



# Deloitte Legal Representing tomorrow

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# Deloitte Legal Representing Tomorrow

Today's multinational organizations need legal advisors who can assist them with both day-to-day activities as well as corporate life events - and who can serve them well in many jurisdictions.

Deloitte member firms have a long standing reputation for helping clients to address complex, cross border issues. Skilled and experienced lawyers work together with other Deloitte professionals in tax, consulting, accounting and financial advisory to guide businesses through projects in a coordinated way around the world. Our member firms are able to provide holistic guidance around the making and implementation of strategic business decisions as well as assisting companies in navigating the increasingly complex regulatory environment.

## We are pleased to present the geographic and service capabilities of Deloitte Legal .

- Legal practices in 67 countries delivering high quality legal business law services. Each of our legal practices is listed by region and country along with the specific services available in the particular country and the local Deloitte contacts.
- Deloitte Legal has deep service capabilities in the following specialized areas further described below in detail along with the global contact person for each:
  - Corporate and M&A Solutions
  - Commercial Law Solutions
  - Employment and Pensions Solutions
  - Tax Controversy Solutions

For general enquiries regarding Deloitte Legal or generally to discuss how the professionals of Deloitte Legal can help your organization, please contact Piet Hein Meeter, Global Managing Director – Deloitte Legal at [pmeeter@deloitte.nl](mailto:pmeeter@deloitte.nl) or by telephone at +31 6 51 29 24 32.

Please visit us at [www.Deloitte.com/DeloitteLegal](http://www.Deloitte.com/DeloitteLegal)

# Deloitte Legal

## Business Solutions

### Commercial law solutions

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Companies are facing an increasing number of business challenges globally including more rigorous regulations and enforcement by local authorities in the countries where they operate. As experienced advisers with a practical focus Deloitte Legal can help clients meet these challenges and develop commercial solutions. Deloitte Legal provides services related to:

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation in all fields of business law, including white collar crime
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

Deloitte Legal invests time to understand the needs and operational nuances of our clients. We offer a broad base of commercial business law services in multiple jurisdictions. Our experience and global reach allow us to provide businesses facing complex legal regulations and challenges with personalized, tailor-made services.

#### Legal and contractual framework of supply chain management and distribution networks

Legal and contractual frameworks for supply chain management and distribution networks are essential to helping businesses operate smoothly worldwide.

Deloitte Legal professionals have extensive experience in supporting cross-border transactions in all major industries. Our approach focuses on avoiding disputes and litigation by drafting and negotiating appropriate, unambiguous and enforceable contracts.

Deloitte Legal specialists take businesses' commercial objectives and translate them into robust contractual documentation including general terms and conditions appropriate to a variety of distribution (e.g. agency, dealership), supply and transportation agreements as well as export regulations and customs.

#### Restructuring business functions and outsourcing

Today's globalized economy has opened up new opportunities for businesses looking to find cost savings through progressive sourcing arrangements. Centralization of business functions that take advantage of economies of scale, offshoring or outsourcing work to low cost providers and co-sourcing are common practices. Deloitte Legal assists companies with an array of sourcing arrangements and covers technology infrastructure and support, business process outsourcing, manufacturing, and telecommunications.

Our approach focuses first on the commercial objectives of the business. We help companies establish the flexible working relationships and effective contracts needed to be competitive in today's market. We can support businesses at any stage of the lifecycle including:

- Negotiation of new contracts
- Re-evaluation and renegotiation of current outsourcing arrangements
- Dispute resolution
- Development of a negotiation and litigation strategy
- Mediation, arbitration and court proceedings

#### Real estate including acquisition, disposal and portfolio management

The global real estate market continues to be impacted by the worldwide financial crisis and weak recovery. This is exacerbated by a rapidly changing legal environment. To navigate successfully, businesses need an experienced legal advisor who understands business strategy and can provide practical and prudent advice for achieving commercial objectives.

