



LexMundi

World Ready

2020 Directory of Members

600

Offices

100+

Countries

21,000

Lawyers

160

Premier Member Firms





**Lex Mundi - the law firms
that know your markets.**



2020 Directory of Members

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Your Global Service Platform

One Global Service Platform. Endless Integrated Client Solutions.

Lex Mundi brings together the collaboration, knowledge and resources of 160 rigorously vetted, top-tier law firms in 100+ countries.

Supported by client-focused methods, innovative technologies, joint learning and training, member law firms collaborate seamlessly across borders, industries and markets to help clients manage complex cross-border legal risks, issues and opportunities.

Through the Lex Mundi global service platform, member firms are able to deliver integrated and efficient solutions focused on real business results for clients.

Indigenous Insight. Innovative Solutions. Smart Resourcing.

Our member firms are territory experts and leaders in their jurisdictions. Each has broad knowledge and understanding of their respective markets – how those markets were developed, their peculiarities, their drivers and their rules and regulations. Through close collaboration, Lex Mundi member firms deliver new perspectives, fresh thinking and rigorous questioning that are key to innovation in today's markets. It is the smart resourcing that today's cross-border business environment demands.

Putting Collaboration to Work for You.

Our member firms work together fluidly and efficiently across borders, often in tight time frames. When the call comes in, they can mobilize cross-border teams with the combined local perspectives needed to quickly interpret your opportunities and challenges.

Lex Mundi is World Ready, providing the insight, innovation, resources and cross-border connections you need to meet the challenges of doing business in virtually any market, virtually anywhere in the world.

Lex Mundi – The Law Firms that Know Your Markets.

Your Global Service Platform

Experienced. Knowledgeable. Committed.

Lex Mundi member firms are among the most experienced and knowledgeable in their jurisdictions. They deliver indigenous insight, a market-specific focus and global connections to a diverse range of domestic and international clients. Each member firm is selected on the basis of its leadership in – and continued commitment to – its local market and is pledged to uphold the highest service quality standards.

Our member firms deliver unmatched on-the-ground expertise to clients. Through their local knowledge built from hands-on, accrued experience of how markets develop and the forces and factors that affect them, Lex Mundi member firms and lawyers have the connections and capabilities to help shape innovative strategies in any industry, at any level, virtually any place in the world.

Solving Complex Challenges. Spotting New Opportunities.

Lex Mundi member firms collaborate to deliver cost-effective, seamless solutions designed to complement your strategic vision and multijurisdictional business objectives.

They offer expertise across a broad practice spectrum, including mergers and acquisitions; private equity; project finance; capital markets (debt and equity); litigation and dispute resolution; corporate governance; intellectual property; real estate; and labor and workforce law.

Seamless Client Service. Efficient Client Solutions.

Our global service platform is an unrivaled resource for clients seeking solutions for cross-border transactions, matters and disputes across multiple jurisdictions.

Member firms are accustomed to working together according to our seamless service protocols, which provide basic guidelines, procedures and best practices for how members collaborate on behalf of a common client. This assures that you benefit from the deep local expertise, talent and connections of multiple Lex Mundi member firms while experiencing the ease and efficiencies of working with a single firm.

Your Global Service Platform

High-Quality Representation. High Service Standards.

Lawyers at Lex Mundi member firms are among the best in their fields. We employ a rigorous method of selecting and admitting new member firms. Potential members of our global network are evaluated on criteria that include quality, responsiveness, ability to provide a full range of legal services, reputation, use of technology, management structure, training programs and ethical standards.

While we apply high standards when approving membership, we also acknowledge that changes can occur in firms over time. To assure that our members continue to be the most highly regarded firms in their jurisdictions – and that they remain committed to providing responsive, exceptional legal services – we regularly review each firm. If a firm does not meet our established criteria, membership is not renewed.

Each member firm adheres to a general service philosophy as well as to specific standards, such as responding to a request the next business day or sooner. This provides clients (as well as referring members) with the assurance and confidence of knowing they will receive consistently high levels of skills and service.

Distinguished Guidance. Continuous Improvement.

Lex Mundi's Client Advisory Council, a distinguished panel of senior in-house counsel from leading multinational companies, provides expert advice and guidance to Lex Mundi and our member firms. Council members also help identify best practices for strengthening the working relationship between in-house and outside counsel.

Through our ongoing professional development support, we are also committed to assisting our member firms in acquiring, developing and continuously improving the knowledge and professional skills of their lawyers.

Diversity Vision Statement

Lex Mundi and its member firms value diversity. We respect and embrace all people, including those of different ages, cultures, ethnicities, genders, nationalities, physical abilities, races, religious beliefs and sexual orientations. We value the experiences, knowledge and talents of all individuals in our firms and in our communities. We support and promote nondiscriminatory practices that advance equal treatment of, and opportunity for, all people and encourage meaningful participation by a broad cross-section of people in our firms and in our communities.

