firms, corporations, law firms and governments around the world. The firm offers its investigative due diligence services out of its forensic services practice and risk, investigations and analytics practice.

**Strengths** "Their professional services are outstanding. I have worked with other consulting firms on damages issues, however Charles River are the best, they really are great."

"It's a very capable team, they are experienced and practical."

## Notable practitioners

Peter Nolan is a vice president and the co-leader of the risk, investigations and analytics practice. He is a key contact.

## Diligencia Group

**What the team is known for** Diligencia provides clients with reliable, verifiable legal entity data as a foundation for their due diligence casework in the Middle East and Africa. Its online platform ClarifiedBy.com provides clients with access to credible information on organisations and individuals, enabling identification of ultimate beneficial owners, legal identifiers, links to ruling families in the region, and compliance screening.

**Strengths** "Diligencia Group have very good access to public records all over the Middle East and they are branching out into Africa."

## Notable practitioners

Nouri Bakkali is the managing director and founder of Diligencia. He is a key contact.

## Exiger Group

**What the team is known for** Exiger provides clients with a full suite of due diligence services, from automated risk management solutions to its Exiger Managed Services team, which provides outsourced Exiger analysts acting as an extension of a client's compliance team. The firm's clients include public sector organisations and compliance, risk, operations, investment and fundraising teams.

**Strengths** "They do AI-powered advisory solutions. They have a good global footprint."

## Notable practitioners

Chris Andre is a managing director and a key contact.

## FTI Consulting

**What the team is known for** FTI Consulting's global risk and investigations practice can provide clients with investigative due diligence services that draw on an extensive network of credible sources, ensuring intelligence is viewed in its appropriate local context. Given FTI's competencies in other business areas, the firm can offer clients several related post-transactional services, such as economic analyses, forensic accounting and strategic communications.

**Strengths** "Business intelligence is their forte."

"They have a very strong cyber capability, cyber forensics and litigation support services."

## Notable practitioners

Andrew Rosini is a senior managing director and is based in FTI's New York office. He is a key contact.

## GPW, a part of J.S. Held

**What the team is known for** GPW is a well-respected and longstanding business intelligence and investigations firm. It recently merged with J.S. Held. The firm provides clients with investigative due diligence, alongside its extensive litigation support, asset tracing and recovery, and political risk practices. Its clients consist of sovereign entities, corporations, financial institutions, pension funds, private equity and hedge funds, legal firms and high net worth individuals.

**Strengths** "Their political risk work is well known and well respected by clients. Pre-transactions political risk work: they are very good at this."

## Notable practitioners

Bruno Vickers heads the firm's Asia and Middle East practice and is based in Singapore. He is a key contact.

## Kroll, a division of Duff & Phelps

**What the team is known for** Kroll is a well-established New York-headquartered business intelligence and investigations firm with a globally recognised brand. The firm's global experts include former prosecutors and members of law enforcement, forensic accountants, cybersecurity professionals, data analysts, former business journalists and intelligence specialists.

**Strengths** "Kroll created the concept of investigative due diligence, they are an established player."

"Their results are very good and their accounting forensics team is very strong."

## Notable practitioners

Tom Everett Heath is the global head of business intelligence and investigations at Kroll. He is a key contact.

## Mintz Group

**What the team is known for** Mintz is a due diligence and investigations firm whose primary business is driven by providing insight on pre-hire background checks, third-party due diligence, corporate due diligence and corporate social responsibility investigations.

**Strengths** "They are very strong on the litigation support side."

"They've got good people and do a good job."

## Notable practitioners

Randy Phillips is a partner and heads Mintz Group's activities across Asia. He is a key contact.

# Technology-Led Due Diligence Global-wide

| Technology-Led Due Diligence                            |
|---------------------------------------------------------|
| Leading Firms                                           |
| Arachnys                                                |
| Blackdot Solutions                                      |
| Dow Jones & Co                                          |
| Refinitiv                                               |
| Steele Compliance Solutions                             |
| Thomson Reuters                                         |
| Alphabetical order within each band. Band 1 is highest. |

## Band 1

## Arachnys

**What the team is known for** Arachnys provides its clients with market-leading KYC and AML data through machine learning-powered automated screening and a particular focus on beneficial ownership structures. Its search capabilities cover over 98 languages across 220 jurisdictions. Automated adverse media screening, transaction monitoring and fraud detection are additional features of Arachnys's suite of API.

Arachnys was acquired, in March 2021, by the US-based AML RightSource, a provider of AML,

KYC and BSA compliance solutions.

**Strengths** "They speed up public record research and allow for better visualisation of findings."

"They provide good-quality products."

## Blackdot Solutions

**What the team is known for** Blackdot Solutions assists banks, governments, major corporates and professional services firms through its proprietary software offering, Videris. By focusing on speed, accuracy, security and transparency, Videris allows clients to utilise wide-ranging open-source data through one tool, which is automatically analysed, visualised and comprehensively logged to provide full auditability and standardised reporting.

**Strengths** "I cannot fault their tools. They are very good at aggregating information."

## Dow Jones & Co

**What the team is known for** Dow Jones & Co is one of the world's pre-eminent business and financial news companies. Its risk and compliance division combines a large, multilingual team

of researchers with industry-leading automation and AI tools.

## Refinitiv

**What the team is known for** Refinitiv is a global provider of financial market data and infrastructure. The company more than 130 data, analytics, trading and risk assessment tools. Its risk intelligence database platform World-Check compiles information from international financial watch lists, government records and media searches, providing clients with a comprehensive solution for assessing, managing and remediating risk.

**Strengths** "They are huge, successful and handle complex data. They are difficult to criticise."

"Their products are good for very specific situations like anti-money laundering, compliance or customer checks."

## Steele Compliance Solutions

**What the team is known for** Steele's ethics and compliance platform encompasses human researchers and automated risk management tools and due diligence services to assist its

clients in business-critical decisions. The company aims to simplify compliance management through its in-house solutions and configurable fixed-price, fixed-scope global offering.

### Thomson Reuters

**What the team is known for** Thomson Reuters offers regulatory intelligence, compliance management and risk assessment products to banking, financial services and insurance clients. PeopleMap provides automated public records searches. Clear ID can detect fraudulent identities

quickly by running flag checks against 31 major jurisdictions' records.

**Strengths** "It's a very established company. They are very well known in their field."

"They can provide more bespoke and interactive products. They can visualise and illustrate data very well."

## Crisis Management **Global-wide**

| Crisis Management              |
|--------------------------------|
| Leading Firms                  |
| <b>Band 1</b>                  |
| DLA Piper LLP                  |
| Freshfields Bruckhaus Deringer |
| Herbert Smith Freehills        |
| Sidley Austin LLP              |
| <b>Band 2</b>                  |
| Clifford Chance LLP            |
| Covington & Burling LLP        |
| <b>Band 3</b>                  |
| Linklaters                     |
| Norton Rose Fulbright          |

Alphabetical order within each band. Band 1 is highest.

### Band 1

#### DLA Piper LLP

**What the team is known for** DLA Piper is regularly selected by global organisations as the named response team for multi-jurisdictional crisis situations. Alongside its significant UK and US practices, the firm enjoys a strong reputation across Europe, Latin America and the APAC regions. Sectors include aviation, manufacturing and construction, technology and consumer goods.

**Work highlights** Served as lead incident cyber response counsel for SolarWinds in a global cybersecurity incident that received worldwide attention.

#### Notable practitioners

Neil Bowker, UK head of the firm's litigation and regulatory group, is a key contact.

#### Freshfields Bruckhaus Deringer

**What the team is known for** Freshfields boasts consistently strong crisis and issue management practices in the UK, Europe and the USA. The firm has provided trusted counsel to businesses undergoing restructuring and insolvency, and has assisted international corporations navigating major regulatory investigations, product liability claims and public scandals. Its lawyers are also experienced in supporting clients through sensitive whistle-blower complaints, catastrophic operational disasters and serious data breaches.

**Strengths** "It's a very good team of highly qualified and skilled professionals."

**Work highlights** Representing Volkswagen in its product liability litigation cases across Europe.

#### Notable practitioners

Adam Siegel and Geoff Nicholas, co-heads of the firm's global investigations practice, are key contacts.

### Herbert Smith Freehills

**What the team is known for** Herbert Smith Freehills is relied upon by multinational businesses for its lawyers' deep sector expertise and crisis experience across numerous jurisdictions worldwide. The firm leverages robust global capabilities in corporate investigations and anti-corruption, employment, and projects and energy in order to assist clients in navigating highly sensitive reputational or operational crises across Europe, APAC, the UK, the USA and beyond. The firm also boasts a pioneering international practice in the volatile area of business and human rights law.

**Work highlights** Managed BHP's legal response to the collapse of the Fundão tailings dam at Samarco's Germano iron ore mine in Brazil. Civil and criminal processes as a result of the dam failure are ongoing in Brazil, the US and Australia.

#### Notable practitioners

Damien Byrne Hill and Greg Mulley, co-heads of crisis management, are key contacts.

### Sidley Austin LLP

**What the team is known for** Across multiple global jurisdictions, Sidley Austin's crisis management and strategic response practice has assisted clients with diverse challenges including business-critical threats. Alongside matters led from the UK or USA, the firm also has well-reputed teams of experts in APAC, across Europe and in the Middle East. Advice is often closely coordinated between jurisdictions, where the client operates internationally or investigations are being conducted cross-border.

#### Notable practitioners

Sara George and Ellyce Cooper are key contacts.

### Band 2

#### Clifford Chance LLP

**What the team is known for** Clifford Chance's global crisis management offering brings together the firm's traditional cross-jurisdictional strengths in corporate investigations and dispute resolution, financial services, and projects and energy. More recent areas of corporate risk such as business and human rights and climate change also form significant practices. The firm boasts a particularly strong presence in Europe, Asia and the Middle East alongside respected capabilities in the Americas and Africa.

#### Notable practitioners

David DiBari and Luke Tolaini are key contacts.

### Covington & Burling LLP

**What the team is known for** US heavyweight Covington & Burling offers a broad international crisis response practice spanning the USA, Europe, Asia and Latin America. Recent work involving considerable international activity includes product recalls in the automotive, food and consumer products industries, including significant regulatory follow-up across multiple jurisdictions. The firm also offers clients a market-leading white-collar crime practice staffed with a number of very senior former US government officials. Other areas of complex cross-jurisdictional work include climate change litigation, cybercrime and pharmaceutical crises.

**Strengths** "Covington & Burling has a wide array of experts who can provide sophisticated, nuanced advice regarding incredibly complex issues."

"I go to Covington & Burling for creative, practical solutions."

**Work highlights** Secured two preliminary injunction rulings for TikTok, thus preventing the Trump Administration from banning the widely used social media platform in the US.

#### Notable practitioners

Eric Holder and Maree Gallagher are key contacts.

### Band 3

#### Linklaters

**What the team is known for** Linklaters has emerged as a prominent crisis management team globally. The firm's cross-disciplinary approach enables them to take on a range of mandates across aspects of civil, criminal and regulatory law. Clients acknowledge a firm-wide ability to take on the most complex of matters in a creative manner.

**Strengths** "The attorneys at the firm excelled in technical detail and creative thinking that matched the reality of the issues we were facing and provided critical, multifaceted analysis."

**Work highlights** Advised KPMG on an FRC-conducted investigation into allegations of financial misconduct.

#### Notable practitioners

Vanessa Havard-Williams and Tom Cassels are key contacts.

### Norton Rose Fulbright

**What the team is known for** Norton Rose Fulbright's global crisis management team advises financial institutions and corporates across a range of industry sectors. In particular, the firm

prides itself on an ability to deliver comprehensive cybersecurity advice, which is complemented by a dedicated corporate incident response unit covering risk management.

## Notable practitioners

Ffion Flockhart and Caroline May are key contacts.

## Cybersecurity Risk Global-wide

| Cybersecurity Risk                                      |
|---------------------------------------------------------|
| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Alvarez & Marsal                                        |
| FTI Consulting                                          |
| <b>Band 2</b>                                           |
| Berkeley Research Group, LLC                            |
| Charles River Associates                                |
| S-RM                                                    |
| <b>Band 3</b>                                           |
| CrowdStrike                                             |
| FireEye                                                 |
| PGI                                                     |
| Quintel Intelligence Ltd                                |
| Stroz Friedberg, an Aon Company                         |
| Leading Individuals                                     |
| <b>Band 1</b>                                           |
| Brown Thomas Berkeley Research Group, LLC               |
| Ferrante Anthony J. FTI Consulting                      |
| Grillo Lorenzo Alvarez & Marsal*                        |
| Grillo Rocco Alvarez & Marsal*                          |
| Hardin Bill Charles River Associates                    |
| * Indicates individual with profile.                    |
| Alphabetical order within each band. Band 1 is highest. |

### Band 1

#### Alvarez & Marsal

**What the team is known for** Alvarez & Marsal is a global professional services firm historically centred on turnaround management, corporate restructuring and operational performance improvement. In recent years, cybersecurity has become a core strength of its offering, and now A&M offers its expertise in cyber risk advisory services, cyber resilience and readiness preparation, and incident response investigations.

**Strengths** "The team have deep technical expertise derived from years of hands-on work relating to cybersecurity advisory services, and have delivered their work on budget with a responsiveness to client timelines."

"A&M has a global reach and their locations and team suit our global needs, especially when dealing with time-sensitive matters."

"A&M can coordinate anything we need through single points of contact."

#### Notable practitioners

**Lorenzo Grillo** (see p.17) is an experienced information technology and security practitioner, operating out of A&M's London office. He helps top management teams to evaluate, design and execute cybersecurity risk management programmes. "Lorenzo thinks about risk on a spectrum where there are options and it is about weighing up

risk versus investment," says an interviewee, while another comments: "Lorenzo is very supportive in working together and collaborating to find the appropriate solution for the situation." **Rocco Grillo** (see p.17) is a hugely respected figure among his commercial sector clients and multiple government agencies, including the FBI and secret service. He provides technical advisory services and strategic guidance to C-suite and board members, as well as assisting agencies in meeting national security objectives. An impressed source says: "He has significant industry knowledge and expertise with broad cross-functional domain understanding in areas such as privacy, legal, audit and regulatory."

#### FTI Consulting

**What the team is known for** FTI Consulting is a multinational professional services company with over 116 offices in 28 countries. Its cybersecurity offering provides independent cyber and risk management advisory services, centred on cyber readiness, incident response and complex investigations. FTI's multidisciplinary expertise and cross-industry experience allows the firm to engage with some of the most challenging global cybersecurity problems.

**Strengths** "One of their strong suits is being able to marshal a team of experts. They draw from a deep collection of experts in different areas to serve the clients' needs."

FTI impresses me regularly with how far they are willing to stretch. They do not seem to have a hard line around a comfort zone."

#### Notable practitioners

**Anthony Ferrante** is a senior managing director and the global head of cybersecurity at FTI Consulting. Prior to joining FTI, Ferrante served as director for cyber incident response at the US National Security Council and as chief of staff of the FBI's Cyber Division. A source explains: "He is a great leader. He can assemble a great team." Another source says: "He is incredibly responsive which is highly valuable."

### Band 2

#### Berkeley Research Group, LLC

**What the team is known for** Headquartered in California, Berkeley Research Group offers consulting services to international financial institutions, private equity firms, hedge funds, elite law firms, major corporations and regulatory authorities. BRG's global investigations and strategic intelligence practice provides expert-led cyber-

security risk advisory services in preparation for, during or after major cyber breaches.

**Strengths** "They have a sophisticated understanding of cyber issues and were able to get a handle on the situation. They provided a full, detailed investigation report and guidance within a matter of a couple of weeks."

"They could understand the complexity of the situation and translate it into easy-to-understand language. They were just excellent in terms of the people aspect."

#### Notable practitioners

**Thomas Brown** is a managing director and global leader of BRG's cybersecurity and investigations practice. With the vast experience accumulated during his time as a federal prosecutor in the US Attorney's Office for the Southern District of New York, Brown is now a veteran in managing cyber risk, investigating cyber incidents and assisting in compliance with standards and regulations. A source comments: "One of the benefits of using Tom is that he is an accomplished trial lawyer," continuing: "Someone who is as smart, thoughtful and articulate as Tom makes a board presentation powerful and easy to do because he is so talented and trustworthy."

#### Charles River Associates

**What the team is known for** Charles River Associates is a global consulting firm that offers its expertise to major law firms, corporations, accountancy firms and governments. It launched its forensic services practice in late 2015, focusing on forensic accounting, cybercrime and digital investigations. CRA is able to deploy cross-trained teams of professionals who can immediately respond to complex cybercrime and data breaches, assess exposure levels and take corrective action to return business activities to normal.

**Strengths** "CRA is great for business e-mail compromises, data mining and ransomware."

"The CRA team has a wide breadth of experience with responding to different types of cyberattacks, which is not always the case with forensic IT firms, some of which specialise in certain types of matters. CRA also does a nice job of communicating effectively with clients, and providing accurate budgets. They are also particularly helpful for smaller clients that do not have a lot of IT staff themselves."

#### Notable practitioners

**Bill Hardin** is a certified public accountant, certified fraud examiner and a certified project management professional who acts as vice president of CRA's forensic services team out of Chicago. Hardin's skill set is multifaceted, with extensive experience in areas of finance, operations and

software development. He is accustomed to serving clients in all manner of issues, including ransomware, data extortion, business e-mail compromise, malware outbreaks and insider threats.

## S-RM

**What the team is known for** S-RM is sought after for its incident response, cyber due diligence, cyber insurance advisory, digital forensic, cyber extortion and expert witness services. It is headquartered in London, but has offices in Cape Town, Hong Kong, Rio de Janeiro, New York and Washington, DC. S-RM has a proven track record of working on significant cyber insurance matters and sits on a number of insurance panels. The team also offers a range of cyber support services to clients in the M&A sector.