Deloitte Legal advises companies on the legal implications of business activity in the real estate sector, including acquisitions, due diligence on real estate, negotiation of contracts and related commercial matters. We also provide assistance with the commercialization of shopping centers, office buildings etc.

Deloitte Legal looks at strategic business objectives from multiple perspectives and provides practical guidance from multiple perspectives.

#### Intellectual property rights including registration, protection and defense

Globalization, continually changing legal regulations and technological advancements have increased the complexity of business operations. As a result, legal and compliance risks in the area of intellectual property (IP) rights need to be even more diligently managed than ever before.

Deloitte Legal assists businesses with the handling of all IP related matters, in particular the registration of trademarks, drafting of license agreements and representation before authorities. Additionally, Deloitte provides trademark and other IP right protection services either in court or in alternative dispute resolution forums.

Deloitte Legal combines a broad and deep base of knowledge and experience in local legislation with global reach and capabilities to provide cross-jurisdiction legal advice to businesses.

#### Unfair competition and antitrust

Deloitte Legal represents both companies and senior executives under investigation by national and transnational authorities such as the European Union and other governing bodies focused on trade restrictions, unfair competition and antitrust.

Deloitte Legal provides companies with guidance on pragmatic risk management strategies, compliance policies, crisis management and litigation exposure assessment.

Deloitte Legal's global reach and depth of cross border experience is well suited to advising companies on international trade matters and on issues relating to cartels and behavioral investigations by governing authorities.

#### Litigation in all fields of business law, including white collar crime

Companies may find themselves drawn into litigation before a foreign court or before a foreign tribunal of arbitration. Deloitte Legal can assist companies with a variety of business litigation needs in many jurisdictions worldwide.

Deloitte Legal litigation practices include generalists in commercial business case law and liability matters, as well as specialists in areas such as criminal law.

Deloitte Legal is unique. Our approach combines deep legal expertise with experienced business advisors. We are qualified to assist businesses with cross-border litigation based on our global footprint, our history of working with local authorities and a deep understanding of the cultural and procedural differences that can complicate the path to resolution.

#### Bankruptcy, insolvency and corporate restructuring

The global financial crisis has pushed many businesses into a state of instability. When companies are struggling with difficult choices, Deloitte Legal can assist with suggesting options to help recovery, such as restructuring outside of insolvency proceedings, a structured sale or provide assistance with judicial insolvency proceedings. We work with both companies in distress and potential buyers, shareholders and directors, creditors and insolvency administrators.

Deloitte Legal insolvency practices bring years of experience in working with third parties such as bankers, lawyers, insolvency courts, credit insurers, and public authorities. Deloitte Legal works together with colleagues who have specialized skills in financial, tax or labor law from around the world to deliver guidance based on multiple points of view.

#### Statutory and regulatory compliance

Companies today need to comply with what can be a daunting multitude of national and international legislation and regulations, and need effective business processes to ensure compliance and prevention of regulatory issues. Deloitte Legal provides businesses with guidance on statutory and regulatory obligations relevant to their industry and their operational base including:

- Trade conventions
- Fiscal and financial regulations
- Intellectual property restraints
- Environmental regulations

Deloitte Legal spends the time necessary to understand the unique needs and operational nuances of individual companies. We offer a broad base of commercial business solutions and have a large global footprint. Our experience allows us to provide businesses facing complex legal regulations and challenges cohesive, practical advice.