Recent Cross-Border Transactions

- **Advising Proximus on its acquisition of Codit, a European IT player headquartered in Belgium.**
Lex Mundi member firms involved: Liedekerke Wolters Waelbroeck Kirkpatrick (Belgium) (lead role), Gide Loyrette Nouel A.A.R.P.I. (France), GANADO Advocates (Malta), Houthoff (Netherlands), Morais Leitão Galvão Teles, Soares da Silva & Associados (Portugal) and Pestalozzi (Switzerland).
- **Advising HIVE Blockchain Technologies on setting up cryptocurrency mining operations in Iceland and Sweden.**
Lex Mundi member firms involved: Farris LLP (Canada, British Columbia) (lead role), Advokatfirman Vinge KB (Sweden) and LOGOS Legal Services (Iceland).
- **Advising a multinational player in the chemical industry on the divestiture of several of its business units in Latin America.**
Lex Mundi member firms involved: Demarest Advogados (Brazil), Brigard Urrutia (Colombia), Estudio Olaechea (Peru) and Claro & Cia., Abogados (Chile).
- **Advising an Ecuadorean conglomerate on structuring a mining project.**
Lex Mundi member firms involved: Thompson Dorfman Sweatman LLP (Canada, Manitoba), Guyer & Regules (Uruguay), Claro & Cia., Abogados (Chile) and Pérez Bustamante & Ponce (Ecuador).
- **Advising on the mandatory offer for shares in Techcomp (Holdings) Limited, which is primary listed on SEHK and secondary listed on SGX.**
Lex Mundi member firms involved: Deacons (Hong Kong) (lead role) and Rajah & Tann Singapore LLP (Singapore).
- **Advising a South American bank on the restructuring of its operations across Europe.**
Lex Mundi member firms involved: Morais Leitão, Galvão Teles, Soares da Silva & Associados (Portugal) (lead role), Gide Loyrette Nouel A.A.R.P.I. (France), Houthoff (Netherlands), Arthur Cox (Ireland and Northern Ireland), CERHA HEMPEL Rechtsanwälte GmbH (Austria), Noerr LLP (Germany), Chiomenti (Italy) and Arendt & Medernach (Luxembourg).
- **Advising private equity firm Milestone Partners in connection with its acquisition of RedZone Robotics, Inc., a technology-enabled solutions business.**
Lex Mundi member firms involved: Pepper Hamilton LLP (USA, Pennsylvania) and Simpson Grierson (New Zealand).
- **Advising on the acquisition of KOP Surface Products from Akastor ASA.**
Lex Mundi member firms involved: Burness Paull LLP (Scotland) (lead role) and Rajah & Tann Singapore LLP (Singapore).
- **Advising a European global manufacturer of gas valves on a joint venture in India.**
Lex Mundi member firms involved: Arendt & Medernach (Luxembourg) and Shardul Amarchand Mangaldas & Co (India).
- **Advising Gemini DC Fund on a dispute with Bouygues E&S Ireland Limited in respect of a contract for the design and construction of the Gemini Data Centre in Ireland.**
Lex Mundi member firms involved: Rajah & Tann Singapore LLP (Singapore) (lead role) and Arthur Cox (Ireland and Northern Ireland).
- **Advising Dümmer Orange on the acquisition of two U.S.-based wholesale plant brokerage firms.**
Lex Mundi member firms involved: Houthoff (Netherlands) (lead role) and Alston & Bird LLP (USA, Georgia).
- **Advising Zimmer Biomet on the acquisition of the listed company Medtech.**
Lex Mundi member firms involved: Faegre Baker Daniels LLP (USA, Indiana and Minnesota) and Gide Loyrette Nouel A.A.R.P.I. (France).
- **Advising Avon Cosmetics on general corporate and employment matters.**
Lex Mundi member firms involved: Uría Menéndez (Spain), Noerr LLP (Germany) and CERHA HEMPEL Rechtsanwälte GmbH (Austria).