**Strengths** *"They are always up-to-date with the newest trends and that is something that comes through whenever we have new incidents."*

*"They are extremely good when it comes to communication and being able to work in a crisis-led environment, often engaging at boardroom level."*

*"They have particular strengths in intelligence that is presented in regular bulletins. Another strength is their ability to provide an end-to-end solution to an incident."*

### Notable practitioners

Head of Cybersecurity Jamie Smith and Director of Cybersecurity Roddy Priestley are key contacts.

## Band 3

### CrowdStrike

**What the team is known for** CrowdStrike is a leading cybersecurity firm, offering cloud-based endpoint detection and response, a comprehensive antivirus package, and a live 24/7 virus-hunting service. From its headquarters in California, CrowdStrike serves Fortune 100 companies, major banks, healthcare providers and some of the largest energy companies, among others. Its flagship product, the CrowdStrike Falcon platform, is a lightweight API that can provide automated threat detection and response.

**Strengths** *"They have a really good intelligence practice – a lot of the cyber intelligence material that you would read about would come from CrowdStrike analysts."*

*"After the event of a breach, the client would install*

*CrowdStrike software on an entire network to help ring-fence and put shields around it. Their product is market-leading in that regard. They obviously have their own forensic team too and they are excellent."*

*"When you are talking about multiple endpoints and really large-scale networks, that is their sweet spot."*

### Notable practitioners

Adam Meyers is senior vice president of intelligence at CrowdStrike, and leads the threat intelligence line of the business. He is a key contact.

### FireEye

**What the team is known for** FireEye is a publicly traded cybersecurity company headquartered in California. FireEye sells technology products, including endpoint security appliances and threat intelligence packages, as well as providing Software-as-a-Service. A number of acquisitions by FireEye, including of Mandiant in 2014, boosted the firm's cybersecurity reputation considerably. The firm has also gained significant market attention after a series of investigations uncovering high-profile hacking groups.

**Strengths** *"Mandiant do excellent work for larger clients."*

*"Mandiant is a behemoth, so they have enormous resources and they handle multiple engagements simultaneously."*

### Notable practitioners

Jurgen Kutscher is the executive vice president of Mandiant's services delivery, overseeing the company's delivery of all consulting and managed services for FireEye. He is a key contact.

## PGI

**What the team is known for** Protection Group International (PGI) operates out of Bristol and London in the UK. It is a specialist digital risk consultancy that primarily seeks to build client capability through service delivery and training. PGI assists government bodies and corporate clients with security testing, incident response and information assurance services certified to UK government and industry standards. PGI is technology-agnostic, providing clients with impartial advice on products and facilitating the appropriate services to meet the client's needs.

**Strengths** *"They are all very, very competent people, but also very open, approachable, friendly and down-to-earth."*

*"They have an ability to match our expectations for every single task that we take to them."*

### Notable practitioners

Meredith Patton, a former Australian intelligence and cybersecurity officer, is PGI's director of cyber operations and is a key contact.

## Quintel Intelligence Ltd

**What the team is known for** Quintel Intelligence is regularly consulted for its comprehensive investigations, litigation support and risk management services. Its historical strengths in the investigative world provide the basis for its expertise in cybersecurity risk mitigation. The team is called upon by a range of private companies, law firms and high-profile individuals to investigate data breaches arising from ransomware attacks, as well as information leaks and the theft of cryptoassets.

**Strengths** *"They really cut through complexity and are able to clearly communicate what the issues are. For example, there might be a huge network of publications, they will put together a simple mind map or chart, having analysed it all."*

*"They demonstrate a large amount of accountability in their investigations which really gives the client the strategic edge. They are very strategic."*

*"They have a really impressive technical capability."*

### Notable practitioners

CEO Nicholas Cannon and COO Paul Oakley are key contacts.

## Stroz Friedberg, an Aon Company

**What the team is known for** Aon Risk Solutions, the global risk management business of Aon plc, acquired the hugely respected Stroz Friedberg, a global risk management firm. Combining Aon's standards-based cyber assessment capabilities with Stroz Friedberg's cybersecurity governance and advisory services, the company is positioned as a leading player in global cyber risk services.

**Strengths** *"They have a very specialised practice on cybersecurity issues."*

*"They have a really impressive team."*

*"They can provide assistance in multiple jurisdictions. They are excellent."*

### Notable practitioners

Adam Bixby is a managing director and practice leader of the security testing practice within Aon's cyber solutions group, based in New York City. He is a key contact.

## Economic Risk Global-wide

| Economic Risk                                                  |
|----------------------------------------------------------------|
| Leading Firms                                                  |
| Alvarez & Marsal                                               |
| FTI Consulting                                                 |
| IHS Markit                                                     |
| <i>Alphabetical order within each band. Band 1 is highest.</i> |

### Band 1

#### Alvarez & Marsal

**What the team is known for** Alvarez & Marsal is a global professional services firm that provides advisory, business performance improvement and turnaround management services. Its disputes and investigations practice comprises litigation-experienced accountants, technologists and economists. Law firms, corporations and government entities use the firm's econometric modelling to perform cost-benefit analyses, transformation and operational improvement with benchmarking.

#### FTI Consulting

**What the team is known for** FTI's economic consulting practice has vast experience in handling economics, finance, accounting, quantitative analyses and advanced modelling. The firm has a proven track record in providing expert testimony in legal and regulatory proceedings, as well as advising on economic elements of antitrust matters, mergers and acquisitions, competition policy, securities litigation, valuations and international arbitration.

**Strengths** *"We have always found them to be very practical. They do not get stuck in the theoretical weeds. They are a practice that focuses on the commercial application and commercial roots of something from a client perspective, and that is really helpful."*

*"They communicate well, they are proactive and they identify issues early."*

#### Notable practitioners

Franck Risler, leader of FTI's securities, commod-

ities and derivatives practice, and Margaret E. Guerin-Calvert, founding president of the firm's centre for healthcare economics and policy, are key contacts.

#### IHS Markit

**What the team is known for** IHS Markit has developed an impressive number of economic and country risk services, ranging from forecasting models to sovereign risk ratings, industry comparisons, commodity prices, scenarios and modelling, and supply chain analysis. In 2022, the firm merged with S&P Global.

#### Notable practitioners

Vaiva Seckute is a principal economist at IHS Markit and a key contact.

## Environmental, Social & Governance Risk Global-wide

| Environmental, Social & Governance Risk (Agencies)             |
|----------------------------------------------------------------|
| Leading Firms                                                  |
| <b>Band 1</b>                                                  |
| AlixPartners                                                   |
| Control Risks                                                  |
| McKinsey & Company                                             |
| The Risk Advisory Group                                        |
| <b>Band 2</b>                                                  |
| Anthesis Group                                                 |
| Environmental Resources Management                             |
| PricewaterhouseCoopers                                         |
| Wallbrook                                                      |
| <b>Band 3</b>                                                  |
| Bain & Company                                                 |
| Charles River Associates                                       |
| Deloitte                                                       |
| EY                                                             |
| Impactt                                                        |
| KPMG                                                           |
| <i>* Indicates individual with profile.</i>                    |
| <i>Alphabetical order within each band. Band 1 is highest.</i> |

### Band 1 Environmental, Social & Governance Risk (Agencies)

#### AlixPartners

**What the team is known for** AlixPartners takes a 'one firm' approach to its ESG offering, leveraging the expertise of its 3000-plus staff across its global offices. The firm provides specialist expertise in strategic alignment and programme development, risk assessment and monitoring, data analytics and performance metrics, financial

| Environmental, Social & Governance Risk (Law Firms) |
|-----------------------------------------------------|
| Leading Firms                                       |
| <b>Band 1</b>                                       |
| Clifford Chance LLP                                 |
| Herbert Smith Freehills                             |
| Linklaters                                          |
| <b>Band 2</b>                                       |
| Allen & Overy LLP                                   |
| Covington & Burling LLP                             |
| Latham & Watkins LLP                                |
| <b>Band 3</b>                                       |
| Ashurst                                             |
| Bryan Cave Leighton Paisner LLP                     |
| DLA Piper LLP                                       |
| Freshfields Bruckhaus Deringer                      |
| Gibson, Dunn & Crutcher LLP                         |
| Hogan Lovells                                       |
| <b>Band 4</b>                                       |
| Allens                                              |
| Baker Botts LLP                                     |
| Baker McKenzie                                      |
| Cleary Gottlieb Steen & Hamilton LLP                |
| Debevoise & Plimpton LLP                            |
| Kirkland & Ellis                                    |
| Ropes & Gray LLP                                    |
| Sidley Austin LLP                                   |
| Travers Smith LLP                                   |
| White & Case LLP                                    |

and investment modelling, litigation consulting for disclosure issues, and compliance, controls and governance advisory.

**Strengths** *"AlixPartners has a depth of experience in a variety of areas."*

| Environmental, Social & Governance Risk              |
|------------------------------------------------------|
| Leading Individuals                                  |
| <b>Band 1</b>                                        |
| Farmer Alexandra Kirkland & Ellis LLP                |
| Havard-Williams Vanessa Linklaters                   |
| <b>Band 2</b>                                        |
| Bullock Susy Gibson, Dunn & Crutcher LLP*            |
| Davies Paul Latham & Watkins                         |
| Dolmans Maurits Cleary Gottlieb Steen & Hamilton LLP |
| Goldberg Silke Herbert Smith Freehills               |
| Littenberg Michael R Ropes & Gray LLP                |
| Perlman Rebecca Herbert Smith Freehills              |

### Environmental, Social & Governance Mainly Claimant

#### Leading Firms

|                                         |
|-----------------------------------------|
| <b>Band 1</b>                           |
| Leigh Day                               |
| <b>Band 2</b>                           |
| Bindmans LLP                            |
| Client Earth                            |
| Hausfeld LLP                            |
| Prakken d'Oliveira Human Rights Lawyers |

#### Notable practitioners

Brooke Hopkins and Gautam Sachdev are seasoned ESG practitioners and are both key contacts.

#### Control Risks

**What the team is known for** Control Risks is a global risk consultancy with comprehensive investigative capabilities. Its ESG team includes Global Reporting Initiative-accredited sustainability professionals, and analysts familiar with SASB

standards. The firm is well equipped to provide significant local expertise in some of the world's most challenging and high-risk markets, primarily offering social and governance consulting and risk management to investors, corporations, legal counsel, and NGOs.

**Strengths** *"They are a big name in this area, and have been making a splash recently."*

*"Control Risks was able to take into account cultural nuances, team dynamics, and personalities of the people involved, without minimising or glossing over the facts."*

#### **Notable practitioners**

Maria Knapp, head of the ESG and Sustainable Business practice, and Clare Morton, head of ESG due diligence in EMEA, are key contacts.

### **McKinsey & Company**

**What the team is known for** McKinsey & Company is a global management consulting firm and a well-established adviser to many of the world's major businesses and public bodies. The firm is able to provide an analytics-driven approach with proprietary tools, deep topical expertise, highly talented practitioners, broad experience across industries and regions, and system-level solutions to the world's most pressing natural resource challenges.

**Strengths** *"Their ESG practice is one of the deeper ones. They really do focus on strategy and development and I think they are very good at it."*

*"In terms of thought leadership they are head and shoulders above the competition."*

#### **Notable practitioners**

Based in London, Robin Nuttall leads McKinsey's ESG practice through its regulatory and government affairs department. He is a key contact.

### **The Risk Advisory Group**

**What the team is known for** The Risk Advisory Group is a specialist risk management consultancy with extensive experience in compliance, governance and intelligence. The firm is headquartered in London but has an array of global offices from New York to Hong Kong. The firm approaches ESG by applying a rigorous intelligence gathering and assessment process that makes use of its extensive local networks and access to qualitative data that is not otherwise publicly available.

**Strengths** *"On compliance issues I have always found them to be of a really high standard."*

*"The Risk Advisory people are the first to call on changes in regulation and political landscape."*

#### **Notable practitioners**

Hannah Gilkes is a director at Risk Advisory and a key contact for ESG-related services.

### **Band 2 Environmental, Social & Governance Risk (Agencies)**

#### **Anthesis Group**

**What the team is known for** Anthesis is a well-established, long-standing presence in the sustainability market, with a staff of over 600 people providing its clients with exemplary environmental expertise and significant social and governance capabilities. The firm has a truly

global presence and is capable of delivering support wherever its clients may find an investment opportunity. Anthesis is particularly versed in advising on ESG elements to commercial due diligence and in analysing environmental liabilities to major transactions.

#### **Notable practitioners**

Tim Clare is Anthesis' director for ESG and financial services. He is a key contact.

### **Environmental Resources Management**

**What the team is known for** Environmental Resources Management is a leading global provider of environmental, health, safety, risk and social consulting services. Established in 1971, ERM is one of the most well-established players in the ESG market, as a seasoned veteran and market pioneer of sustainability. The firm staffs more than 5000 experts across 40 countries, and has aimed consistently to abide by its principles of accountability, client focus, collaboration, empowerment, care and transparency.

**Strengths** *"I would say they are very technical, out of everyone, they stand out."*

*"They are a real leader and have a depth of expertise."*

### **PricewaterhouseCoopers**

**What the team is known for** PwC advises across a range of ESG areas, such as corporate reporting, mapping out sustainability strategies and emphasising tech-enabled ESG insights for clients. The globally recognised accounting firm continues to demonstrate its commitment to the space, through an ESG academy and a recently announced hiring spree that will see ESG form a significant part of the firm's global strategy moving forward.

#### **Notable practitioners**

Casey Herman is the firm's US ESG leader and is a key contact.

### **Wallbrook**

**What the team is known for** Wallbrook is a leading global intelligence, due diligence and risk advisory firm. Its ESG and human rights department assists investors and companies to assess the ESG risks and opportunities of their investments, operations and third-party risk management. Wallbrook's staff is led by international experts on ESG and human rights issues, and related legal professionals and private investigators. The firm is a certified B-Corporation, holds an ISO 27001 from Lloyd's Register and has built its investigative processes for GDPR from inception.

#### **Notable practitioners**

Mariana Abreu is head of the firm's ESG and human rights practice, a qualified lawyer, and a key contact for clients.

### **Band 3 Environmental, Social & Governance Risk (Agencies)**

#### **Bain & Company**

**What the team is known for** Renowned management consulting company Bain & Company works with investors across the field of sustainability

and corporate responsibility. Experts are on hand to advise on sustainable procurement and are often called upon to lay out a strategy for clients to achieve their carbon neutrality goals.

#### **Notable practitioners**

Gerry Mattios, a partner in the Singapore office, is a key contact.

### **Charles River Associates**

**What the team is known for** Charles River Associates is a leading global consulting firm that offers economic, financial and strategic expertise to major law firms, accounting firms, governments and corporations around the world. The firm specialises in management consulting and economic litigation, and in recent years has established an investigative ESG operation as part of its wider risk, investigations & analytics practice. The firm is headquartered in Boston, Massachusetts, but is located all over the globe.

#### **Notable practitioners**

Marsha Courchane is Vice-President and co-practice leader of financial economics, and she is a key contact.

### **Deloitte**

**What the team is known for** Deloitte's ESG assurance tool provides sustainable finance and corporate reporting analysis for its clients. Its experts also provide insight into upcoming regulation, interpreting its significance for clients' businesses.

#### **Notable practitioners**

James Self and Sarah Martin-Young, both based in London, are key contacts.

### **EY**

**What the team is known for** EY is on hand to assist clients in responding to an increasing public demand for transparency on sustainability reporting. Services include advice on responsible investment, portfolio sustainability risk assessments as well as advice on stakeholder engagement.

#### **Notable practitioners**

Matthew Bell, global climate change and sustainability services leader, is a key contact.

### **Impactt**

**What the team is known for** Impactt is a UK-headquartered boutique consultancy specialising in ethical trade, human rights and labour standards, holding additional offices in Bangladesh, China and India. The firm provides ethical assessment, investigations, human rights impact assessments and risk mapping to drive change for its clients and their operations. Impactt is accustomed to working with a wide range of stakeholders, from large retailers and government bodies to factory workers and local communities.

#### **Notable practitioners**

Rosey Hurst is the founder and a director of Impactt, and is a key contact.

### **KPMG**

**What the team is known for** KPMG's experts help clients to develop their ESG strategy through various services. Advice on climate risk strategy, ESG reporting and embedding inclusion and diversity

into clients' business model falls under the firm's remit. This is complemented by regular ESG insights that inform clients of emerging trends and developments.

## Notable practitioners

John McCalla-Leacy, UK head of ESG at KPMG, is a key contact.

## Band 1 Environmental, Social & Governance Risk (Law Firms)

### Clifford Chance LLP

**What the team is known for** Clifford Chance is relied upon by clients across multiple sectors for the firm's cross-practice ESG expertise. The practice brings strong regulatory experience spanning transactional ESG and supply chain due diligence, SFDR, climate disclosure obligations, carbon offset commitments and guidelines for responsible business conduct. The firm's practitioners are praised for their commercial approach, merging awareness around risk mitigation with clients' broader ESG goals.

**Strengths** *"All team members were well versed in the issues and displayed sound commercial knowledge."*

## Notable practitioners

Rae Lindsay, co-head of the firm's Public International Law and Business & Human Rights practices, and Nigel Howorth, head of the firm's Global Environment Group and Climate Change Group, are key contacts.

### Herbert Smith Freehills

**What the team is known for** Alongside a strong environmental practice, Herbert Smith Freehills works with some of the world's largest corporations on issues around human rights and corporate responsibility. Its practitioners also work with leading institutional bodies to promote higher ESG standards through thought leadership and dedicated investment platforms. The team is accomplished in guiding businesses through climate and human rights international guidelines and standards, hard law requirements, activist risks, and litigation.

**Strengths** *"I think Herbert Smith Freehills are ahead of the game, they have a well-developed environmental team. My opinion is that they do not have any competition in this field."*

*"HSF will always pull the right resources and level of knowledge from their business to address the matters in question in a robust, precise and speedy manner."*

**Work highlights** Advised a number of NGOs on governance and social risks regarding online content, and the protection of users from exploitation and abuse online.