Recent Cross-Border Transactions

- **Advising NCR Corporation on the divestment of its interactive printer solutions division with worldwide operations, assets and employees.**
Lex Mundi member firms involved: Womble Bond Dickinson (USA, North Carolina) (lead firm), Bass, Berry & Sims PLC (USA, Tennessee), Basham, Ringe y Correa, S.C. (Mexico), Gide Loyrette Nouel A.A.R.P.I. (France), Claro & Cia., Abogados (Chile), Simpson Grierson (New Zealand) and Afridi & Angell (United Arab Emirates).
- **Advising lenders on a complex merger involving Lumenis, an Israeli-based healthcare company, and XIO Group, a Hong Kong-based investment firm.**
Lex Mundi member firms involved: S. Horowitz & Co. (Israel) (lead role) and multiple Lex Mundi member firms including Chiomenti (Italy), Rajah & Tann Singapore LLP (Singapore) and Shardul Amarchand Mangaldas & Co (India).
- **Advising DeepOcean on its acquisition of Searov Offshore SAS.**
Lex Mundi member firms involved: Houthoff (Netherlands) (lead role), Rajah & Tann Singapore LLP (Singapore) and Gide Loyrette Nouel A.A.R.P.I. (France).
- **Advising Sapec on the sale of its agribusiness to Bridgepoint.**
Lex Mundi member firms involved: Demarest Advogados (Brazil) and Uría Menéndez (Spain).
- **Assisting General Motors on a review of the company's options with respect to its Chevrolet business in Europe.**
Lex Mundi member firms involved: Houthoff (Netherlands) and multiple Lex Mundi member firms.
- **Advising on a series of divestitures for a Fortune 500 multinational oilfield services company with operations in more than 80 countries.**
Lex Mundi member firms involved: Baker Botts L.L.P. (USA, Texas) (lead role) and multiple Lex Mundi member firms.
- **Antitrust advice from nine different jurisdictions with regards to antitrust clearance and approvals for a U.S.-based multinational company.**
Lex Mundi member firms involved: Butzel Long (USA, Michigan) (lead role) and eight member firms in nine jurisdictions across Europe and Asia.
- **Advising Fiskars Oyj in respect of the cross-border merger between Fiskars France and Fiskars.**
Lex Mundi member firms involved: Roschier, Attorneys Ltd. (Finland) (lead role), Gide Loyrette Nouel A.A.R.P.I. (France) and Uría Menéndez (Spain).
- **Advising ScanSource, Inc. on the acquisition of a Brazilian based electronics company.**
Lex Mundi member firms involved: Demarest Advogados (Brazil) (lead role), Estudio Olaechea (Peru), Basham, Ringe y Correa, S.C. (Mexico), Claro & Cia., Abogados (Chile) and Brigard Urrutia (Colombia).
- **Global compliance audit across 38 countries in the areas of HR, corporate/secretarial and exchange control for a \$6 billion multinational technology solutions provider.**
Lex Mundi member firms involved: Arthur Cox (Ireland and Northern Ireland), Bowmans (South Africa), Clayton Utz (Australia), Demarest Advogados (Brazil), Morrison & Foerster LLP (USA, California), Noerr LLP (Germany), Rajah & Tann Singapore LLP (Singapore), Roschier, Attorneys Ltd. (Finland), Advokatfirman Vinge KB (Sweden) and Wardyński & Partners (Poland).
- **Advising an international distributor on the acquisition of an aftermarket automotive parts distributor operating in Australia and New Zealand.**
Lex Mundi member firms involved: Alston & Bird LLP (USA, Georgia) (lead role), Clayton Utz (Australia), Rajah & Tann Singapore LLP (Singapore) and Houthoff (Netherlands).

Our Leadership

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Our Client Advisory Council

Lex Mundi's Client Advisory Council serves as a forum to obtain feedback directly from client organizations. This group of senior in-house counsel from some of the world's leading companies provides guidance on the best ways to serve clients and offers advice on policies and projects. The current Lex Mundi Client Advisory Council members are:

Donny Ching

Legal Director
Royal Dutch Shell PLC
The Hague, Netherlands

Isabelle Deschamps

General Counsel and
Member of the Executive
Committee
AkzoNobel
Amsterdam, Netherlands

Francisco Hernández-Castillo

Corporate Vice President
Former Legal and General
Counsel
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Atlanta, Georgia, USA

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Chief Compliance Officer
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Hunt Valley, Maryland, USA

Shuva Mandal

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SCA
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Rania Rizk

Senior Vice President and
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Dubai, United Arab Emirates

Nicola Verdicchio

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Pirelli & C. S.p.A.
Milan, Italy

Loretta Yuen

Executive Vice President
Group Legal & Regulatory
Compliance
Oversea-Chinese Banking
Corporation Limited
Singapore

Senior counsel from these organizations have served on the Client Advisory Council:

- AkzoNobel
- AngloGold Ashanti
- Audi
- Banco Bilbao Vizcaya Argentaria S.A.
- Banco Santander, S.A.
- Cisco Systems Inc.
- Clorox Company
- Deere & Co.
- DISH Network
- First Solar, Inc.
- Grupo Bimbo, S.A. de C.V.
- HanesBrands Inc.
- H.J. Heinz Company
- Hilton Hotel Corporation
- Johnson Controls
- Kimberly-Clark Corporation
- LexisNexis
- Macquarie Group Limited
- Magneti Marelli S.p.A.
- Mars, Inc.
- McCain Foods
- McDonald's Corporation
- Michelin
- Milliken & Company
- Mitsubishi Corporation
- Nestlé SA
- New York Times
- Novartis International AG
- Office Depot
- PepsiCo
- Pfizer Inc.
- Robert Bosch GmbH
- Rio Tinto
- Royal Dutch Shell plc
- SABMiller plc
- Sara Lee Corp.
- Starbucks Coffee Company
- Taiwan Semiconductor
- Teva Pharmaceutical Industries Ltd.
- The Edrington Group Limited
- thyssenkrupp AG
- Tyco International
- Votorantim Industrial

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Our World Ready Member Firms



Our World Ready Member Firms

By Region

Africa

Bentsi-Enchill, Letsa & Ankomah, Ghana	44
Bowmans, South Africa	75
Koep & Partners, Namibia	62
Shalakany Law Office, Egypt	37
Udo Udoma & Belo-Osagie, Nigeria	64

Asia and the Pacific

ABNR Counsellors at Law, Indonesia	50
Clayton Utz, Australia	18
D. L. & F. De Saram, Sri Lanka	76
Deacons, Hong Kong	48
JunHe LLP, China	32
Lee & Ko, Korea	54
MdME Lawyers, Macau	57
Nishimura & Asahi, Japan	52
Rajah & Tann Singapore LLP, Singapore	73
RIAA Barker Gillette, Pakistan	65
Romulo Mabanta Buenaventura Sayoc & de los Angeles, Philippines	67
Shardul Amarchand Mangaldas & Co, India	49
Simpson Grierson, New Zealand	63
Skrine, Malaysia	58
The Legal Circle, Bangladesh	20
Tilleke & Gibbins, Thailand	78
Tsar & Tsai Law Firm, Taiwan	77

Canada and the Atlantic

Blake, Cassels & Graydon LLP, Canada, Alberta	26
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Farris LLP, Canada, British Columbia	26
McInnes Cooper, Canada, New Brunswick	27
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McInnes Cooper, Canada, Nova Scotia	28
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Thompson Dorfman Sweatman LLP, Canada, Manitoba	27

Lex Mundi members are not affiliated in the joint practice of law; each member firm is an independent law firm and renders professional services on an individual and separate basis.

Our World Ready Member Firms

By Region

Europe

Advokatfirmaet Thommessen AS, Norway	65
Advokatfirman Vinge KB, Sweden	76
Arendt & Medernach, Luxembourg	57
Arthur Cox, Ireland	50
Arthur Cox, Northern Ireland	64
Asters, Ukraine	81
Burness Paull LLP, Scotland	72
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Nestor Nestor Diculescu Kingston Petersen, Romania	69
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Pekin & Pekin, Turkey	80
Penkov, Markov & Partners, Bulgaria	25
Pestalozzi, Switzerland	77
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Uría Menéndez, Spain	75
Wardyński & Partners, Poland	68
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Our World Ready Member Firms

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Latin America and the Caribbean

Alvarado y Asociados, Nicaragua	63
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Clarke Gittens Farmer, Barbados	20
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Pérez Bustamante & Ponce, Ecuador	37
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Romero Pineda & Asociados, El Salvador	38
VanEps Kunneman VanDoorne, Curacao	34
Walkers, Cayman Islands	31
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Middle East

Afridi & Angell, United Arab Emirates	82
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Moghaizel Law Office, Lebanon	55
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United States

Akerman LLP, USA, Florida.....	86
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Afghanistan

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Additional Information

Membership Criteria

1. **Quality:** The firm must provide, and must be known for providing, high-quality legal services to its clients. The firm must be, and must be known for being, responsive to its clients.
2. **Capability:** The firm must be able to provide the full range of legal services needed in its jurisdiction by commercial clients of member firms. The firm must be able to comply with the Lex Mundi Service Standards.
3. **Reputation:** The firm must be one of the most highly regarded firms in its jurisdiction. It must be viewed as a firm rather than simply a number of lawyers who are in the same offices. The firm should have, at a minimum, several partners.
4. **Technology and Management:** The firm must be among the technology and firm management leaders in its jurisdiction.
5. **Ethical Standards:** The firm must have conflict avoidance procedures. The firm must comply with all ethical standards applicable in its jurisdiction.
6. **Future Prospects:** The firm must show promise for continued growth and for continued leadership in its jurisdiction.
7. **Size:** The firm must be among the largest in its jurisdiction in order to have sufficient lawyers to provide a full range of legal services and to participate actively in Lex Mundi, including attending meetings and interacting with other members.
8. **Indigenous:** The firm should be indigenous to the jurisdiction. Lawyers should be admitted to practice before the courts and government agencies. However, this requirement may be relaxed if the nature of the practice ordinarily results in hiring trial counsel or if the firm has demonstrated a long-term commitment to the jurisdiction in its actual operations.
9. **Commitment:** The firm must make a commitment to achieve and maintain an appropriate level of participation in various Lex Mundi projects and activities and to periodically attend Lex Mundi events and meetings. The firm should have no significant disincentives to the effective participation of the firm in the activities of Lex Mundi.
10. **Value to Lex Mundi:** Membership of the firm in Lex Mundi must enhance:
 - A. The ability of Lex Mundi to recruit suitable new members and to retain existing members;
 - B. The willingness of the members to share professional information;
 - C. The willingness of members to work together on joint initiatives and
 - D. The value of membership in Lex Mundi.