## Notable practitioners

**Silke Goldberg** is global chair of the firm's ESG team. Based in London and Düsseldorf, she provides in-depth governance risk advice to companies and has a "market-leading practice in climate change litigation work," according to an interviewee. Goldberg often uses her wealth of experience to publish on climate change matters, most recently reporting on COP26 and its implications for business. **Rebecca Perlman** is the firm's ESG

lead for the UK, US and EMEA regions. A recent partner, she is a responsible investment expert and has led work on B corp certification. Perlman is held in high regard by clients, one of whom enthuses: *"Rebecca is brilliant, never in all my years of practice have I met another lawyer like her. She has an energy like no one else I have ever met. Your perfect lawyer is Rebecca."* Another interviewee adds: *"Rebecca is an expert in ESG matters and provides pragmatic advice grounded in experience and robust commercial awareness."*

### Linklaters

**What the team is known for** Linklaters is internationally recognised as leading the way in climate change law and in business and human rights, both in practice and in thought leadership. The firm advises on flagship renewable energy projects showcasing climate action, and in the realm of business and human rights brings a dedicated team experienced in comprehensive supply chain due diligence, corporate/parent company responsibility and international standards on human rights in major transactions.

**Strengths** *"The firm has a real breadth in terms of commenting on regulation. You can always count on them to cover big legislation, often on opinion pieces."*

*"I have experienced no other law firm who have such a comprehensive ESG picture and know the details."*

**Work highlights** Advised Volvo AB on a range of sustainability topics, including ESG regulation, its sustainable finance framework and its application of international law standards on business and human rights.

## Notable practitioners

Described by one interviewee as *"the best of the best,"* **Vanessa Havard-Williams** leads the firm's sustainability and ESG practice, boasting considerable experience in the area. She provides key advice to multinational companies on their sustainable finance and human rights programmes, as well as to some of the most prominent asset management firms on compliance with SFDR requirements. A market peer says: *"Vanessa is one of my favourite lawyers, she is absolutely brilliant."*

## Band 2 Environmental, Social & Governance Risk (Law Firms)

### Allen & Overy LLP

**What the team is known for** Allen & Overy is working with organisations pioneering ESG developments in the financial sector, having been involved in instrumental drafting of guidelines around social and climate-related responsibility for banks and investors. Clients needing ESG counsel ranging from SFDR to supply chain risk or carbon markets benefit from a multi-jurisdictional, cross-practice offering which blends regulatory, operational and strategic advice.

**Strengths** *"The quality of their work and service is always exemplary and provided in a timely and efficient manner. The advice provided is strategic, pragmatic and focused on enabling their client to make the required decisions."*

*"Allen & Overy demonstrate a strong technical*

*awareness of the ESG agenda."*

**Work highlights** Advised a major international airline on the terms of a purchase agreement for the acquisition of voluntary carbon credits in relation to a renewables project in North America.

## Notable practitioners

Matthew Townsend and Ken Rivlin, co-heads of the firm's Environmental, Climate and Regulatory Group, are key contacts.

### Covington & Burling LLP

**What the team is known for** Covington & Burling's multidisciplinary ESG team serves its clients through diverse expertise in the areas of corporate transparency and reporting, stakeholder engagement, sustainable investing, renewable energy projects and carbon markets. In particular, the firm enjoys a strong reputation in climate matters and environmental compliance, advising numerous clients on their strategies for carbon offsetting and plans for emissions reduction.

**Work highlights** Representing Tesla in EPA regulatory matters, including emissions and climate policy regulatory advice.

## Notable practitioners

Kevin Poloncarz, co-chair of the firm's Environmental and Energy Practice Group, and Sarah Bishop, special counsel in the firm's London office, are key contacts.

### Latham & Watkins LLP

**What the team is known for** Latham & Watkins leverages its considerable international capabilities in environmental law, capital markets and private equity to provide trusted counsel on ESG risk management and initiatives. Clients include global businesses, corporations and private equity firms, and matters range from landmark green bond issuances to the development of full ESG corporate strategies. Corporate policies and investment screenings around climate change are a particular strength.

**Strengths** *"Their advice is sophisticated, nuanced and, most importantly, business relevant. They have a good handle on market context and evolving norms and help to ensure that we can make considered decisions aligned with our risk appetite."*

*"They are extremely responsive and proactive. Everyone in the team is excellent at communication."*

**Work highlights** Advising Microsoft on potential investments from their \$1 billion Climate Innovation Fund, which invests in new technologies and innovative sustainability solutions.

## Notable practitioners

**Paul Davies** is *"the doyen of environmental law,"* according to a peer. As global co-chair of Latham's ESG practice, Davies advises multinational companies on sustainability reporting and climate change litigation proceedings. Testament to his global stature, he has advised Chinese policymakers on the development and roll-out of new Chinese law and policy relating to ESG. A client says: *"Paul is a wonderful colleague to work with. His leadership is irreplaceable."*

## Band 3 Environmental, Social & Governance Risk (Law Firms)

### Ashurst

**What the team is known for** Global firm Ashurst advises across all three vertices of ESG, regularly providing recommendations to clients on existing ESG governance frameworks, legal advice on significant infrastructure projects and championing anti-slavery programmes. Domestically, the firm's stature in the field is evidenced by recent work, such as advising UK government departments on a range of sustainability projects as part of the UK's net zero target strategy.

**Strengths** *"It is good to see a law firm take this issue seriously and lead on globally relevant issues, encouraging discussion and resolution of ESG challenges."*

#### Notable practitioners

Global ESG/Sustainability partner Anna-Marie Slot is a key contact.

### Bryan Cave Leighton Paisner LLP

**What the team is known for** BCLP's experienced practitioners impress businesses in the ESG arena with their deep sector knowledge and commitment to meticulous client service. The firm's offering combines the expertise of environmental projects and sustainable finance experts spanning the UK, US, Europe and Asia. The teams advise on matters ranging from green loan projects in APAC and supply chain risk in the UK and US, to ESG, corporate and product governance guidelines for banks in the European Union.

**Strengths** *"I have the utmost trust in Bryan Cave to break down and handle complex matters in a way that is easily digestible. Their expertise is top-notch."*

#### Notable practitioners

Dominic Gregory, partner in Singapore, and Nicole Bigby, partner in London, are key contacts.

### DLA Piper LLP

**What the team is known for** DLA Piper leverages a wealth of expertise to advise clients all around the world on ESG matters. The team does significant work in helping clients to mitigate ESG risk such as setting up strategies to reduce emissions, as well as offering renewable energy solutions. This is complemented by particular strength in the field of corporate power purchase agreements as part of clients' net zero strategies.

**Strengths** *"DLA Piper has provided great insight and service."*

*"They deliver top-notch client service."*

**Work highlights** Advised chemical company BASF on a range of ESG issues, including its procurement of renewable energy from a range of sources.

#### Notable practitioners

Natasha Luther-Jones, international head for sustainability and ESG, is a key contact.

### Freshfields Bruckhaus Deringer

**What the team is known for** Boasting a strong presence in the UK and the US, Freshfields applies its financial sector and environmental expertise to advise clients on major ESG-linked loans and assist with sustainability projects. With

a focus on maximising business opportunity in the ESG space, the firm is equally well placed to support clients in developing strategy around carbon offsetting and net zero goals, as well as managing human rights challenges.

**Strengths** *"Freshfields' team continues to show leadership and all-encompassing industry knowledge and expertise when it comes to constantly evolving regulatory environment and market standards."*

**Work highlights** Published 'A Legal Framework for Impact', a report commissioned by The Generation Foundation, PRI and UNEP FI. The report provides the first ever comprehensive analysis of how far the law permits, or even requires, institutional investors to take deliberate steps to tackle sustainability challenges as part of their obligations.

#### Notable practitioners

Timothy Wilkins, Global Partner for Client Sustainability, and Vanessa Jakovich, Environment and Projects partner in London, are key contacts.

### Gibson, Dunn & Crutcher LLP

**What the team is known for** Gibson Dunn serves a roster of household-name corporations in the food and beverage, utilities and tech industries, helping them navigate an array of ESG challenges. The firm regularly represents large businesses facing accusations of exploitative labour practices in their supply chains.

**Strengths** *"They are outstanding; we view them as critical partners now."*

*"No other organisation has, or probably will, impress me as much as Gibson Dunn."*

**Work highlights** Represented BHE Renewables in connection with more than a dozen separate solar and wind power-related transactions.

#### Notable practitioners

**Susy Bullock** (see p.17) is an expert in business and human rights law, often advising clients on supply chain issues, emerging legislation and regulatory compliance. Clients appreciate her considered and flexible approach, one of whom says: *"Susy is a fantastic lawyer. She really listens to the issues and adjusts her approach to the service accordingly. She is a pleasure to work with."* Another source says that Bullock is *"absolutely fantastic in understanding the complexities of issues."*

### Hogan Lovells

**What the team is known for** Hogan Lovells tackles ESG across a range of areas, including environmental, energy transition, sustainable finance, social and governance work. This well-established, comprehensive approach to a fast-developing area has enabled the firm to emerge as a distinguished market competitor. Hogan Lovells' social impact practice has advised on various global projects designed to promote sustainability, while internal tools such as the ESG Academy and ESG360 showcase a contribution to innovation.

**Strengths** *"It has always been a positive experience with Hogan Lovells. They are proactive, helpful and well informed."*

*"We have come to them with some disparate requirements and they have always been able to*

*find the right person for the problem."*

**Work highlights** Advised the Met Office on a 'first in kind' climate-focused infrastructure project which will provide market-leading technology to support the Met Office as world class leaders in weather forecasting and climate research.

#### Notable practitioners

Head of ESG, Adrian Walker is a key contact.

## Band 4 Environmental, Social & Governance Risk (Law Firms)

### Allens

**What the team is known for** Australian firm Allens supports clients across the three pillars of ESG. Clients highlight the depth of expertise at the firm that is on hand to carry out in-depth policy and program reviews of culture and climate-related governance standards, as well as audits of commitments to publicised ESG targets. Internally, the firm is the first in Australia to be certified carbon neutral while partners also commit to the Australian Pro Bono Centre's pro bono target.

**Strengths** *"All team members from partner through to associate that I worked with were knowledgeable, highly competent and approachable."*

**Work highlights** Allens is advising ANZ on the design of its human rights grievance mechanism and its alignment with the framework under the United Nations Guiding Principles on Business and Human Rights.

#### Notable practitioners

Jillian Button and Rachel Nicolson jointly lead the ESG practice and are key contacts.

### Baker Botts LLP

**What the team is known for** Baker Botts' core competencies in the sectors of technology and energy position the firm well to handle ESG-related mandates. Work runs across the spectrum of ESG, through compliance monitoring on data protection issues, advising boards of various sizes on corporate governance standards, as well as being at the forefront of large multinationals' transition to cleaner energy. The firm's collaboration with Official Black Wall Street also demonstrates its commitment to pro bono projects and investment into emerging minority-owned businesses.

**Strengths** *"The firm has a wide range of legal experts covering many corporate legal needs and staying on the cutting edge of legal happenings domestically and abroad."*

**Work highlights** Baker Botts is providing advice to The AES Corporation in connection with an alliance with Google to accelerate the growth and adoption of clean energy by leveraging Google Cloud technology to pioneer innovation in the sector.

#### Notable practitioners

George Fibbe, litigation and energy regulatory team lead, and Travis Wofford, corporate department chair, are key contacts.

### Baker McKenzie

**What the team is known for** Globally revered Baker McKenzie's ESG offering brings together practitioners from all practices across all regions to help clients meet their goals. A wealth of

resources at the firm enables Baker McKenzie to advise clients on sustainable bonds, tackle comprehensive governance issues, carry out pro bono work on climate change and carry out risk assessment work on supply chain issues. Regular updates on the ESG landscape through webinars and thought leadership pieces have been praised as very helpful by clients.

**Strengths** *"They truly have the best network of experts, both in and outside of the firm. There is excellent foresight on the up-and-coming issues, particularly as the global landscape is evolving for ESG reporting requirements and governance."*

*"The team has a good understanding of human rights risks and frameworks, as well as an ability to apply such frameworks to complex matters."*

**Work highlights** Advised Natura Cosméticos S.A. as Brazilian counsel on its USD1 billion sustainability bond, the largest sustainability-linked bond issuance to date in Latin America.

#### Notable practitioners

Beatriz Araujo heads up the firm's corporate governance group and is a key contact.

### Cleary Gottlieb Steen & Hamilton LLP

**What the team is known for** Cleary Gottlieb Steen & Hamilton leverages its partner expertise to advise on a range of sustainability matters globally. The firm is renowned for its work in sustainable finance, often representing clients on sizeable green bond issuances and launches of green funds. From a legislative standpoint, the firm remains in constant discussion with EU and UK policymakers in championing clean energy technologies. This proactive approach to ESG, along with client appreciation of a firm-wide ability to interpret changes in a fast-evolving area, indicates that the firm is a prominent player in the global market.

**Strengths** *"Their ability to unravel complex issues to provide practical guidance is unmatched."*

*"Cleary does a lot of good sustainable financing work in Europe."*

**Work highlights** Cleary Gottlieb prepared an extensive memo for the International Refugee Assistance Project, discussing possible strategic litigation avenues across Europe and the UK with respect to climate change displaced refugees.

#### Notable practitioners

**Maurits Dolmans** has a wealth of experience in international competition law and sustainability matters. He has advised clients on sustainable finance solutions, as well as working with international legislative bodies on emerging renewable energy legislation. Clients speak highly of Dolmans, with one saying: *"Maurits Dolmans is the leading ESG, climate change, net zero and competition lawyer in Europe. He is a real star,"* while another source notes: *"It is always a privilege to work with Maurits Dolmans."*

### Debevoise & Plimpton LLP

**What the team is known for** Debevoise & Plimpton's cross-disciplinary ESG offering handles private and public company governance, sustainability matters and supply chain issues for a range of clients. The firm contributes heavily to thought leadership on ESG-related matters, such as providing training sessions on SFDR to relevant

clients, as well as providing recommendations for advancing ESG and sustainability for the UN Global Compact.

**Work highlights** Advised The Circle in a new report which proposes EU legislation mandating a living wage and collective bargaining rights for workers in the global fast fashion and garment-producing industries. The Circle is an organisation of women working together to achieve equality for women and girls.

#### Notable practitioners

Geoffrey Burgess (London) and Sue Meng (New York) are members of the firm's core group of ESG partners. They are both key contacts.

### Kirkland & Ellis

**What the team is known for** The counsel of choice for numerous private equity and investment firms, Kirkland & Ellis has merged the independent strengths of its top-tier M&A and environment practices to establish a comprehensive ESG offering for sustainable finance and impact investing. Alongside work on green bond issuances and climate-focused fund formations, the practice group advises on the development of tailored ESG programmes and policies for corporates and in M&A transactions.

**Strengths** *"They are excellent-very agile, detail-oriented and professional. They are always looking for new ideas and bring world-class thought leadership when it matters."*

*"Incredibly sophisticated on investment funds, no one knows the market better."*

#### Notable practitioners

**Alexandra Farmer** is adept in assisting financial services clients to enhance their ESG programmes, as investment firms and private equity houses increasingly seek to commit to sustainable finance through means such as green bonds. An appreciative client notes: *"Alexandra has been a tremendous partner to us on our ESG efforts,"* while her reputation on sustainability issues extends to market recognition, as a peer confirms: *"Alexandra Farmer has distinguished herself in the renewable energy space."*

### Ropes & Gray LLP

**What the team is known for** Ropes & Gray is a long-standing presence in the field of ESG risk. With experts in North America, Europe and Asia, the firm is well placed to advise large global business and trade associations on compliance with supply chain due diligence legislation as well as ESG-related disclosures. Partners pay close attention to emerging legislation globally, interpreting new rules that enable the firm to ably assist clients in structuring their specific ESG programmes.

**Strengths** *"The team are really knowledgeable and are subject matter experts on modern slavery and conflict minerals reporting requirements."*

#### Notable practitioners

**Michael Littenberg** is an expert in human rights legislation and environmental due diligence. Based in New York, Littenberg often advises institutional clients on Modern Slavery Act compliance across various jurisdictions. His advice on supply chain issues is appreciated by peers, while one client remarks: *"He is a superstar in the world*

*of ESG and I have complete confidence in his knowledge and advice to us on a variety of topics."*

### Sidley Austin LLP

**What the team is known for** Sidley Austin supports businesses operating in the US and Europe to manage ESG risks and navigate their transition towards sustainability. Its practitioners are experienced in ESG-focused fund formation and lauded by clients for their expertise in the EU's Sustainable Finance Disclosure Regulations, amongst other regulatory regimes for sustainable finance. The firm also advises clients on corporate purpose, DEI initiatives and ESG reporting.

**Work highlights** Co-ordinated United Airlines' comprehensive approach to reducing greenhouse gas emissions and communicating its carbon-zero goal.

#### Notable practitioners

Heather Palmer, Environmental and ESG lead, and Leonard Ng, co-head of the UK/EU Financial Services Regulatory group, are key contacts.

### Travers Smith LLP

**What the team is known for** Travers Smith enjoys a well-established reputation for high-level expertise and client service in the areas of sustainable finance and ethical business, advising asset managers, corporates and green energy suppliers on the full spectrum of ESG-related matters. In particular, clients applaud the firm's bench strength and awareness of emerging regulation and legislative change. The firm is also growing its climate-related capabilities, developing an ESG transactional tool and working on pro bono projects around net zero targets.

**Strengths** *"The team have clearly invested in their people and have some very prominent specialists in the risk and ESG area, who also participate in many industry and governmental consultations and are able to give real-time insights into key issues that will affect our industry."*

#### Notable practitioners

Doug Bryden, Head of Risk & Operational Regulatory, and Simon Witney, Senior Consultant, are key contacts.