Service Standards

The hallmark of Lex Mundi is the quality of its member firms. Both clients and referring member firms can have confidence in the quality of individual member firms through Lex Mundi's recruiting standards, its membership review policy and its service standards.

Lex Mundi firms share a remarkable dedication to clients. Each Lex Mundi member adheres to a general philosophy of providing excellent service, as well as to the Lex Mundi Service Standards. The Service Standards set forth procedures that member firms put in place to ensure rapid and effective responsiveness to requests from clients and from members; consistent and well-managed handling of matters; effective uses of technology for delivering client services and high levels of client satisfaction. The Lex Mundi Service Standards provide clients, as well as referring members, with consistency and confidence in working with Lex Mundi member firms

General

Lex Mundi member firms commit to provide excellent service in accordance with these standards.

Adherence to Standards

Lex Mundi periodically and systematically reviews its member firms for continued adherence to our standards of excellence. Our member firms commit to periodic reevaluation of their personnel and service performance as a condition of continued membership in Lex Mundi.

Responsiveness

Lex Mundi member firms understand that rapid response times are essential to client service. In recognition of this:

- Lex Mundi member firm contact persons shall be available by telephone or email seven days a week or their telephone system or email replies shall offer alternative contacts who are available during periods when the contact persons cannot be available.
- The first response to a request shall be made the next business day or sooner and shall establish a timetable for providing the information or advice requested.
- Requests for assistance shall either be fulfilled or the requester shall be given a viable alternative within the time period relevant to the request.

Global Service Platform

Lex Mundi member firms are focused on understanding the client's desired business outcome, communicating continuously, and managing the project efficiently so as to deliver value to the client. Lex Mundi member firms will:

- Learn from the client at the outset of each project the client's desired business outcome, needs, expectations and limitations and then establish with the client the project scope and the most effective means of delivering value to the client.
- Use a work management methodology that is appropriate for each project.
- Discuss with the client material deviations from project scope or fee estimates as promptly as possible once the deviation becomes apparent.
- Establish mechanism(s) – based on the client's preferences – for formal or informal status reports and feedback during and/or after a project.

Service Standards

Technology

Lex Mundi member firms will:

- Employ software that supports the compatible exchange of files and data as generally used by the legal industry.
- Make use of digital collaboration workspaces when multiple lawyers are working on a matter or matters over an extended time period.
- Have technology (or other resources) to perform rapid-turnaround conflict checks.
- Meet the Lex Mundi Cybersecurity Core Standards and make best efforts to implement the Cybersecurity Recommended Practices.
- Have a business continuity plan which includes reestablishment of contact with lawyers and restoration of the firm's key data and systems.

Estimates / Billing

Lex Mundi member firms will provide upon request:

- Engagement letters.
- Fee estimates and consider requests for alternative fee arrangements.
- Detailed bills.
- E-billing.
- Coordinated billing so that the client has one place to access all the firms' bills and basic data about them.

Staffing

Lex Mundi member firms will provide:

- Primary and backup lawyers (and, where appropriate, staff) on appropriate matters and avoid unnecessary personnel changes on referred matters.
- Lawyers and staff fluent in written and spoken English, including English-speaking receptionists and operators during office hours, and voicemail with English language prompts.
- An up-to-date and readily accessible list of firm personnel who speak and/or read languages in addition to the local language and English.

Satisfaction

Lex Mundi member firms will promptly (a) address client concerns involving the service of their own firm and (b) communicate any relevant client concerns to the other Lex Mundi member firms.

Free Advice Policy

Any lawyer at a Lex Mundi member firm should feel free to contact other Lex Mundi member firm lawyers for free advice. The firm contacts or specific lawyers in practice areas identified through the Lex Search feature on the Lex Mundi website may be contacted. (If the lawyer requesting free advice is not a partner or other senior lawyer, he or she should identify the lawyer responsible for the matter that is the subject of the inquiry.)

Free advice includes general discussions of the current status of law or other issues. Free advice should generally be less than 30 minutes. Lawyers who are requesting free advice should state so after introducing themselves.

The Free Advice Policy is not applicable if research is required, documents are reviewed or any legal opinion is provided that the consulting lawyer uses as lawyer work product.

If a lawyer is contemplating making a request for free advice that may not fit within the Free Advice Policy, he or she is encouraged to consider whether retaining another member firm on a limited basis would be more appropriate than requesting free advice.

Lawyers are encouraged to submit requests for free advice in writing, preferably by means of the email form that is part of the Lex Search feature on the Lex Mundi website.

Frequently Asked Questions

The Free Advice Policy is a valuable benefit to member firms that provides the advantage of an immediate, prompt response regarding some aspect of the legal environment in a specific jurisdiction. In an effort to clarify “free advice” and to reduce inappropriate uses of the policy, this list of Frequently Asked Questions (FAQs) has been drafted. It is the responsibility of the contact person at each member firm to ensure that the policy and FAQs are available to each lawyer. Any questions regarding the use of the policy should first be directed to the member firm’s contact person before a request is made.

1. What requests are appropriate and what are inappropriate?

Generally appropriate:

- Basic information about a particular area of law, legal procedure or practice in the jurisdiction of the Lex Mundi member that could be answered by one lawyer experienced in the area of practice, where the inquiry seeks broad guidance (for instance, the type of information that the requesting party could probably find in a general legal textbook would be appropriate);
- A request that seeks identification of a key precedent on a topic or reference to a treatise;
- A request in which any underlying factual information is disclosed hypothetically or in very general terms, so as to avoid a disclosure that would identify the client (unless such disclosure is required for a conflicts check);
- A request for information about a particular judge, lawyer or alternative dispute resolution specialist in the member firm’s jurisdiction and
- An inquiry seeking general information as to a single issue, based on a simple factual framework, which can be answered using the law firm’s basic skills and expertise, and where the inquiry seeks broad guidance and neither an opinion nor a definitive judgment. (In such case, the parties involved may need to be identified so that conflicts can be checked.)

Free Advice Policy

Generally inappropriate:

- A survey of the law in a particular jurisdiction;
- A multipart question that requires input from a number of specialists;
- A fact-specific inquiry in which the requesting lawyer seeks advice that will be incorporated into an opinion for the requesting lawyer's client;
- A request where the lawyer providing the information must pass judgment;
- A request in which the answer would risk the disclosure of confidential information about a client of the firm to whom the request is directed;
- A request that requires the disclosure of confidential information and
- A request that warrants the drafting of documents.

2. Who should make the request?

Requests should be made by lawyers—not legal assistants, secretaries, law clerks or administrative personnel—familiar with the use of the policy. If the lawyer making the request is not a partner or other senior lawyer, he or she should identify the lawyer responsible for the matter that is the subject of the inquiry.

3. To whom and how should the request be made?

The procedure for requesting free advice should be as quick and easy as possible, since many such requests are time-sensitive. In the past, the practice has been for a request to be made to one of a firm's contact persons listed in the Directory of Members, who then would respond to the request or locate the appropriate person to respond. This practice remains acceptable.

To ease the burden on the contact person, requests may be directed to any lawyer listed on the Lex Search feature on the Lex Mundi website as a contact for a particular area. However, the contact persons of the sending and receiving firms should be copied on the request if made in written form. Lawyers are encouraged to submit requests for free advice in writing, preferably by means of the email form that is part of the Lex Search feature on the Lex Mundi website. [Note: the Lex Mundi contact persons of the sending and receiving firms will be automatically copied when the Lex Search email form is used to send the request.] If a request is made by telephone, the lawyer who received the request should inform the contact person by a brief email or telephone call.

Each firm may specify the routing of requests. However, it is imperative that all staff involved in directing calls know to whom requests should be directed. If that person is out of the office for an extended period, then an alternate should be chosen.

4. Should the receiving firm check conflicts as to each request?

The request should be a simple general question regarding laws or rules; therefore, a conflicts check generally should not be necessary. However, if the nature of the inquiry requires identification of clients and others involved, or if there is a likelihood that the firm receiving the request may have relationships with those involved (for example, the inquiry involves a major business operating in the country in which the firm receiving the request has its offices), the responding firm should be attuned to the possible need for a conflict check. If the requesting firm knows the Lex Mundi member has a client relationship that might be implicated in the matter giving rise to the request, the requesting firm should either refrain from making the request or disclose the connection at the outset.

Free Advice Policy

Any lawyer making use of the Free Advice Policy has an obligation to assure that the intended use of the policy conforms to any ethics rules or opinions of the jurisdiction of the requesting lawyer.

The requesting firm may not disclose, without the responding firm's express written consent, either to its client or to any other third party, the source of the general legal information it has received. Since the information is provided gratuitously, the responding firm should not be held to account for the accuracy, timeliness or completeness of the information provided.

If the firm is not able to provide the requested free advice because (a) the firm has a conflict or (b) the firm does not have the relevant expertise, the firm is encouraged to assist the requesting firm by identifying one or more appropriate lawyers or firms in the jurisdiction who may be able to provide guidance.

5. How should an "inappropriate" request be handled by the receiving firm?

The recipient should indicate that he/she does not consider the question appropriate for response under the Free Advice Policy and should give reasons, e.g. the information is not readily available and will require research, it will take several hours of work to respond, etc. If the recipient does not feel comfortable doing this, the recipient should discuss the issue with the contact person at his or her firm. The recipient should alert the contact person at his or her firm if the recipient refuses a request.

6. How can members make better use of the policy?

Contact persons need to ensure that all lawyers are aware of the policy and understand how to use it. This may be accomplished by distributing the policy and these FAQs, along with an explanatory memo, from the contact person.