### White & Case LLP

**What the team is known for** White & Case's integrated ESG offering brings together business and human rights, corporate governance, sustainable finance and climate change disputes practices to assist clients globally. The firm's commitment to the space is evident, through extensive pro bono work and involvement on sustainability and gender equality bond initiatives. This engagement is emboldened by a global footprint that enables the firm to regularly advise multinationals on supply chain and governance issues.

**Work highlights** Represented BNP Paribas, Goldman Sachs & Co and HSBC Continental Europe as representatives to the several underwriters on an SEC-registered, euro-denominated, ECB-eligible green bond offering of EUR500 million.

#### Notable practitioners

Clare Connellan, head of the Business & Human Rights group, is a key contact.

## Band 1 Environmental, Social & Governance: Mainly Claimant

### Leigh Day

**What the team is known for** Renowned as a leading claimant-side law firm, Leigh Day is reputed for championing the rights of individuals by providing them with access to high-level legal expertise and client care in disputes against the government, big businesses and multinational corporations. The firm has a strong practice in human rights and climate change work, with recent work highlights including support to UK campaign groups in regard to greenhouse gas emissions from fossil fuel plants such as oil drilling wells and the UK's new coal mine. Internationally, the firm is active in claimant litigation work in which contamination of local land and water is alleged.

**Work highlights** Leigh Day is instructed by the Ogale and Bille Communities in the Niger Delta to bring civil claims against Royal Dutch Shell (RDS) and its Nigerian subsidiary, SPDC, alleging that oil spills from Shell's pipelines have caused long-term and serious contamination of their land and water.

#### Notable practitioners

Daniel Leader and Jamie Beagent are key contacts.

## Band 2 Environmental, Social & Governance: Mainly Claimant

### Bindmans LLP

**What the team is known for** London-based law firm Bindmans enjoys a strong reputation working on behalf of UK civilians, refugees and organisations to hold the state accountable where human rights have been infringed. Working to promote social justice, the firm has been involved in changing the law where necessary to protect the rights of individuals or groups.

#### Notable practitioners

John Halford and Jules Carey are key contacts.

### Client Earth

**What the team is known for** ClientEarth is an environmental law charity that is involved in bringing significant actions to court globally. The organisation challenges governments and organisations that are contributing to environmental damage and is increasingly viewed as leading the way for championing supply chain due diligence.

**Strengths** *"They are bringing forward significant societal issues and are involved on some of the most significant actions right now. It is really important work."*

*"They have developed into a pre-eminent activist claimant law firm."*

#### Notable practitioners

Amandine Van den Berghe is a key contact.

### Hausfeld LLP

**What the team is known for** International claimant-side law firm Hausfeld is known for its pursuit of social justice and corporate accountability. The firm has offices across the US and Europe but is particularly effective acting for groups and organisations in Europe and the UK fighting for climate justice.

#### Notable practitioners

Lianne Craig is a key contact.

### Prakken d'Oliveira Human Rights Lawyers

**What the team is known for** Specialist human rights law firm Prakken d'Oliveira is based in the Netherlands but works around the world on behalf of local communities fighting to protect their rights, often against global corporates where their operations are alleged to have caused environmental harm or human rights abuses. Its lawyers are tackling such cases in jurisdictions across Africa, Latin America and Europe, often working alongside non-profit organisations and indigenous groups.

#### Notable practitioners

Dr Channa Samkalden is a key contact.

## Political Risk Global-wide

| Political Risk                                          |
|---------------------------------------------------------|
| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Control Risks Group                                     |
| Dragonfly                                               |
| Eurasia Group                                           |
| GPW, a part of J.S. Held                                |
| <b>Band 2</b>                                           |
| Assynt                                                  |
| Charles River Associates                                |
| The Economist Intelligence Unit                         |
| Oxford Analytica Ltd                                    |
| The Risk Advisory Group                                 |
| Teneo                                                   |
| Wallbrook                                               |
| <b>Band 3</b>                                           |
| Herminius                                               |
| Verisk Maplecroft                                       |
| PRISM Political Risk Management                         |
| Sibylline                                               |
| Leading Individuals                                     |
| <b>Band 1</b>                                           |
| Hecker Charles <i>Control Risks</i> *                   |
| Makarenko Tamara <i>Faltress Limited (ORL)</i> ◇        |
| Paggi Livia <i>GPW, a part of J.S. Held</i>             |
| Worman Philip <i>GPW, a part of J.S. Held</i>           |
| <b>Band 2</b>                                           |
| Gilkes Hannah <i>The Risk Advisory Group</i>            |
| Hollis Charles <i>Assynt</i>                            |
| Mallinson Kate <i>PRISM Political Risk Management</i>   |
| Panes Nick <i>Charles River Associates</i>              |
| Parvulescu Sorana <i>Control Risks Group</i> *          |
| Piccoli Wolfango <i>Teneo</i>                           |
| Wilkinson Henry <i>Dragonfly</i> *                      |
| * Indicates individual with profile.                    |
| ◇ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

## Band 1

## Control Risks Group

**What the team is known for** Control Risks is an internationally recognised player in the global political risk market. Beginning as a kidnap and ransom or physical security agency, Control Risks has developed into a firm with an array of intelligence-related services, including political risk. With 36 offices across 26 countries, Control Risks is well placed to provide substantive analysis of politically sensitive developments in many jurisdictions.

**Strengths** “If I was a chief security officer and I did not have the resources internally, the political risk platform that they have would suit my purposes. That is how I have always viewed Control Risks.”

“The customer relationship with the Control Risks team has developed into a partnership that is more than the traditional customer relationship, which is absolutely brilliant.”

“They are all very, very competent, really helpful and responsive.”

## Notable practitioners

**Charles Hecker** (see p.17) manages Control Risks’ global political risk function and oversees the firm’s main guide to business and political risks,

called RiskMap. Hecker speaks fluent Russian and held previous positions in Control Risks as manager of its Moscow office. More recently, he served as Director of Corporate Investigations for Europe and Africa. “Charles Hecker is absolutely fabulous,” enthuses an interviewee, who adds: “He was getting curveball after curveball on some quite complex geopolitical questions and he had great analysis and answers.” This source continues: “Charles is extremely responsive and knowledgeable, and a great professional partner.”

**Sorana Parvulescu** (see p.17) is a partner in the firm’s Dubai office who leads the firm’s geopolitical risk analysis team for Europe, the Middle East and Africa. She assists public and private sector organisations across a wide range of industries, helping them to manage geopolitical, security and reputational risk. She speaks fluent English and Romanian and is proficient in French and German. One client says that Parvulescu is “very hands-on,” and goes on to add: “She has the details but at the same time can convey the bigger picture.”

## Dragonfly

**What the team is known for** Dragonfly Intelligence is Risk Advisory’s former Intelligence & Analysis practice that operates as a stand-alone business. This political risk consultancy team is well equipped to provide significant expertise on some of the most complex political conditions and high-risk markets in the world. Its services include country risk mapping, terrorism tracking, government action forecasting and the implementation of suitable responses to legislation. Dragonfly’s clients include multinationals, NGOs and government actors.

**Strengths** “They are able to cover all the major geographies that we would ever ask of them. They are also able to bring new angles into the conversation that perhaps we had not thought about.”

“I love that they have multiple eyes on any analysis that they push out. They are really good at having local sources feed into their analysis, not just what is available open-source.”

## Notable practitioners

**Henry Wilkinson** (see p.17) is the chief intelligence officer at Dragonfly and is adept at offering comprehensive intelligence and analysis products to clients of the business. He has worked extensively on matters relating to geopolitics, terrorism and security strategy, and is often sought after by select committees and leading news outlets for his expert analysis and testimony. “He lives and breathes this kind of stuff,” says a client. This client also notes that “Henry can bring the analytical component of what Dragonfly does and align it with what we might need from a commercial perspective.”

## Eurasia Group

**What the team is known for** Eurasia Group is a longstanding presence in the global political risk market. The firm applies its deep country expertise to support business, investment and government professionals in anticipating risks, political developments and market outcomes. Eurasia

offers a stand-alone advisory service, as well as a range of publications that monitor and forecast geopolitical change.

**Strengths** “At Eurasia Group, the analysts they have hired know what is going on in their regions. They tend to hire analysts who have proven expertise and experience.”

## Notable practitioners

Ian Bremmer is a key contact.

## GPW, a part of J.S. Held

**What the team is known for** GPW has a long-standing and respected presence in the business intelligence and investigations market. The firm, which recently merged with J.S. Held, specialises in providing bespoke political risk reports and is recognised in the industry for its stakeholder mapping of emerging markets, particularly in Russia, Kazakhstan, Turkey and Iran. In addition, GPW provides advice to clients on the risks posed by US and European sanctions, primarily against Russia and Iran.

**Strengths** “This is a small but strong team that consistently delivers high quality on time and on budget. They are also generous in providing free briefings and sharing their intellectual property to clients such as their political risk maps.”

“They have a pedigree in the market as one of the first movers. They seem to have a very good understanding of the CIS region and the Middle East. I know they have very good and bright analysts.”

## Notable practitioners

**Livia Paggi** manages GPW’s political risk practice and is a co-owner of the firm. Paggi has garnered widespread recognition for her in-depth understanding of the Russian, Central Asian and Turkish markets. She is regularly consulted by multinational corporate clients that are looking to develop market entry strategies. “Livia is an inspiration,” says one impressed client, before continuing: “She really knows her stuff when it comes to the CIS.” This source adds: “Her ability to investigate and find things was fantastic.” Another commentator describes her as “approachable and personable, with excellent client relationship skills.”

**Philip Worman** manages and co-owns GPW. He has strong experience in the industry, having led political risk practices at several competitor firms. Worman is able to assist with sanctions advisory, market entry analysis, stakeholder management and evaluating potential partners’ political exposure. “He never fails to deliver high-level discussions and materials across all aspects of risk,” says one source. Another interviewee comments: “He has continuously delivered high-level and comprehensible work. His strengths include public speaking, producing relevant and interesting content and client relations.”

## Band 2

## Assynt

**What the team is known for** Assynt (formerly Falanx Assynt) was originally a Middle Eastern specialist with a focus on jihadist networks. It has

evolved into an intelligence agency able to provide information on other markets, such as South-East Asia, the CIS and Africa. The firm offers a comprehensive subscription-based report and bespoke geopolitical intelligence projects, as well as the option of providing an embedded analyst at a client site.

**Strengths** *"There is an embedded model at Assynt, which I think is an absolutely fantastic set-up. It is a fantastic model. The Assynt Report, the fortnightly document which goes out, contains pretty robust and impressive analysis that I've always respected."*

#### Notable practitioners

**Charles Hollis** is a managing director at Assynt and is particularly experienced in intelligence Middle East matters. Hollis can assist clients in issues of market entry, business intelligence and investigations, as well as political risk and government affairs issues.

### Charles River Associates

**What the team is known for** Charles River Associates has a comprehensive risk, investigations and analytics practice that offers pre-transaction services to clients investing around the world, particularly in the infrastructure and energy sectors. It has a particularly strong understanding of markets in Latin America, South Asia and Europe. It regularly provides investor clients with risk assessments of national political landscapes and sector policies, identifying the influence of political stakeholders on various projects.

#### Notable practitioners

**Nick Panes** is vice president of the firm's risk, investigation and analytics practice. He is sought after for his political risk and strategic advisory work, with in-depth expertise in pre-transaction due diligence, stakeholder mapping and corruption risk assessments. He advises clients across the globe, and has a particularly strong understanding of Latin American, South Asian and European countries.

### The Economist Intelligence Unit

**What the team is known for** The Economist Intelligence Unit offers a long-established country risk service and risk briefings to clients including financial institutions and corporates, as well as government and academic institutions. It has highly experienced political analysts that forecast trends impacting investment across a range of sectors and geographies. Its country risk ratings cover 131 countries on a regular basis.

#### Notable practitioners

Simon Baptist is a key contact.

### Oxford Analytica Ltd

**What the team is known for** Oxford Analytica is an independent geopolitical analysis and advisory firm that guides clients through complex and politically sensitive markets. Its clientele range from corporations and investors to insurers and governments. The firm is a longstanding political risk specialist, having been in operation since 1975.

#### Notable practitioners

Nick Redman and Mark Elsner are key contacts.

### The Risk Advisory Group

**What the team is known for** The Risk Advisory Group has extensive experience managing political risk for clients that are seeking to invest in emerging markets. Its political risk offering sits within its broader business intelligence services, and its global team speaks more than 45 languages. It provides actionable intelligence for clients through country risk mapping, predicting government actions and assisting with responses to legislation.

#### Notable practitioners

**Hannah Gilkes** is head of the firm's Africa-wide business intelligence and investigations practice. She is particularly adept at political mapping and analysis in connection with countries in sub-Saharan Africa, advising clients across the financial services, infrastructure, power and telecommunications sectors. *"She always has a perspective and is very passionate about the work she does,"* says a source, adding: *"She goes very deep into it."* Another source says: *"She is very politically savvy and has a really good read of situations in very difficult environments."*

### Teneo

**What the team is known for** Teneo is relied upon by C-suite level executives of financial institutions and corporations for its assistance with public policy positions and in-depth executive briefings. Its senior-led team produces actionable intelligence for global businesses, providing them with key domestic and international trends that affect their operations, supply chains and investments. It covers developed economies and emerging markets, with offices across the Americas, Asia-Pacific, Europe and the Middle East and Africa.

#### Notable practitioners

**Wolfgang Piccoli** co-runs the political risk advisory practice at Teneo and has a particular specialism advising financial institutions and corporate clients on political risk management in Europe. An interviewee says: *"I consistently rate Wolfgang's analytical ability. For me, an analyst is someone like a musician, you are either a good analyst or you are not."*

### Wallbrook

**What the team is known for** Wallbrook has extensive experience in political risk and sector analysis issues, including political scenario forecasting, threat intelligence, stakeholder mapping and market analysis. It offers tailor-made country risk services to a range of clients, including wealth management, energy firms and government institutions.

**Strengths** *"They do not just give us market entry world fact-book type analysis. It really is well-sourced, boots on the ground type information with quotes, particularly in deeper dive reports."*

*"They delivered on time and on budget, true to their promise. Their reports were extremely well structured and very thorough."*

#### Notable practitioners

Jonathan Friedman is a key contact.

### Band 3

#### Herminius

**What the team is known for** Herminius wins strong praise for its actionable intelligence and deep understanding of political risk management. The team offers bespoke advice on investment decisions and transactions of private equity investors, multinational companies, private banks, ultra wealthy individuals and family offices.

**Strengths** *"Herminius has an investment arm and they try to use political intelligence in investment decisions."*

#### Notable practitioners

Peter Wilson is a key contact.

#### Verisk Maplecroft

**What the team is known for** Verisk Maplecroft provides multinational corporations and investors with multi-issue data-led risk indices to help track geopolitical risk, as well as environmental, economic and human rights topics in 198 different countries. It combines its database research output with tailor-made risk advisory services, identifying policy developments, and supporting clients with stakeholder engagement and new country entry issues. It assists clients in the energy, mining, financial services, tech and consumer goods sectors.

#### Notable practitioners

Sam Haynes is a key contact.

### PRISM Political Risk Management

**What the team is known for** PRISM is well versed in Eurasian affairs and has established expertise in providing retainer clients with political and macro-economic analysis products, including C-suite level briefings and weekly newsletters. The firm's clients include large FTSE-100 corporate businesses that are active in the Eurasian region, and it receives praise from market sources for the quality of its human intelligence gathering.

**Strengths** *"They seem extremely plugged in on the ground with journalists and governments, getting us intelligence that we could not find anywhere else. They seem to be the first to know in terms of what is going on on the ground. They are breaking news to us way before any of the major media outlets pick it up."*

*"Their thoroughness and their ability to put together a very complex, intertwined network of relationships, whether that be through government or private entities, allowed us to really identify political and financial risk with fairly pinpoint accuracy. That is a huge unique selling point for their business."*

*"I like the style of their reports. They are not dry. They write them in an engaging way which shows they know who their customers are."*

#### Notable practitioners

**Kate Mallinson** has deep political risk experience and an extensive track record of serving clients in Central Asia and other parts of the former Soviet Union. A client states: *"Her knowledge around the political landscape in Kazakhstan and in the ex-Soviet bloc countries has been particularly useful. She has been in this geopolitical area for a long time so she has got a huge network, not only of contacts, but of information."*

## Sibylline

**What the team is known for** Sibylline is a global risk advisory firm with an intercontinental footprint through its offices in Washington DC, London and Singapore. The firm provides bespoke intelligence and also produces the World Risk Register, an ongoing analysis of world events broken down on a regional basis.

### Notable practitioners

Greg Hoobler is a key contact.

## Other Ranked Lawyers

**Tamara Makarenko** of Faltress Limited is an acknowledged expert in intelligence and risk management, having spent 25 years working in the field. She receives praise from interviewees for her network of market experts and in-country assets around the globe. A client says: “She is one of these people who has a values code hardwired in her system so it becomes very easy to trust her.”

Another source adds: “She has a sharp mind and excellent analytical skills and attention to detail.” A third source states: “She has a history of working in government and on other very high-level security matters. She has brought a wealth of expertise from the public sector into private practice.”

## Crisis PR & Communications Global-wide

| Crisis PR & Communications                                     |
|----------------------------------------------------------------|
| Leading Firms                                                  |
| <b>Band 1</b>                                                  |
| Brunswick Group                                                |
| FGS Global                                                     |
| <b>Band 2</b>                                                  |
| Edelman                                                        |
| Farrant Group                                                  |
| FTI Consulting                                                 |
| <i>Alphabetical order within each band. Band 1 is highest.</i> |

### Band 1

#### Brunswick Group

**What the team is known for** A corporate communications heavyweight, Brunswick Group carries a formidable global presence and brings this fully to bear in its crisis management advisory offering. International clients commend the firm for easy access to senior-level advice across jurisdictions spanning the UK, the US, Europe and Asia. Its global team is called on for its versatility, strong leadership and deep expertise across sectors.