7. Can a request for free advice be made via a practice group list?

The Free Advice Policy and Lex Mundi's email lists and forums have different purposes. Lists are "discussions" or "commentaries" on topics of interest or of a general nature; forums are for ongoing discussion among members of a practice group on topics of general interest, rather than mechanisms for requesting an answer to a jurisdiction-specific question. Making a request for free advice in this manner would not be appropriate. (An appropriate example of a request to the Real Estate email list, which would not be appropriate as a Free Advice request: "Has anyone had a recent experience dealing with the Rule against Perpetuities?")

Membership Review

The quality of its membership is Lex Mundi's most important asset. Lex Mundi's membership review process sets forth procedures for systematically and rigorously reviewing all member firms to ensure that they are among the most highly regarded firms in their jurisdictions; are providing responsive, high-quality legal services and are active in Lex Mundi. Lex Mundi can achieve its goals and serve its members only if each member firm is an active participant and provides the highest quality legal services to its clients and to clients referred to it by other member firms. These review procedures supplement other existing procedures in the Lex Mundi by-laws for reviewing special situations.

The membership review procedures provide that each member firm will be reviewed every six years by a five-member committee comprised of a current member of the Board, the current Chair, Chair-Emeritus, or Chair-Elect, the President and two others selected from current or past Board members. Member firms under review are requested to provide information relevant to the review. All Lex Mundi member firms are requested to complete a questionnaire concerning the quality of services, responsiveness and level of compliance of each of the firms currently being reviewed. Additional information pertinent to the review is compiled from third-party ranking services and periodicals.

In determining whether a firm's membership will be renewed, the review committee and the Board consider whether the firm meets the following criteria:

- The services provided by the firm at the request of member firms or their clients are of high quality;
- The firm would meet the most current Lex Mundi membership criteria;
- The firm is responsive to requests for services, free advice and free facilities;
- The level of the firm's participation in Lex Mundi is high and
- The level of the firm's compliance with Lex Mundi policies is high.

If the review committee and the Board find that all criteria are met, the firm will be renewed for a full six years. If the review committee and the Board find that any one of the criteria is not met, the Board may either (a) not renew the membership or (b) renew the membership for less than six years subject to the firm meeting certain goals set by the review committee and the Board.



Lex Mundi Pro Bono Foundation

Lawyers Helping Social Entrepreneurs Change the World

The Lex Mundi Pro Bono Foundation's mission is to assist the world's leading social entrepreneurs who are tackling many of society's biggest challenges: clean water, poverty, education, climate change, disabilities, housing, workforce development, health care and economic opportunity. The Foundation supports hundreds of social enterprises in more than 70 countries by facilitating access to critical pro bono legal services. Serving as a matchmaker, the Foundation connects vetted candidates with the talents and resources of the Lex Mundi member law firms. With access to top-tier legal advice and indigenous expertise, social enterprises are able to start and scale more quickly, serve additional populations, and ultimately have a greater impact.

The Foundation provides Lex Mundi member law firms with engaging and unique pro bono projects that are at the forefront of the legal profession.

Example projects include:

- Assisting an organization that is fighting climate change and global poverty with solar power by helping them with a transaction to put solar panels on rural schools in South Africa.
- Supporting the expansion of an organization that brings high-quality, low-cost vision care to neglected communities around the world.
- Negotiating investment agreements to expand community-driven rainwater harvesting systems and mobile health clinics throughout rural India.
- Assisting the first social entrepreneur organization in Latin America with a sustainable business model to properly recycle electronic waste and employ at-risk populations.
- Supporting the expansion of a web-based system of microfinance into 15 new countries.

The Lex Mundi Pro Bono Foundation is a nonprofit affiliate of Lex Mundi, supported by generous contributions from Lex Mundi member firms.

Please visit www.lexmundiprobono.org.

800+

Social
Entrepreneurs
Helped

**Lawyers Helping Social Entrepreneurs
Change the World**

70+

Countries
Impacted

SOCIAL
ENTREPRENEURS

kiva

skoll

FOUNDATION

ASHOKA

**ECHOING
GREEN**

LexMundi

Pro Bono Foundation

PRO BONO MATCHMAKING

LEX MUNDI
NETWORK

160

Member Firms

100+

Countries

21,000

Lawyers

The Lex Mundi Pro Bono Foundation supports the world's leading social entrepreneurs by matching them with critical, high quality, pro bono legal services from our global network of independent Lex Mundi member firms. We help social entrepreneurs start, grow and achieve their powerful missions.

Visit lexmundiprobono.org to find out more.

1,500+

Projects Completed

Practice Group and Committee Overview

For nearly two decades, Lex Mundi member firms have worked together in global practice and industry groups, working groups, special interest groups and other committees. Through sharing and developing legal know-how and expertise in these groups, member firm lawyers have developed deep and far-reaching relationships that enable them to deliver valuable advice and seamless cross-border service to clients. The groups meet and speak regularly throughout the year to manage joint projects. Leadership teams consist of a Global Chair and Regional Vice Chairs who provide strategic direction to each of the groups and oversee coordination of major initiatives.

Involvement in these groups allows member firm lawyers to:

- Leverage knowledge and relationships with Lex Mundi colleagues across the world to resolve complex matters for clients.
- Form multijurisdictional teams to advise clients in connection with critical developments in key areas of practice.
- Develop relationships with other lawyers who have expertise in the same practice area or industry sector.
- Gain insight into issues relevant to law firm management, marketing and technology.

Lex Mundi members participate in the following practice and industry groups, working groups, special interest groups and committees:

Practice and Industry Groups

- Agribusiness, Food and Beverage
- Antitrust, Competition and Trade
- Asset Management and Investment Funds
- Bank Finance and Regulation
- Business Crimes and Cross-Border Investigations
- Cross-Border Transactions
- Data Privacy
- Employee Benefits and Pensions
- Energy and Natural Resources
- Environmental
- Gaming
- Health Care and Life Sciences
- Insolvency, Bankruptcy and Restructuring
- Insurance/Reinsurance
- Intellectual Property
- Labor and Employment
- Litigation, Arbitration and Dispute Resolution
- Real Estate
- Tax
- Technology, Media and Telecommunications

Committees

- Diversity
- COOs and Executive Directors
- Law Firm Technology
- Managing Partners
- Marketing and Business Development
- Pro Bono
- Professional Development
- Women and the Law

Conference Calendar

Each year Lex Mundi holds regional conferences, a Leadership Summit and Annual Conference, and a Managing Partners Conference. Each conference provides networking and educational opportunities. Programs cover subjects of general interest to all, allowing for open exchanges among attendees. The Lex Mundi practice and industry groups meet during the regional conferences, permitting those with similar interests to meet and discuss common issues.

2020 Conferences

Latin America/Caribbean Regional Conference

Punta del Este
March 5-7, 2020

Leadership Summit and Annual Conference

Edinburgh
April 30-May 2, 2020

Managing Partners Conference

Madrid
June 17-19, 2020

Asia/Pacific Regional Conference

Hong Kong
September 10-12, 2020

North America Regional Conference

Miami
October 29-31, 2020

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2021 Conferences

Latin America/Caribbean Regional Conference

Bogotá
February/March 2021

Leadership Summit and Annual Conference

San Francisco
April 28-30, 2021

Managing Partners Conference

New York City
June 2021

Europe/Middle East/Africa Regional Conference

Paris
October 14-16, 2021

Asia/Pacific Regional Conference

Ho Chi Minh City
November 17-19, 2021

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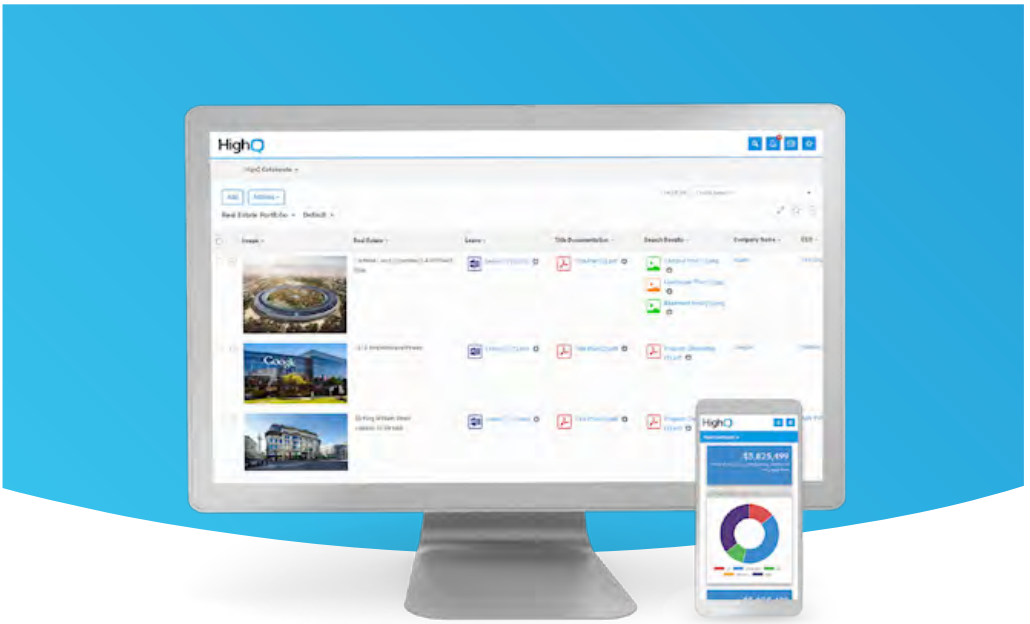
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