### Notable practitioners

Charlie Potter (UK) and Ellen Moskowitz (US) are key contacts.

#### FGS Global

**What the team is known for** Finsbury Glover Hering is a major global player in strategic communications. The firm recently announced a merger with Sard Verbinen.

### Notable practitioners

Paul Holmes (New York), Jenny Davey (London) and James Leviton (London) are key contacts.

### Band 2

#### Edelman

**What the team is known for** Edelman's crisis and risk practice uses a combination of long-established experience and forensic data tools to assist clients in navigating risk and stakeholder interest – whether from employees, shareholders, regulators or consumers. The firm has over 60 international offices, and serves corporate clients facing issues around the world.

### Notable practitioners

Steve Behm (US) and Stephanie Glover (London) are key contacts.

#### Farrant Group

**What the team is known for** Founded by Michael Farrant in 2021, Farrant Group is a global strategic communications firm that represents prominent individuals, families and corporates with reputation management issues. The firm has clients all around the globe, particularly in emerging markets, the group is well placed to handle high-profile litigation cases and often politically charged communications matters.

### Notable practitioners

CEO Michael Farrant is a key contact.

#### FTI Consulting

**What the team is known for** FTI Consulting has offices in 85 cities worldwide and serves some of the world's largest corporations. The firm supports clients with diverse business challenges ranging from operational to political to reputational risk.

### Notable practitioners

Myron Marlin (Washington, DC) is a key contact.

## Leaders' Profiles in Global-wide

### **BULLOCK, Susy**

Gibson, Dunn & Crutcher LLP, London  
(+44) 20 7071 4283  
SBullock@gibsondunn.com

*Featured in Environmental, Social & Governance Risk (Global-wide)*

**Practice Areas:** Susy Bullock is co-chair of the firm's Transnational Litigation Practice Group and of the Environmental, Social and Governance (ESG) Practice. She has extensive experience in commercial litigation in the English and Cayman courts, including complex transnational litigation and financial services disputes. Susy regularly advises clients on sustainability and business & human rights matters such as supply chain issues and investigations, emerging ESG legislation and regulatory requirements, human rights and policy training, stakeholder engagement, and ESG related disputes. She supports clients from a wide variety of industries including oil & gas, food & beverage, retail, technology and financial services.

### **CHANG, Amie**

Nardello & Co., New York  
(852) 3628 3950  
achang@nardelloandco.com

*Featured in Business Intelligence & Investigations (Global-wide)*

**Practice Areas:** Amie Chang is a Managing Director at Nardello & Co., where she leads complex, multi-jurisdictional due diligence, strategic intelligence, fraud, asset tracing and litigation support investigations. Prior to her return to the US, Amie lived and worked in Asia for over a decade. Her experience includes overseeing multiple due diligence investigations on behalf of financial institutions that sought to better understand the owners of prospective investment targets or acquisition partners, oftentimes high-net-worth individuals in their own right with mysterious sources of wealth and political connections. She has also managed a civil litigation support matter on behalf of an Asia-based investor who sought to recover their investment into a fraudulent real estate investment scheme in the US that involved defendants with touchpoints in the US and Asia. Prior to joining Nardello & Co., Amie was a director at another global risk consultancy. She began her career in the US government where she focused on leadership, foreign policy and security issues pertaining to East Asian countries. Amie is a graduate of Boston College with a BA in political science. She is conversant in Korean, Chinese and Portuguese.

### **GRILLO, Lorenzo**

Alvarez & Marsal, London  
+44 (0) 20 7663 0555  
lgrillo@alvarezandmarsal.com

*Featured in Cybersecurity Risk (Global-wide)*

**Practice Areas:** Mr. Grillo is a Managing Director with Alvarez & Marsal's Global Cyber Risk Services practice with more than 37 years of experience

specializing in IT and cyber security risk management, security strategy and governance, security organization and skill assessment, incident and crisis management, security operations centers design and implementation, business continuity, identity and access management, information governance and protection, application integrity, IT governance, and digital transformation.

**Career:** Mr. Grillo has advised the top management and board of directors of many enterprise organizations and private equity firms on sell-side and buy-side due diligences and risk assessment for their portfolio companies. He has assisted several organizations' management teams justify cybersecurity investments by leading an information security risk evaluation and developing a program to mitigate business risks in case of data confidentiality, integrity and availability loss. He has helped several organizations to improve their resilience in case of a cyber war crisis, designing and implementing cyber resilient organization, processes and technologies and properly testing their effectiveness.

#### **Professional Memberships:**

Co-Chair Industrial Advisory Board at King's College London

### **GRILLO, Rocco**

Alvarez & Marsal, New York  
+1 917 693 9700  
rgrillo@alvarezandmarsal.com

*Featured in Cybersecurity Risk (Global-wide)*

**Practice Areas:** Mr. Grillo is a Managing Director with Alvarez & Marsal's Global Cyber Risk Services and Incident Response Investigations practice and has over 25 years of experience leading multi-disciplinary teams who provide cybersecurity advisory services, incident response investigations, and other technical advisory services, including providing guidance to C-suite and board members. He has been a trusted partner of multiple government agencies (including the FBI and Secret Service), where his cyber expertise was instrumental in investigating and resolving a variety of cyber-based crimes. His experience and understanding of commercial sector challenges and national security objectives have influenced the development of national policy in cybersecurity, including the NIST Cybersecurity Framework.

**Career:** Mr. Grillo has advised clients on some of the most complex cybersecurity initiatives and coordinated incident response efforts for some of the largest cybersecurity incident over the last 12 years including incidents around ransomware, malware, BEC phishing and social engineering. Mr. Grillo has led engagements assessing and developing cyber-risk programs, conducting cyber threat simulations and leading technical cyber vulnerability assessments.

**Professional Memberships:** CISSP CRMA CTPRA ISO 27001 Lead Auditor

Member, CREST's Americas Local Council Member, Shared Assessments Program Steering Committee Board Ponemon Institute Distinguished Fellow Affiliate board advisor for the Retail & Hospitality ISAC

### **HECKER, Charles**

Control Risks, London  
charles.hecker@controlrisks.com

*Featured in Political Risk (Global-wide)*

**Practice Areas:** -Global Security Risk Management -Ethics, Compliance and Governance -Political and Country Risk

**Career:** Charles is responsible for shaping Control Risks' thought leadership on geopolitics, global security, political risk and their impact on international business. He speaks at industry, policy and academic conferences and represents the company's work to the international media. Charles oversees Control Risks' global political risk output and has lead responsibility for the company's annual flagship publication, RiskMap and contributes to the content and production of Control Risks' research services. Charles is on the steering committee of Control Risks' joint venture with Oxford Economics offering consulting services in political and economic risk. Charles was also Director of Europe & Africa, Corporate Investigations -he supervised investigations activities such as: due diligence, business intelligence, problem-solving, and anti-fraud/anti-corruption services. Charles oversaw more than 100 professionals and staff across the region. Charles spent several years as the general manager of Control Risks' Moscow office and director of its business in Russia and the CIS.

**Publications:** -Global Insight: What's ahead for France and the EU? -Global Insight: How will the Ukraine-Russia conflict impact food? -Global insight: How will the Ukraine-Russia conflict impact energy? -Global Insight: Is sport reshaping risk, or is risk reshaping sport?

### **PARVULESCU, Sorana**

Control Risks Group, Dubai  
sorana.parvulescu@controlrisks.com

*Featured in Political Risk (Global-wide)*

**Practice Areas:** -Political and Economic Risk Monitoring -Risk Assessments

**Career:** Sorana leads Control Risks' geopolitical risk analysis team for Europe, Middle East and Africa. She helps both government and private organisations understand how their strategy might be exposed to the action of internal or external political actors and to devise strategies which allow them to operate successfully amidst geopolitical uncertainty. During more than a decade with Control Risks, she has gained significant experience in advising clients on the management of political and reputational risk and formulation of policies and strategies. Sorana is a regular speaker at global and regional conferences and has been

quoted by various media outlets, including Reuters, the Financial Times and Forbes. Sorana has a master's degree from the London School of Economics and Political Science, both with distinction. She holds bachelor's degrees in political science and international economic relations from two universities in Bucharest and a postgraduate certificate from the Friedrich Schiller University of Jena in Germany. She speaks English and Romanian fluently, as well as some German and French.

**Professional Memberships:** Sorana holds an International Risk Management Certificate from the Institute of Risk Management (IRM)

**Publications:** -Rethinking your global corporate response to social unrest

### **PYMAN, Jessica**

Control Risks, Hong Kong  
852.6963.0043

jessica.pyman@controlrisks.com

*Featured in Business Intelligence & Investigations (Global-wide)*

**Practice Areas:** -Ethics, Compliance and Governance Investigations, -Litigation and Forensics -ESG and Sustainable Business -Political and Country Risk -Investment Support

**Career:** Jessica Pyman is Control Risks' Regional Head of Business Intelligence in Asia Pacific. With teams located in Hong Kong, Shanghai, India, Singapore, South Korea, and Sydney, she is responsible for all aspects of business intelligence services delivered in the region. Jessica is experienced in advising clients on managing deal-related corruption, integrity and broader ESG risks throughout Asia Pacific, across all sectors. She has a particular expertise in using business intelligence to support fraud investigations, litigation and for tracing and recovering assets. Jessica was a partner at US corporate investigations firm Mintz Group, where she set up the Hong Kong office, their first in Asia, and worked for over seven years building its presence in the region. She was regional director of research at Kroll. She attended Cambridge and SOAS, University of London where she read Chinese and Politics, and has a master's degree in International Relations and Public Affairs from the University of Hong Kong. She speaks French and Mandarin.

**Publications:** -Understanding the dynamics of partner disputes in Southeast Asia -Litigation readiness: asset tracing

### **WILKINSON, Henry**

Dragonfly, London  
+44 20 3653 0010  
info@dragonflyintelligence.com

*Featured in Political Risk (Global-wide)*

**Career:** As Chief Intelligence Officer at Dragonfly, Henry has overall responsibility for the company's intelligence and analysis work, methodologies, products, services, and innovations, and leads its team of analysts.. Henry has over twenty years' experience working as a senior advisor to leading global clients

on political risks, intelligence matters, geopolitics and global security. He has worked on hundreds of assignments worldwide across a range of sectors and has pioneered the development of new approaches to political risk that reflect the growing centrality and evolution of political risk concerns to businesses. Henry graduated with first class honours in War Studies from King's College London. He is the author of specialist published works on terrorism and political risk analysis methodologies, is a UN Global Expert. He has provided expert testimony to UK parliamentary committees on global affairs, and has been cited extensively through his career by leading media outlets as an expert commentator on geopolitics and international security.

# Chambers

Crisis and Risk Management  
2022

The leading Crisis and  
Risk Management Providers  
worldwide

UK



## How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Leading Individuals p.23

# Crisis Management

| Crisis Management                                       |
|---------------------------------------------------------|
| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Clifford Chance LLP                                     |
| Herbert Smith Freehills LLP                             |
| <b>Band 2</b>                                           |
| DLA Piper LLP                                           |
| Freshfields Bruckhaus Deringer                          |
| Osborne Clarke LLP                                      |
| RPC                                                     |
| <b>Band 3</b>                                           |
| Baker McKenzie                                          |
| Norton Rose Fulbright                                   |
| <b>Band 4</b>                                           |
| DWF                                                     |
| Linklaters                                              |
| Mishcon de Reya LLP                                     |
| Morrison Foerster                                       |
| Sidley Austin LLP                                       |
| Taylor Wessing                                          |
| Travers Smith LLP                                       |
| Leading Individuals                                     |
| <b>Band 1</b>                                           |
| George Sara Sidley Austin LLP*                          |
| Tolaini Luke Clifford Chance LLP                        |
| * Indicates individual with profile.                    |
| Alphabetical order within each band. Band 1 is highest. |

## Band 1

### Clifford Chance LLP

**What the team is known for** Clifford Chance has dealt with significant corporate and banking crises internationally. Its lawyers bring long-established expertise handling complex issues ranging from information management failures, financial crime or regulatory investigations to whistle-blower incidents and issues around corporate governance.

**Strengths** "They are market-leading, they have a strong team."

#### Notable practitioners

**Luke Tolaini** is a disputes partner at the firm. He is particularly well regarded for financial services and white-collar crime crises. A peer says: "I see Luke often and think he is fantastic."

### Herbert Smith Freehills LLP

**What the team is known for** Herbert Smith Freehills offers a sophisticated crisis management practice assisting diverse clients with challenges including insolvency, executive misconduct, catastrophic cyber incidents and serious reputational threats.

**Strengths** "The Herbert Smith Freehills team has consistently provided astute legal assistance and focused handling of all of our matters, across various jurisdictions."

"It is the depth as well, the quality of more junior members of the team is really strong. As a firm they can cover anything that I throw them."

**Work highlights** Advised certain former directors of Carillion PLC in relation to Parliamentary committee appearances and investigations, resulting from the company's liquidation.

#### Notable practitioners

Greg Mulley and Natasha Johnson are key contacts.

## Band 2

### DLA Piper LLP

**What the team is known for** DLA Piper's crisis management capabilities cover a broad range of situations and impressive jurisdictional coordination where matters have an international element. The firm has guided clients through numerous critical issues operationally and reputationally across a spectrum of industries. For longer-term clients in sectors with high operational risk, the firm also offers strong support in risk resilience which includes a range of purpose-built tools and training programmes.

**Strengths** "Their counsel was immensely valuable, the network of international colleagues was a great help."

**Work highlights** Advising and representing VW in its defence against consumer civil claims in Germany relating to diesel emissions.

#### Notable practitioners

Teresa Hitchcock is a key contact.

### Freshfields Bruckhaus Deringer

**What the team is known for** Freshfields assists businesses, institutions and global corporations with significant reputational and existential crises.

The firm has leading financial crime, competition law and public international law practices, and its crisis response work includes industry-wide scandals, allegations of serious misconduct, terrorism incidents, air and environmental disasters, IT failures and cyber attacks, and financial collapse.

**Strengths** "Freshfields are a class law firm that can handle the most complex of issues. Their technical legal analysis is excellent, but equally importantly, they think deeply about the issue at hand and suggest practical and pragmatic solutions."

"I see them everywhere, they are really terrific."

**Work highlights** Freshfields' disputes resolutions and global transactions teams have provided advice to DAZN on the impact of the pandemic on many of its contractual agreements.

#### Notable practitioners

James Kennedy is a key contact.

### Osborne Clarke LLP

**What the team is known for** Osborne Clarke's crisis management practice has particular specialism in health and safety matters and data breach or cyber incident response, including ransomware attacks. The firm's crisis response teams comprise litigators and sector specialists experienced in reputation management as well as specific issues handling. The firm also has expertise in product recalls, financial reporting and business crime matters.

**Strengths** "They are really strong on data privacy, they handle health and safety incidents as well."

#### Notable practitioners

Ashley Hurst and Mary Lawrence are key contacts.

## RPC

**What the team is known for** RPC's crisis response service is distinguished by the breadth of experience of its practitioners. Its teams handle media management as well as legal, regulatory and stakeholder engagement. Its lawyers have experience in handling workplace accident matters, dawn raids, ransomware incidents, executive misconduct and media scandals.

**Strengths** "Everyone that we have dealt with has been of a very high standard."

#### Notable practitioners

Gavin Reece and Sam Tate are key contacts.

**Band 3****Baker McKenzie**

**What the team is known for** Baker McKenzie's crisis management team has expertise in compliance and investigations, cyber-security and financial services. The firm is often called upon by large multinational corporations, and has clients in media, technology, banking and food sectors, among others. The firm's global footprint is highlighted as a notable benefit.

**Strengths** "A technically excellent team, who really know their subject matter."

"I found them to be a really strong team, I thoroughly enjoyed working with them."

**Notable practitioners**

Jonathan Peddie and Jo Ludlam are key contacts.

**Norton Rose Fulbright**

**What the team is known for** Norton Rose Fulbright has a well-established crisis management practice that handles whistle-blower events, regulatory or criminal investigations, and health and safety-related incidents. It also has substantial cybersecurity and data breach capabilities.

**Strengths** "They are leading data privacy class action specialists. Tactically savvy, with an unparalleled understanding of this highly technical area of the law; they are a class act."

"My experience of the firm as a whole is that Norton Rose Fulbright have enormous depth in this field."

**Notable practitioners**

Ffion Flockhart and Neil O'May are key contacts.

**Band 4****DWF**

**What the team is known for** DWF tackles crisis response for businesses in construction and manufacturing industries. The firm handles workplace death or serious injury matters, medical negligence and serious health and safety breaches.

**Notable practitioners**

Simon Belfield and Vikki Woodfine are key contacts.

**Linklaters**

**What the team is known for** Linklaters is an established crisis management team in the UK. The firm has particular focus on corporate responsibility, as well as advising companies on sanctions-related issues.

**Work highlights** Acted for Southern Water Services on a significant criminal investigation by the Environment Agency.

**Notable practitioners**

Vanessa Havard-Williams is a key contact.

**Mishcon de Reya LLP**

**What the team is known for** Mishcon de Reya's well-regarded reputation management practice serves high net worth individuals on defamation matters and businesses facing stakeholder, media or political scrutiny. The firm also has a highly capable cybersecurity and digital investigations practice, which has helped clients to trace the sources of anonymous harassment or allegations and manage disruptive cyber attacks.

**Strengths** "Extraordinarily good service, they are willing to go above and beyond for the client."

"Mishcon are really good at offering clients a range of options."

**Work highlights** Work alongside Queen Mary Law Advisory Centre on the SPITE for Schools project, providing legal advice to victims of the sharing of intimate images without consent.

**Notable practitioners**

Emma Woollcott and Joe Hancock are key contacts.

**Morrison Foerster**

**What the team is known for** Morrison Foerster's crisis management team has expertise in data privacy and investigations work. It also advises on financial corruption, sanctions and money-laundering investigations across various jurisdictions.

**Work highlights** Represented Novartis in DOJ and SEC investigations in connection with an alleged bribery scheme in Greece. The team conducted an internal investigation and came to an eventual settlement with regulators.

**Notable practitioners**

Gareth Rees is a key contact.

**Sidley Austin LLP**

**What the team is known for** Sidley Austin's crisis management and strategic response team includes leading regulatory and data protection lawyers. The firm helps clients with data breach response and prevention, carries out internal investigations arising from whistle-blowing and prepares clients for Parliamentary hearings and public inquests.

**Strengths** "As a firm they have been very helpful. They are really quick to respond to our needs."

**Notable practitioners**

**Sara George** (see p.23) often represents corporations in response to regulatory and criminal investigations from the relevant international bodies. "Sara is a highly experienced lawyer whose advice is clear, direct and timely," a client says; another source adds: "Sara George is one of the most genuinely impressive people that I have worked with."

**Taylor Wessing**

**What the team is known for** Taylor Wessing's crisis management team brings together experts in media, investigations, employment and technology. The firm often defends corporates against allegations of misconduct, product liability and negligence matters.

**Strengths** "Excellent service levels and responsiveness; we were very impressed."

**Notable practitioners**

Niri Shanmuganathan and Michael Yates are key contacts.

**Travers Smith LLP**

**What the team is known for** Travers Smith's crisis response and risk management team handles product liability, financial services, competition and employment issues, whistle-blowing, FCA or SFO investigations, serious product liability, workplace incidents and data breaches.

**Strengths** "They have a well-established role in the market."

**Notable practitioners**

Doug Bryden and Heather Gagen are key contacts.

**Crisis PR & Communications****Band 1****Brunswick Group**

**What the team is known for** A corporate communications heavyweight, Brunswick Group carries a formidable global presence and brings this to bear in its crisis management advisory offering. International clients commend the firm for easy access to senior-level advice across jurisdictions spanning the UK, the US, Europe and Asia. The UK team is highly praised for its strong leadership and deep expertise across sectors, boasting a rich pool of experienced professionals including

former barristers and magic circle lawyers, government officials, corporate executives, broadcasters and editors of major national newspapers.

**Strengths**

"They are the best quite clearly. They've got very good crisis management, the full package, and they've got more quality individuals than others."

**Notable practitioners**

Charlie Potter, partner in London and co-lead in Brunswick's Global Litigation and Disputes Communications practice, is a key contact.

**DRD Partnership**

**What the team is known for** Boasting an expanding team of seasoned crisis and reputation experts, DRD Partnership combines the level of client attention and commitment of a boutique consultancy with the experience and seniority of a national-level advisory firm. Advising clients ranging from large corporates and institutions to startups, SMEs and individuals, the team also carries niche expertise in the education and charity sectors, enjoying a roster of clients spanning independent schools, trustees, public bodies and industry groups. Clients highlight their high-level

| Crisis PR & Communications                                     |
|----------------------------------------------------------------|
| Leading Firms                                                  |
| <b>Band 1</b>                                                  |
| Brunswick Group                                                |
| DRD Partnership                                                |
| FGS Global                                                     |
| <b>Band 2</b>                                                  |
| FTI Consulting                                                 |
| Hill+Knowlton Strategies                                       |
| ENGINE MHP + Mischief                                          |
| Portland                                                       |
| <b>Band 3</b>                                                  |
| Infinite Global                                                |
| New Century Media                                              |
| Project Associates                                             |
| <b>Band 4</b>                                                  |
| Byfield Consultancy                                            |
| Edelman                                                        |
| The PHA Group                                                  |
| <i>Alphabetical order within each band. Band 1 is highest.</i> |

strategic insight and diligent, responsive service.

#### Strengths

*"Those with whom I have worked are all extremely bright, knowledgeable and strategic. They are impressive, and understand how to work closely with both clients directly and legal teams."*

#### Notable practitioners

Partner Kate Miller is a key contact.

### FGS Global

**What the team is known for** Finsbury Glover Hering, which recently merged with Sard Verbinnen & Co to form FGS Global, is a major player in strategic communications. Its UK Crisis & Issues Management team is relied upon by major household-name corporations across a wide array of sectors from travel to television and from restaurants to retail. Supported by a multi-disciplinary team with broad industry experience, clients appreciate each practitioner's consistent and integrated approach and deep market insight.

#### Notable practitioners

Partners and co-heads of UK Crisis and Issues Management, Jenny Davey and James Leviton, are key contacts.

### Band 2

#### FTI Consulting

**What the team is known for** FTI Consulting serves some of the world's largest corporations, providing them with a truly international offering. With the firm's Strategic Communications advisory sitting within the wider context of its broader consulting group, FTI is well placed to guide clients through their most multi-dimensional, complex crises. Complementing their offering is a specialism in data analytics, which leverages the firm's considerable strengths in this area to provide clients with a 360-degree view of imminent and longer-term risks, as well as critical insight into traditional and social media trends and trajectories.

#### Notable practitioners

Kate Brader, Managing Director, is a key contact.

### Hill+Knowlton Strategies

**What the team is known for** Known for its well-established crisis communications practice, Hill+Knowlton Strategies is considered a strong partner and a reliable guiding hand by clients and legal counsel alike. The firm advises on the full spectrum of issues management through to high-level crisis response. Alongside a robust offering in cybersecurity and data breach incidents, the team enjoys a particularly strong reputation assisting with sensitive consumer issues and product recalls. For longer-term clients, a focus on preparedness and training ensures that risks can be navigated carefully and effectively.

#### Notable practitioners

Tim Luckett, Global Crisis Practice Lead, is a key contact.

### ENGINE MHP + Mischief

**What the team is known for** ENGINE MHP + Mischief is a trusted partner for clients looking to successfully navigate the nexus of business, social media and activism in a frenetic and fast-evolving world. Leveraging the power of behavioural science, the firm differentiates itself by drawing on its understanding of society's polarities to steer clients through complex, multi-stakeholder threats. ENGINE MHP offers a rapid response service for live crises and, for businesses seeking to stay ahead of threats, a suite of crisis preparedness services ranging from scenario planning, simulations and training through to tailored communications protocols.

#### Strengths

*"They have strong service levels and are very responsive."*

*"They provide excellent strategic counsel on complex and developing issues."*

#### Notable practitioners

Barnaby Fry, Head of Crisis & Risk, is a key contact.

### Portland

**What the team is known for** Portland is often called upon for its expertise in disputes and crisis management where matters involve a political, geopolitical or governmental component. Retained by high-profile organisations and individuals as well as governmental bodies in various countries, the firm differentiates itself with its expertise in international affairs, which complements the crisis management capabilities offered across its Corporate, Government and Health departments. Meanwhile, Portland's specialist disputes practice is on hand to support any litigation element.

#### Strengths

*"Portland were absolutely brilliant in holding our hands, our client's hands, with what to expect if things went wrong in terms of how to handle the media, they were just really, really good. I couldn't sing any their praises any more."*

*"They're very commercial. Ease of use is the best bit, they always meet the deadlines, no sort of fuss. They are easy to work with and do actually provide value."*

#### Notable practitioners

Philip Hall, senior partner and disputes practice lead, is a key contact.

### Band 3

#### Infinite Global

**What the team is known for** Award-winning transatlantic communications firm Infinite Global is often sought out for reputation management and crisis support by clients in the legal sector and beyond. The firm provides trusted counsel to some of the world's leading law firms and to major players in a broad range of sectors – from retail to pharmaceuticals and from education to the financial sector. Praised as prompt and collaborative, the UK team is seasoned in delivering front-line crisis communications for clients in complex and high-profile challenges, where their reputations hang in the balance.

#### Strengths

*"They are smart and responsive, they know the industry and trends, they get up to speed on difficult issues quickly, they are effective at meeting expectations within budget, and they are an essential component of our long-term media strategy."*

#### Work highlights

Infinite Global was appointed to provide PR and communications services to the Independent Review of the Boohoo Group's Leicester Supply Chain. The review was tasked with exploring allegations of modern slavery in Leicester's garment industry.

#### Notable practitioners

Ryan McSharry – Director/Head of Professional Services

### New Century Media

**What the team is known for** New Century Media is relied upon by clients operating in controversial or highly regulated industries, those with sensitive or politicised issues, and by companies or individuals held under public scrutiny. The firm supports a strong client base in the UK and across Europe and assists a broad range of companies and individuals to prepare for, manage and recover from reputational crises. Their London-based team provides sector-specific assistance in industries ranging from energy and natural resources to logistics or real estate.

#### Notable practitioners

Senior consultant Alex Nekrassov is a key contact.

### Project Associates

**What the team is known for** Reputed for its experience and long-standing expertise in complex communications, Project Associates is called upon by clients to assist with multifaceted issues where traditional communication and PR models have failed. The firm is known for creating innovative strategies and campaigns to lift clients out of issues they are facing, and tackle threats head-on. With an expanding footprint and offices in the UK, the USA and Europe, the firm is the chosen counsel of high net worth individuals in the eye of the media as well as businesses facing reputational threats.

#### Strengths

*"I think where they stand out is that they're super responsive. When you're working with HNW clients you need to be working at their pace and to their standards, I would always have confidence they can meet those expectations and demands."*

**Work highlights**

Project Associates provided strategic counsel to Sir Martin Sorrell during the period of his departure from WPP and subsequent establishment of S4 Capital, and managed his media engagement during this period.

**Notable practitioners**

David Rigg – Founder & Executive Chair

**Band 4****Byfield Consultancy**

**What the team is known for** Byfield Consultancy is regularly sought after by a range of businesses within the legal sector, as well as by individuals and organisations that are party to litigation proceedings. It leverages its industry expertise and market contacts to provide clients with an effective communications strategy.

**Notable practitioners**

Gus Sellitto is a co-founder of Byfield Consultancy and is a key contact.

**Edelman**

**What the team is known for** Edelman is the corporate communications firm of choice for international household-name clients seeking to protect and consolidate their reputations. The firm's crisis and risk practice uses a combination of long-established, high-level experience and forensic data tools to assist clients in navigating risks and staying ahead of the game with stakeholders' needs, whether they be employees, shareholders, regulators or consumers. In a world where culture, ethics and business are increasingly interlinked, their tailored, commercial approach is relied upon by clients needing to keep ahead of the trend.

**Notable practitioners**

Stephanie Glover, Director in Edelman's Issues & Crisis and Legal Affairs teams, is a key contact.

**The PHA Group**

**What the team is known for** The PHA Group is one of London's leading PR and communications agencies. Boasting a star-studded list of private clients alongside well-known corporate names, the firm prides itself on delivering impressive results, whether that be through proactive campaigns or fire-fighting reputational damage. The firm is particularly strong in its tabloid media contacts and known for its work in celebrity and brand reputation management, repairing and rebuilding damaged brands as well as fighting with its clients on the front line of a media crisis.

**Notable practitioners**

Phil Hall, founder and chairman, is a key contact.

## Leaders' Profiles in UK

**GEORGE, Sara**

Sidley Austin LLP, London  
(+44) (7714) 750666

sara.george@sidley.com

*Featured in Crisis Management (UK)*

**Practice Areas:** Sara George has a wealth of experience in UK and international regulatory and criminal investigations. She represents corporations and individuals against allegations of involvement in regulatory contraventions and criminal offences, including market abuse, insider dealing, money laundering, cybersecurity breaches, fraud, corruption and bribery. She is also frequently called upon to advise firms on misconduct issues and reputational management. Sara advises in international criminal and regulatory investigations involving the Securities and Exchange Commission (SEC), the Commodity Futures Trading Commission (CFTC) and the U.S. Department of Justice (DOJ) and in cases brought by European regulators, police forces and the Serious Fraud Office (SFO). Previously a criminal barrister, she also has extensive experience of advocacy before the Financial Services Tribunal, the Regulatory Decisions Committee of the Financial Conduct Authority (FCA), the Crown Court and the Court of Appeal. Sara is a former prosecutor for the Financial Services Authority (FSA) and brought the first criminal prosecution by the FSA against a director for misleading the market (*Regina v. Rigby and Bailey*), the first Listing Rule contravention, numerous market abuse cases and refusals of authorization.

**Publications:** "Opaque Disclosure System Invites Miscarriages of Justice," *The Times*, May 13, 2021

# Chambers

Alternative Legal Service Providers  
2022

The leading Alternative  
Legal Service Providers  
worldwide

USA



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# Crisis PR & Communications

| Crisis PR & Communications                              |                                         |
|---------------------------------------------------------|-----------------------------------------|
| Leading Firms                                           |                                         |
| <b>Band 1</b>                                           |                                         |
| FGS Global                                              |                                         |
| <b>Band 2</b>                                           |                                         |
| Brunswick Group                                         |                                         |
| The Levinson Group                                      |                                         |
| Trident DMG                                             |                                         |
| <b>Band 3</b>                                           |                                         |
| Edelman                                                 |                                         |
| Reevemark                                               |                                         |
| Risa Heller Communications                              |                                         |
| <b>Band 4</b>                                           |                                         |
| Abernathy MacGregor                                     |                                         |
| FTI Consulting                                          |                                         |
| Infinite Global                                         |                                         |
| Kekst CNC                                               |                                         |
| Poston Communications                                   |                                         |
| Leading Individuals                                     |                                         |
| <b>Band 1</b>                                           |                                         |
| Davis Ellen                                             | August Strategic Communications (ORL) ♦ |
| Heller Risa                                             | Risa Heller Communications *            |
| Holmes Paul                                             | FGS Global                              |
| Levinson Molly                                          | The Levinson Group                      |
| McAndrews Jeff                                          | FGS Global                              |
| Moskowitz Ellen                                         | Brunswick Group                         |
| <b>Band 2</b>                                           |                                         |
| Bergman Brandy                                          | Reevemark                               |
| Caminiti Paul                                           | Reevemark                               |
| Diaferia Jamie                                          | Infinite Global *                       |
| Galper Joshua P.                                        | Trident DMG                             |
| Goldberg Adam                                           | Trident DMG                             |
| Griffanti Meredith                                      | FTI Consulting                          |
| Marlin Myron                                            | FTI Consulting                          |
| Paquin Megan                                            | Poston Communications                   |
| Poston Dave                                             | Poston Communications                   |
| * Indicates individual with profile.                    |                                         |
| ♦ (ORL) = Other Ranked Lawyer.                          |                                         |
| Alphabetical order within each band. Band 1 is highest. |                                         |

## Band 1

### FGS Global

**What the team is known for** Finsbury Glover Hering recently merged with Sard Verbinen to form FGS Global. US clients highlighted the high-level strategic capabilities and the unique and bespoke services of the two legacy firms' crisis & issues management teams, as well as their commitment to agile client service.

**Strengths** "The firm offers a real partnership and

*I trust their judgement and they always give sound guidance. They are responsive, very collaborative and so capable and confident in what they do and their service is very unique and bespoke. There is always an open dialogue and their client service is exceptional. They are also very emotionally attuned to the client's perspective and needs as well as the lawyer's needs."*

*"They are the titans of the industry. They are well respected and recognised."*

*"Sard deeply understands all of the constituencies in crisis management situations. They are able to leverage their reputations, contacts, and deep experience to seamlessly guide clients through complex and often fraught situations. They have an excellent team. You can count on Sard to put the right people on the right projects. They have a broad depth of experience and extensive industry contacts."*

### Notable practitioners

Global Managing Partner for Finsbury Glover Hering, the "outstanding" **Paul Holmes** advises corporations and institutions on high-stakes challenges, with a focus on civil and criminal litigation, compliance, enforcement and governance. Manhattan-based Holmes has counselled directors and C-suites on some of the biggest crises in corporate history. An interviewee reports: "He is a seasoned professional with excellent judgement who understands the bigger picture." A market commentator says: "Paul is an absolute pleasure to work with and absolutely excels at what he does. He is always available when emergencies come up, and has excellent judgement and knowledge about the industry. He appears to have great contacts at every media outlet and reliably advises what is likely to get attention, how to respond to adverse press, and how to help mould a public narrative from a broader, strategic, long-term perspective." With over 25 years of experience, the "terrific" **Jeff McAndrews** leads Finsbury Glover Hering's global crisis and issues management practice. McAndrews specialises in crisis management, corporate reputation, litigation and regulatory support, media relations, CEO and employee communications and cybersecurity. Commenting on his expertise, one market insider says: "He is very impressive and has a very good strategic instinct and also knows client management very well. He's an all-rounder in the industry." Another source reports: "He is just an amazing human being. He has a very high calibre and thorough approach to each case. He always goes the extra mile."

## Band 2

### Brunswick Group

**What the team is known for** A corporate communications heavyweight, Brunswick Group carries a formidable global presence and brings this fully to bear in its crisis management advisory offering. International clients commend the firm for easy access to senior-level advice across jurisdictions spanning the UK, the USA, Europe and Asia. The US team is valued by clients for its efficiency, versatility and legal literacy.

**Strengths** "Throughout the process we were consistently impressed with both the legal and media knowledge of the Brunswick team."

*"I think they are great. They are a really well-coordinated team and bring a lot of different skill sets to the matter. Their comprehensive work product is great and they are very responsive and communicative. They are creative and get the message across."*  
*"I consider them to be top-notch. They are insightful, have good contacts and get good results."*

### Notable practitioners

Co-leader of Brunswick's global litigation communications and crisis practice, the "sharp" and "savvy" **Ellen Moskowitz** has counselled public and private companies on critical enterprise-threatening issues, including some of the largest civil, criminal and regulatory cases of the last ten years. One market insider comments: "She is great to work with, she's very experienced and sophisticated, with a pleasant and candid demeanour." Another interviewee says: "She is a very strong advocate for both the legal side as well as the crisis side; she has the balance that you need in the sector. She has great connections in the industry and really drives the case. She is able to navigate the sensitive conversations with lawyers, which is what you need in this sector."

### The Levinson Group

**What the team is known for** Strategic communications firm The Levinson Group is a boutique firm with offices in New York and Washington, DC. With crisis management forming a key part of its core business offering, the firm regularly partners with leading law firms on high-profile matters. The team's journalistic clout and dedication to robust client service makes them an adviser of choice for businesses facing reputational damage from public scandals, media scrutiny, product issues or regulatory investigation.

**Strengths** "You are dealing with the top talent

on a day-to-day basis at their firm, with high-level involvement in every stage of the process. They are very well connected in the industry and their client service and responsiveness is unparalleled."

"The team is a well-oiled machine."

"They have a deep knowledge of the legal industry and legal trade publications."

#### Notable practitioners

Founder and CEO of The Levinson Group **Molly Levinson** is a strategic adviser, communications and public affairs counsellor, and crisis manager to influential leaders and businesses on reputational and brand issues at the intersection of media, policy, and the law. One market insider comments on Levinson's leadership skills, saying: "Molly is amazing, she's a real leader and she has terrific instincts about how to manage the message." Another source says that she is "strategic, responsive, proactive and efficient – she is great at developing a genuine rapport with the attorneys she works with and figuring out the best way to help us and our clients achieve our strategic objectives."

#### Trident DMG

**What the team is known for** Trident DMG is known as a boutique communications firm. The firm has a dedicated crisis practice that works with businesses and private clients whose reputations are in jeopardy due to whistle-blower allegations, regulatory investigations or negative media campaigns.

**Strengths** "They are analytical, tireless, understand the multiple stakeholders that are typically involved and my clients are always happy they were brought on to a matter."

"What was unique about Trident was that even though we hired them for communications advice they are capable and insightful in legal and litigation strategy and government relations and also incredibly strategic with us in terms of how we expand that strategy in the communications realm. I think their capability is unique in being able to integrate all those three elements as they then become an all-rounder and bring such a breath of expertise. They have a holistic capability and are the go-to firm."

#### Notable practitioners

The "extraordinarily capable" **Joshua Galper** is one of the co-founders of Trident DMG. His counsel and advocacy focuses on crisis management, litigation and disputes, public policy issues, reputation management and strategic communications. He also provides counsel on a range of issues, including data privacy and cybersecurity. One interviewee comments that Galper is "incredibly smart and shrewd where necessary. He is always available and goes above and beyond what is called for." Another source states: "He is incredibly articulate and strategic." The "exceptionally excellent" **Adam Goldberg** is one of the co-founders of Trident DMG. Goldberg is one of many advisers at Trident helping companies and individuals address their reputational and political needs. One interviewee says: "He is incredibly focused and client-strategic. His political judgement is fantastic. He works directly with the client and strikes a real partnership. He is a straight shooter and very accurate and compelling." Another market insider reports that Goldberg's "availability and respon-

siveness is something that made our relationship with the firm so much better. His expertise and contacts in the industry were an added bonus. I always felt like I was their number one client and their highest priority – one of one or first among all."

#### Band 3

##### Edelman

**What the team is known for** Edelman's crisis and risk practice uses a combination of long-established, high-level experience and forensic data tools to assist clients in navigating risks and staying ahead of the game with stakeholders' needs, whether they be employees, shareholders, regulators or consumers.

**Strengths** "They are very good at what they do."

"They do an amazing job."

"They have good in-house expertise."

#### Notable practitioners

Steve Behm, US chair for crisis and risk, is a key contact.

##### Reevemark

**What the team is known for** Reevemark is a New York-based boutique communications firm focused on high-stakes crisis and reputation management for corporates, professional services firms and high net worth individuals. Founded by leading practitioners in crisis communications, the firm has extensive experience in product issues, restructurings, executive misconduct and regulatory investigations with the DOJ, FEC and FTC.

**Strengths** "Reevemark is a highly professional organisation. Everyone on the team is smart, responsive and really makes an effort to understand the particular issues facing the client."

"They were incredibly responsive but also, importantly, flexible. The team is highly personable and extremely knowledgeable. We were impressed by the depth of their understanding of the complex legal and business issues involved and their ability to distill these issues into content that could be easily accessed by the market. Overall, the team was fantastic, a pleasure to work with, and we would absolutely work with them again without hesitation."

#### Notable practitioners

The "exceptional" **Brandy Bergman** is a founding partner of Reevemark and its CEO. Bergman has over 20 years of experience advising public and private companies, high-profile individuals, and professional services firms on complex communications issues. Her expertise spans various areas of strategic communication issues including litigation, crisis and reputation management, and corporate positioning. One market insider reports that she is "diligent with clients and very good." Founding partner of Reevemark, **Paul Caminiti** has for over two decades served as a trusted adviser to boards, management teams and high-profile individuals on communications, including on crises and litigation. Caminiti has extensive experience in litigation and government and regulatory investigations. One market insider says: "Paul is fully engaged, experienced and great with clients. We had a top-notch experience with

Paul." Another source comments that Caminiti has "really good solid expertise."

##### Risa Heller Communications

**What the team is known for** New York boutique Risa Heller Communications is held in high esteem by corporate and institutional clients across the USA's financial capital and beyond. The firm advises clients facing urgent political or regulatory crises. The firm's clients include startups, large corporations, high-profile individuals and New York institutions.

**Strengths** "They are incredibly smart and they are a great firm."

"They are amazing in the NYC region for crisis management."

#### Notable practitioners

**Risa Heller** (see p.32) is described as "a real go-getter" by one interviewee. Heller has a background in politics and crisis communications and helps clients navigate the highest levels of national top-tier media. Her expertise spans public affairs and crisis management. One market insider states that "Risa is a phenomenal person and is very prominent in the market and has a great reputation in the space where she operates."

#### Band 4

##### Abernathy MacGregor

**What the team is known for** Abernathy McGregor is a corporate strategic communications firm with a national footprint and international network. The firm's crisis management team brings its extensive communications experience to bear in assisting clients with issues across numerous industries.

**Strengths** "The Abernathy team is very strong from top to bottom."

"The organisation is the perfect mix of big and small. They have big firm resources and depth of experience and quality of personnel, while still retaining a more personal, family touch."

#### Notable practitioners

Managing Director Kendell Fitter is a key contact.

##### FTI Consulting

**What the team is known for** FTI's crisis and litigation communications team advises clients from a range of market sectors on disputes matters and reputational risks around the world. The team handles communications for regulatory investigations, workplace conduct matters, cybersecurity breaches and other major operational issues, as well as high-stakes commercial litigation.

**Strengths** "The firm are very solid in the work they provide – they are very calm and strategic and they are also very good at managing the press but also the client. Their attention to detail is unparalleled and they are very thorough and detailed. They handle all situations with grace."

"They are outstanding at what they do. They work quickly and efficiently to understand what is happening and what to do and then create a fantastic work product at the end. They are very responsive."

#### Notable practitioners

Senior Managing Director **Meredith Griffanti** is "absolutely fantastic," says an interviewee. She

co-heads the Cybersecurity and Data Privacy Communications group within the Crisis & Litigation practice at FTI Consulting. Griffanti provides counsel to clients on preparedness, incident response and reputational management matters. One market insider says: *"She is incredibly responsive and has really good judgement and strategic outlooks from a PR perspective. She is proactive and does an amazing job."* Another interviewee reports: *"She has a great personality, demeanour and is very calm. Her advice is really good and overall she does an excellent job."* Senior Managing Director **Myron Marlin** is head of the Americas crisis & litigation practice in the Strategic Communications segment at FTI Consulting. Operating out of Washington, DC, Marlin has more than 25 years of communications experience helping companies involved in a crisis or embroiled in a government, Congressional or regulatory investigation. One market insider comments: *"He is professional and smart and prepared and impressive. He really does have a great strategic sense about crisis management, especially in the legal sense as he is former lawyer. He can take complex legal questions and turn them into understandable points and communicate them to the media."*

### Infinite Global

**What the team is known for** Award-winning transatlantic communications firm Infinite Global is often sought out for reputation management and crisis support by clients in the legal sector and beyond. The firm provides trusted counsel to some of the world's leading law firms as well as to private clients, businesses and organisations across a range of sectors – from NGOs to pharmaceuticals and from technology companies to the financial sector. In particular, US clients highlight the quality of client service provided, applauding the crisis response team's tailored and personalised approach.

**Strengths** *"They easily distill complex matters into the essential elements that will attract media interest. You can send them a lengthy filing a few hours ahead of a call, and by the time the call arrives, they have not only read the filing, they have also conducted research on the broader topic, begun crafting a media list, and can speak with our attorneys in a highly informed way about the case."* *"I think the world of the Infinite team. They are smart and responsive, they know the industry and trends, they get up to speed on difficult issues*

*quickly, they are effective at meeting expectations within budget, and they are an essential component of our long-term media strategy."*

*"They are available anytime of the day or night and show real interest in the firm's matters. I can count on them being in the trenches with us and fully invested in producing a positive result no matter the issue or opportunity."*

### Notable practitioners

Founder and CEO of Infinite Global, **Jamie Diaferia** (see p.32) counsels leading professional services firms on their media, litigation and crisis communications strategies. One market insider says that Diaferia *"is extremely strategic."* Another source notes that *"Jamie is one of the most skilled professionals in the industry. Furthermore, he has hired an incredibly talented team, many of whom I have the pleasure of working with. He is as smart as they come in this business. You know he'll give it to you straight, and your firm is always better off if they take his advice."*

### Kekst CNC

**What the team is known for** Headquartered in New York, Kekst CNC is a global strategic communications firm that offers support in crisis and issues management as part of a full suite of corporate communications services. Clients benefit from a holistic offering that incorporates a number of key specialisms in increasingly prominent areas of business risk and scrutiny. These include sustainability and ESG, corporate purpose, governance and shareholder activism, and cybersecurity. With offices in the USA, the UK, Europe, APAC and the UAE, international clients are well catered for.

**Strengths** *"They are a significant player in the market."*

*"They are sharp, decisive and strategic."*

### Notable practitioners

Co-CEO Jeremy Fielding is a key contact.

### Poston Communications

**What the team is known for** Based in Atlanta, Poston Communications is a PR firm primarily serving the legal sector. Poston is experienced in guiding law firm clients through reputational challenges ranging from political controversy to issues around workplace misconduct, and has assisted non-legal sector clients with various crises, such as workplace fatalities and serious safeguarding issues.

**Strengths** *"I think the team is very accomplished, all players have deep experience."*

*"Our impression of Poston is extremely positive. They are a very well-known firm and their client services are excellent."*

*"They are all pretty amazing. I feel like I can reach out to them with any communications, media/PR request and be in good hands."*

### Notable practitioners

Partner at Poston Communications, **Megan Paquin** is a strategic communications professional with 15 years of in-house corporate communications and agency experience. Her expertise spans various sectors including crisis management and litigation communications. One market insider says: *"She is amazing. I find her strengths are her quick mind and ability to think through all angles. Additionally, I find that she listens very well, and is very comprehensive in her approach."* CEO and founder of Poston Communications, **Dave Poston** is a licensed attorney who has held numerous international in-house and agency positions for law and other professional services firms. One market insider comments that *"Dave is incredibly smart, responsive, and kind in his approach."* Another source says: *"I found his counsel to be exceptional."*

### Other Ranked Lawyers

Senior managing director **Ellen Davis** heads the crisis and litigation and investigations practices at August Strategic Communications. Her expertise spans various sectors including stakeholder communications and media relations on behalf of clients facing government and regulatory investigations and enforcement actions. One market insider explains: *"As a former attorney, Ellen has a rare ability to understand the legal issues that can give rise to a crisis management issue and then provide practical advice on how to manage these situations with the media. She is sharp, practical, responsive, and among the best I've ever worked with."* Another source states: *"She has experience with sensitive matters and has the judgement, set of skills and expertise that makes her a great asset in this area."*

## USA: An Introduction to Nationwide

Contributed by Dechert LLP

### What Keeps You Up at Night?:

#### Preparing for the Unknowable and Planning to Win

Every organisation will face a crisis. Most organisations will face many. And as soon as a crisis hits, it is an all-encompassing event which can determine the future of both the institutions and individuals involved. We often ask our clients, “What keeps you up at night?” And the answers are endless and constantly evolving. Indeed, the crises our clients face reflect the ever-changing world in which we live.

Geopolitical risks and tensions are higher and more complex today than they have been in decades. Russia’s invasion of Ukraine is the largest and most significant military conflict in Europe since World War II. This war has had and will continue to have global ramifications and an immeasurable humanitarian toll. In the United States, the Department of Justice, Treasury, and many other federal agencies are issuing broad new sanctions and ramping up enforcement, as are allied governments with often overlapping authority over our clients.

As a result, our clients must consider their potential exposure to sanctioned parties and sanctioned activities, and review their current compliance measures to prevent sanctions violations. And the war in Russia is only one among the myriad regional and international conflicts, tensions, and rivalries that institutions must be prepared to address.

Cyberattacks – carried out by dangerous state actors and unrelenting ransomware groups – continue to increase in frequency, scale, and sophistication. Ransom attacks have increased at an alarming rate over the past two years, with cyber extortion demands heading into unprecedented levels, with some at tens of millions of dollars. The networks of every major institution in the world, including governmental entities, corporations, universities, and medical institutions, are more at risk from cyber threats than ever before, as are companies of all sizes. The disruption to the work force from the pandemic and the resultant prevalence of remote work across industries has resulted in an exponential increase in cyberattacks, and the potential consequences of the resulting breaches continue to escalate in parallel.

The global pandemic also has had a profound impact on daily life, leading not only to over six million deaths worldwide at the time of this writing, but also to significant global disruption in our financial system and supply chains, contributing to severe economic uncertainty. Inflation has hit levels like never before, and many predict an impending recession. ESG and the attendant regulatory requirements related thereto have taken a front and centre role in many corporations. Additionally, social justice protests and the #MeToo movement have demanded change and seen results. It is clear that all organisations will spend more money, effort, and time navigating a host of political, cultural, environmental, and social issues for many years to come.

Any of the above could affect our clients at any moment and have a severe and lasting impact on the success of an organisation. No client (or lawyer) can control the economy, malicious foreign actors, criminal syndicates, or war. But you can control your response to a crisis and manage these risks as they arise. We help our clients face all of these issues, and many more.

Dechert’s deep bench of lawyers around the world guides our clients through extremely sensitive and volatile matters. Companies and government agencies alike trust us to assess and mitigate risk before an event occurs, and to coordinate strategic responses to crises in real-time.

After all, every second counts when a crisis hits. The first hours and days are critical. Whether that involves responding to a dawn raid, navigating a new sanctions regime, responding to a cyberattack or unwelcome takeover bid, product recall, or personnel crisis in the 24-7 news cycle, we formulate and execute strategies to minimise the impact of emerging threats to the organisation and the people involved.

We understand that this means not only mitigating risks to the financial, operational, and personal interests of our clients, but also managing reputational risks and the narrative before adverse messaging takes hold in the media (traditional, social, or otherwise). This will not stop activist shareholders, journalists, cyber criminals, or critics from attacking an organisation’s actions and response. But our expertise will soften the blow, help you navigate any crisis response, and work towards the future.

We also work closely with our clients to embrace crisis readiness and prepare for the unknown. As the saying goes, if you fail to plan, then plan to fail. We help our clients plan to win.

At Dechert, we will always work with our clients during any stage of a crisis. But our clients serve their stakeholders best when they work with us before the crisis hits. To aid boards of directors, C-suite executives, and global legal teams, we work with our clients to develop and implement risk clarity assessments, conduct tabletop exercises, review policies and procedures to maximise readiness and decrease risk. These assessments happen weeks, months, or years before a crisis happens. Our team works individually with each client to assess where the organisation may be most vulnerable and identify potential threats, both inside and outside of their workplace.

First, our team meets with the client’s principals to determine what they think risks and issues may be within their organisation; in short, we find out what keeps them up at night. Next, we work with each client to identify employees and stakeholders who may be more directly exposed to potential financial, operational, cultural, or political risks to understand whether there are additional issues that may not have reached executive leadership. And we review key policies, procedures, and internal controls and systems based on these discussions. Through tabletop exercises, mock regulatory exams, or other tools, we maximise readiness and minimise risk.

These assessments, performed by our multi-disciplinary team, allow us to help clients prepare for a wide range of potential issues in a single assessment. We have the legal expertise, communications skills, and public policy experience to understand how possible crises may impact an organisation. Our agile and diverse lawyers leverage their experience, expertise, and relationships to provide strategic action plans that address both anticipated risks and provide frameworks for organisations to respond to unanticipated crises. And our assessments combine these risk evaluations with practical guidance on how to implement both a crisis opera-

tions plan and crisis communications plan that can be scaled to address both identifiable risks and unanticipated emergencies.

It does not end there. We are focused on the design, implementation, and enforcement of sound risk management measures, including not only emergency response plans, but pre-emptive policies, procedures, and education. At our clients' request, we conduct in-house training, including mock regulatory inspections and interactive exercises, including tabletops. Our advice is centred around minimising risk, encouraging early detection of potential problems, and identifying subtle issues. Socialising senior leadership to the issues likely to arise saves valuable time and decreases pressure in a crisis. We also work with clients to ensure they have appropriate insurance coverage in place to help mitigate the financial impact of a crisis.

These recommendations make a tangible difference to a client's risk profile. And the best part is that risk clarity assessments and crisis readiness protocols are put in place before the world's eyes are on your organisation. When the crisis comes, our clients do not have to reinvent the wheel. They have a plan and are prepared to solve problems under the pressure of tight media deadlines and shareholders' phone calls.

So what can organisations do today to better prepare for the unknowable? Here are some practical tips that you can make sure your organisation is following:

- **Get Advice Early and Often.** Do not wait for problems to find you. Staying informed about the latest risks and recent regulatory changes, anticipating problems, and asking questions now will help you avoid issues down the road. Think about today's decisions and tomorrow's consequences. Whatever you do and say today is going to affect everything that comes after, including potential litigation, government disclosures, and other strategic decisions.
- **Remember Attorney-Client Privilege.** When appropriate, looking at potential issues with attorneys will minimise exposure and reduce risk in the event that outsiders turn their sights on your organisation. Does the team know what is meant by this term, how to protect privileged communications through appropriate labelling or how the attorney-client privilege can be waived? A crisis is not the time to educate employees on these issues.
- **Have a Plan. And Use It.** Rely on your crisis management or incident response plan. If you have one, use it. If you have one and do not know what it says, read it now. If you do not have one, make one now. In a crisis, each key employee needs to know their role and what is expected of them. Complacency is not an option.
- **Create a Culture of Integrity.** It starts with the tone at the top. In our experience, many times it is not the original issue or the crime, but the cover-up or the less than truthful statement that leads to negative consequences. Create a culture of candour – one that encourages employees to bring issues to management and maintains zero tolerance for deceit. Often, a company is judged for how issues are handled or communicated once they are brought to the attention of management.
- **Truthful Communications to the Outside World.** Some organisations decide to make multiple statements, very aggressively, right from the beginning and throughout a crisis. Other organisations decide to stay relatively silent, being selective about what is shared. No matter what strategy is used – tell the truth. Looking at any potential statements or communications to third parties (whether regulators, shareholders, or the general public) to determine if they might be viewed as misleading, either in hindsight or once all the facts are determined, will go a long way to minimising risk.
- **Internal Communications Best Practices.** These practices and protocols can be frequently misconstrued or even monitored by a threat actor in a cyberattack. Do you have a plan for communication if the systems are down? Do your employees know the pitfalls of unthoughtful or loose communications in email or texts or messaging platforms like Slack, especially before all the facts are known? The time for training on best practices on these issues is before a crisis hits.
- **Use a Crisis to Your Advantage When Possible.** As Winston Churchill famously said, “never let a good crisis go to waste.” In a crisis, true leadership can emerge and bring out the best in people and in an organisation. An organisation may lose money or see some bad press on Day One, but if the organisation responds in the right way, its reputation may benefit in the long run. Customers and shareholders may become more loyal and proud of how the company acted addressing the crisis, and may more easily forgive the underlying transgressions, if there are any.

You cannot stop wars, natural disasters, and bad actors outside of your organisation. But you can do more to prepare for the inevitable. And that preparation will make your organisation safer, stronger, and let you get a better night's sleep.

## Crisis Management

| Crisis Management                                        |
|----------------------------------------------------------|
| Leading Firms                                            |
| <b>Band 1</b>                                            |
| Covington & Burling LLP                                  |
| Sidley Austin LLP                                        |
| WilmerHale                                               |
| <b>Band 2</b>                                            |
| Paul, Weiss, Rifkind, Wharton & Garrison LLP             |
| Sullivan & Cromwell LLP                                  |
| <b>Band 3</b>                                            |
| Davis Polk & Wardwell LLP                                |
| Dechert LLP                                              |
| Gibson, Dunn & Crutcher LLP                              |
| Hunton Andrews Kurth LLP                                 |
| King & Spalding LLP                                      |
| Kirkland & Ellis                                         |
| <b>Band 4</b>                                            |
| Baker Botts LLP                                          |
| Debevoise & Plimpton LLP                                 |
| Leading Individuals                                      |
| <b>Band 1</b>                                            |
| Dembosky Luke Debevoise & Plimpton LLP                   |
| Dunn Karen L Paul, Weiss, Rifkind, Wharton & Garrison    |
| Gorelick Jamie WilmerHale                                |
| Holder Eric H Covington & Burling LLP                    |
| Karp Brad S Paul, Weiss, Rifkind, Wharton & Garrison LLP |
| Lynch Loretta E Paul, Weiss, Rifkind, Wharton & Garrison |
| White Mary Jo Debevoise & Plimpton LLP                   |
| <b>Band 2</b>                                            |
| Breuer Lanny A Covington & Burling LLP                   |
| Brown Reginald J Kirkland & Ellis LLP                    |
| Casazza Lauren O Kirkland & Ellis LLP                    |
| Wainstein Kenneth L Davis Polk & Wardwell LLP            |
| Wolf Jarrett Wolf Global (ORL) ♦                         |
| Yates Sally King & Spalding LLP                          |
| ♦ (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 offers a broad international crisis response practice spanning the USA, Europe, Asia and Latin America, and is especially renowned for its market-leading white-collar practice. The Covington team has handled landmark climate change and environmental enforcement matters.

**Strengths** "They're top-notch. It's a great group of people who know what they are doing."

"They are the leaders in the legal side of Crisis Management."

"They have great depth and cover a lot of different types of crisis."

**Work highlights** Covington secured two preliminary injunction rulings for TikTok, which prevented the Trump Administration from banning the widely used social media platform in the US.

#### Notable practitioners

Former US Attorney General **Eric Holder** advises clients on complex investigations and litigation matters, including those that involve significant regulatory enforcement issues and reputational concerns. Holder is an internationally recognised leader across a broad range of regulatory

enforcement, criminal justice, and national security issues. One market insider comments: "He really is very good at what he does. He offers such a great depth in his work and is easy to get along with." **Lanny Breuer** specialises in helping clients navigate financial fraud investigations, money laundering investigations, and other criminal and civil matters presenting regulatory, political, and public relations risks. One market insider comments: "He is fantastic. His name is certainly one that comes to mind for me as a go-to person for crisis management."

#### Sidley Austin LLP

**What the team is known for** Sidley Austin's crisis management and strategic response practice assists clients with diverse challenges including business-critical threats across multiple jurisdictions. As well as the USA, the firm also has well-regarded crisis response teams in the UK, APAC, across Europe and in the Middle East. Advice is often closely coordinated between jurisdictions, where the client operates internationally or investigations are being conducted cross-border.

**Strengths** "They are incredibly strategic."

"Sidley has experts in pretty much every field and is great at bringing in the right people for the given task."

"As a firm they are one of the most professional yet understated law firms. They really put their clients' interests first and stay in the background as much as possible. They have experience and relationships everywhere. The service they provide is very bespoke."

**Work highlights** Sidley Austin is lead counsel for Huawei in its response to criminal charges concerning alleged conspiracies to steal trade secrets and breach international sanctions against Iran.

#### Notable practitioners

Yvette Ostolaza, Karen Pop, Ellyce Cooper and Holly Gregory are key contacts.

#### WilmerHale

**What the team is known for** WilmerHale has a prominent reputation for supporting businesses through criminal investigations, including environmental and national security matters. The firm regularly counsels clients in the aftermath of serious health and safety incidents, and has assisted numerous companies with operational challenges throughout the COVID-19 pandemic.

**Strengths** "The lawyers there have a lot of commercial knowledge."

"They are heavily active in the crisis area and have a great reputation."

"They have very good, top-notch lawyers."

**Work highlights** Conducted a culture review for the New York Mets under the direction of new ownership, including a review of its anti-harassment policies and procedures.

#### Notable practitioners

**Jamie Gorelick** is co-chair of the crisis management and strategic response group at WilmerHale. Gorelick specialises in corporate crisis matters, including Congressional investigations,

regulatory enforcement actions or major litigation. One interviewee says: "When I think of crisis management, I think of her. She has a great understanding of the market, is a prominent player and has a very good reputation in the field and knows exactly what needs to be done."

### Band 2

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

**What the team is known for** Pre-eminent litigation firm Paul, Weiss is relied upon by clients facing high-stakes class actions, shareholder litigation, or regulatory enforcement actions. The firm serves household-name corporate clients, including in big tech. Clients appreciate its lawyers' deep sector experience across diverse industries including television, automotives and energy.

**Strengths** "Paul Weiss understands our business very well and does an excellent job internalising business objectives and incorporating them into litigation strategies."

"They have outstanding talent and subject matter expertise throughout the team."

**Work highlights** Acted for Apple on an antitrust case brought by Epic Games, concerning in-app purchases and the Apple App Store.

#### Notable practitioners

**Karen Dunn** specialises in white collar and regulatory defence, data privacy and cybersecurity, and Congressional investigations. Among many other high-profile legal and political roles in her career, Dunn was previously communications director and press secretary for Senator Hilary Rodham Clinton; one market insider says that "she is whip-smart and, given her background in the political communications space, she's invaluable for matters broader than just a piece of litigation; she understands the media nuance and policy." The "outstanding" **Brad Karp** is Paul, Weiss' chairman and is regarded as one of the leading litigators and corporate advisers in the country. Karp has successfully guided numerous Fortune 500 companies through internal investigations and corporate crises. One market insider comments: "He's a problem solver who appreciates and understands the commercial complexity of a matter." Former US Attorney General **Loretta Lynch** advises clients on complex government and internal investigations, including those that involve substantial reputational concerns. One source says: "She is just incredible; she is really well equipped to handle all sides of a matter at hand."

#### Sullivan & Cromwell LLP

**What the team is known for** Sullivan & Cromwell's crisis management team is widely recognised as a strong choice for companies facing major crises across a range of industries and contexts. The firm is well equipped to conduct comprehensive due diligence and crisis preparation reviews, as well as to assist in responding to major crisis events.

**Notable practitioners**

Sharon Nelles, Robert Giuffra and Nicolas Bourtin are key contacts.

**Band 3****Davis Polk & Wardwell LLP**

**What the team is known for** Davis Polk is a go-to adviser for companies navigating serious regulatory or reputational challenges in sectors such as pharmaceuticals, financial services and technology. The firm is regularly called on to assist clients where there have been highly sensitive allegations of workplace misconduct, discrimination and harassment.

**Strengths** *"I think Davis Polk have an excellent crisis management space, especially for white-collar stuff."*

**Notable practitioners**

**Kenneth Wainstein** represents clients in corporate internal investigations and civil and criminal enforcement proceedings. Wainstein offers clients a deep understanding of the substantive and procedural issues involved in white-collar defence.

**Dechert LLP**

**What the team is known for** Dechert's crisis management team is widely recognised as a good choice for companies facing major crises across a range of industries and contexts. The firm is a go-to adviser for companies navigating serious regulatory or reputational challenges in sectors such as technology, ESG, pharmaceuticals and retail.

**Strengths** *"They are deeply clued in and aligned with business objectives."*

**Notable practitioners**

Andrew Levander and Brenda Sharton are key contacts.

**Gibson, Dunn & Crutcher LLP**

**What the team is known for** Gibson, Dunn & Crutcher's crisis management practice is renowned for taking immediate action to manage any situation, executing a strategic communication plan and guiding clients through difficult events. The firm's experience extends to criminal law, complex civil litigation, and securities and corporate governance.

**Strengths** *"They have a great team and excellent in-house expertise and offer a thorough service."*

*"They have a good understanding of the market and they are in massive settlement issues currently and they really pride themselves on the communications work they do and rightly so, as they know how to engage with the media."*

**Work highlights** Gibson Dunn represents the University of Southern California in the Varsity Blues investigation.

**Notable practitioners**

Robert Hur and Debra Wong Chang are key contacts.

**Hunton Andrews Kurth LLP**

**What the team is known for** Hunton Andrews Kurth has three core crisis response groups: the energy and physical security task force, environ-

mental and emergency release incident response team, and the cybersecurity team. Hunton is a go-to firm in the context of crisis response across each of these disciplines.

**Strengths** *"The Hunton team is extremely responsive with proactive engagement."*

**Work highlights** Hunton Andrews Kurth served as the lead defending Yahoo! (now Verizon) in over 40 consumer class actions in what was reported as the largest data breach in history.

**Notable practitioners**

Shannon Broome and Ann Marie Mortimer are key contacts.

**King & Spalding LLP**

**What the team is known for** King & Spalding's crisis management practice assists clients navigating cyber intrusions and data breaches, corporate governance and Congressional investigations, and high-profile environmental investigations and enforcement.

**Strengths** *"This is a nationwide firm with a deep bench of experienced attorneys."*

*"K&S is one of our 'go-to' firms. They are at the top of our list in terms of entrusting them with our most challenging legal issues."*

**Work highlights** King & Spalding has been defending Capital One as lead counsel in over 60 consumer class actions arising from a data breach incident.

**Notable practitioners**

Former Deputy Attorney General **Sally Yates** leads the firm's crisis management practice. Yates' expertise spans various sectors such as government enforcement and regulatory matters, congressional investigations, and crisis management. One market insider says: *"She is really good. She has a great range of experience and does a fantastic job."*

**Kirkland & Ellis**

**What the team is known for** Kirkland & Ellis' crisis team is positioned to respond quickly and effectively to resolve and mitigate enterprise-level risks on behalf of international corporations, with a particular strength in product liability.

**Strengths** *"When dealing with Kirkland & Ellis, you not only get a top-notch quarterback but an entire team of professionals each with the relevant expertise needed in any crisis – whether the case is headed for a criminal indictment or headed for a Congressional hearing or headed to civil litigation."*

*"They are remarkable – they are the firm that best understands these reputational risks."*

**Work highlights** Kirkland & Ellis represents Allergan in various state and federal governmental investigations, congressional inquiries and civil suits related to its sale and marketing of opioid pain killers.

**Notable practitioners**

**Reginald Brown** has a diverse crisis and government investigations practice, and regularly counsels financial institutions and other clients facing regulatory and enforcement matters. One source notes: *"He is the best in the business. There is no one who comes close to his ability in Congressional investigations."* **Lauren Casazza** is an established litigator, representing private equity and other investment firms in a wide variety of complex

commercial litigation matters. Casazza established Kirkland's crisis response practice and regularly counsels corporations on internal and external communications in high-profile litigation. One market insider says: *"She is an all-rounder. She knows what has to be done."* Another source says: *"She is like a quarterback. She has a great balance of being able to figure out who all the best players are for the case at hand."*

**Band 4****Baker Botts LLP**

**What the team is known for** Baker Botts acts for clients facing crises including environmental and toxic torts, criminal and civil white-collar investigations, and data breaches. Its crisis team regularly assists corporates both in responding to crises and in anticipating and mitigating risk exposures.

**Strengths** *"They are experts in managing the client and have a good level of expertise and insights to offer with regards to each case. They are top-notch and give great advice to in-house counsel."*

**Work highlights** Baker Botts is representing TPC Group in a variety of matters arising out of two November 2019 explosions at its chemical plant in Port Neches, Texas.

**Notable practitioners**

Alex Bourelly, Kyle Clark and Nadira Clarke are key contacts.

**Debevoise & Plimpton LLP**

**What the team is known for** Debevoise & Plimpton has strength in white-collar and corporate crime, media and intellectual property, and financial services. Its lawyers bring experience from key positions in government and regulatory bodies, making them excellent advisers for internal or external investigations.

**Strengths** *"They offer a great service, are easy to collaborate with and have a good understanding of the overall market."*

*"They have an excellent grasp on the cyber crisis management issues."*

*"Debevoise are very, very good. The quality of their work over the years has really spoken values. They are great litigators but also very good as counselors."*

**Notable practitioners**

**Luke Dembosky** advises companies on managing cyber risks, responding to cyber incidents, and handling related internal investigations and regulatory defence. One market insider comments: *"He is our top lawyer. He is very experienced and really knows the market. He has a great pragmatic approach and just totally gets what needs to be done."* Former SEC chair **Mary Jo White** focuses on representing clients on significant and sensitive matters, including companies facing multifaceted government investigations. One market source notes: *"She is just an all-round fantastic person and she holds all the keys in her hand."* Another interviewee reports: *"She is just everywhere. I cannot pick up a newspaper without seeing her name. She is the market herself. She is amazing and it shows."*

## Other Ranked Lawyers

**Jarrett Wolf**, founder and president of Wolf Global Consulting, is a former prosecutor and DEA Special Agent. Wolf combines his litigation and trial experience with global investigations and crisis management experience to resolve high-stakes situations for clients in the US and internationally. One interviewee comments: “He has the highest level of professionalism, is academically gifted

and has knowledge of legal roots.” Another source reports: “He is the calm to his clients as he battles the storm. I think what sets him apart from all the other lawyers is that he is a realist. He breaks down the issues into bitesized pieces so that the client can understand or digest what is happening. His strengths include incredible communication skills and laser focus, and his knowledge of the law is insurmountable.”

## Leaders’ Profiles in USA – Nationwide

### DIAFERIA, Jamie

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*Featured in PR & Communications (USA  
– Nationwide)*

**Practice Areas:** Jamie Diaferia, founder and CEO of Infinite Global, counsels leading professional services firms on their crisis communications strategies. His clients include Am Law 200 law firms and accounting, financial services and consulting firms, as well as individuals and corporations involved in high-stakes crises and legal battles. For more than two decades, Jamie has worked behind the scenes on many of the biggest stories in the news. In 2020, Business Insider included Jamie on its list of top crisis PR executives. The list recognizes the “18 top public relations experts CEOs scramble to hire in a crisis.” Before founding Infinite Global, Jamie was a journalist and lawyer, a background that ensures he understands the needs of reporters and his clients, who often face complex legal challenges. He is a graduate of The Taft School, Bucknell University and the University of Connecticut School of Law.

### HELLER, Risa

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*Featured in PR & Communications (USA  
– Nationwide)*

**Career:** Risa is the CEO of Risa Heller Communications, a full-service communications and public affairs consultancy based in New York City. Ms. Heller builds on her background in politics and crisis communications to help clients navigate the highest levels of national top-tier media as well as complex issues management environments where reputation or permission to operate is on the line. Ms. Heller’s work centers on the intersection of public affairs, issues management and front-page news. She has worked with a range of clients in varied sectors as well as a range of high-profile individuals and families in New York, Washington and Los Angeles. Risa has served at the highest levels of government: as Communications Director to U.S. Senator Charles Schumer she served as his chief media strategist and senior spokesperson, and moved on to serve in a similar role for New York State Governor David A. Paterson. She graduated from the University of Michigan and received her M.A. in Communications from Johns Hopkins University.