### Corporate and M&A solutions

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Deloitte Legal provides a full range of corporate law services from complex advisory services related to major business life events (including advising in restructuring and M&A processes) through to general secretarial services. In addition, Deloitte Legal advises both national and international companies and groups in the following areas related to Corporate and M&A:

- Corporate law
- Corporate compliance
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Post-merger integration activities and legal entity reduction

## Corporate law

Managing a business today is complex. Leaders need guidance on a broad range of activities including business start-up requirements, trading activities of an entity, expansion efforts, dissolving or unwinding of a business as well as general questions arising from day-to-day operational activities. Deloitte Legal's services include advice in relation to:

- Formation and dissolving of entities
- Secretarial advisory services
- Governing and managing bodies
- Shareholder conflicts
- Regulatory reporting

Deloitte Legal lawyers work alongside experienced business professionals in Deloitte's tax, consulting, accounting, and financial advisory practices to provide clients with cohesive guidance based on their individual and unique circumstances. We have deep experience across a wide range of industries and sectors and jurisdictions.

## Corporate compliance

In an environment of increased transparency, failure to comply with corporate governance rules and guidelines can have a direct and material impact from a legal and reputational perspective. This is particularly true for listed, regulated and financial entities where compliance breaches may have a negative long-term impact on the success of the business. Deloitte Legal focusses on each client's risks and needs regarding:

- Managing organization legal structure, composition and regulations
- Prevention of director liability issues
- Codes of conduct and best practices
- Monitoring system and rules (committees, reporting obligations)
- Core sector reporting requirements
- Board remuneration policies

Deloitte Legal professionals work closely with their colleagues around the world to help companies manage risks and remain compliant with their corporate reporting and other obligations. Deloitte Legal lawyers have strong foundations in the business community which they serve which can be a valuable asset when cross border complexities arise.

## Corporate reorganizations

In an increasingly competitive market, success requires an efficient corporate structure aimed at minimizing costs and optimizing profits. Deloitte Legal can advise on the design and selection of a suitable corporate structure for a business, as well as assist with the execution of a variety of corporate restructuring activities including:

- Change of corporate form
- National and cross-border mergers
- Spin-offs
- Contributions in kind

- Assignment of domestic and global assets and liabilities
- Debt for equity swaps

Deloitte Legal lawyers work alongside experienced business professionals in Deloitte's tax, consulting, accounting, and financial advisory practices in order to deliver to businesses cohesive guidance based on their individual and unique circumstances.

## National and cross-border mergers

Successful mergers are based upon a deep understanding of industry dynamics, the nature of the merging entities and well thought-out integration plans. In today's globalized world, many deals occur cross-border and call for multijurisdictional coordination. A clear understanding of specific legislative requirements and commercial issues in the respective countries is required. Deloitte Legal assists companies with:

- Designing suitable structures for the transaction
- Jurisdiction choice
- Identification of legal issues arising as a result of a merger
- Review of contracts that could be affected by the merger
- Drafting of documentation for the formalization and execution of the transaction

Deloitte Legal works closely with their colleagues in other Deloitte business specializations such as tax, consulting, accounting and financial advisory in multiple jurisdictions to address and smooth the complexities that naturally arise from transactions. We are well qualified to assist with national and cross-border mergers in a variety of industries.

## Shareholder agreements

For company business to operate efficiently and as intended while avoiding gridlock within the corporate structure, shareholder relations need to be carefully and proactively managed. Shareholder agreements regulating the primary rights, obligations and interactions between shareholders are essential instruments for preventing and managing potential conflicts that may arise.

Deloitte Legal assists companies with negotiation and execution of shareholder agreements relating to:

- The regulation and structure of governing and managing bodies
- Resolutions subject to qualified majority
- Control restrictions on the transfer of shares
- Dividend policies

Deloitte Legal has experience with and understands the nature of shareholder relationships in different types of entities. Additionally, we bring industry knowledge that enables us to help companies understand and address sector specific issues. These qualities enable us to adapt our approach to suit the needs of individual organizations.

## Family protocols

The proliferation of conflicts within the framework of family owned companies has resulted in a wide range of civil and corporate issues affecting privately owned business. Deloitte Legal offers services in this area include assistance with:

- Negotiation and implementation of family protocols
- Working and other ad hoc service contracts for family members
- Dividends and other compensation formulas and policies
- Share transfer regimes

Deloitte Legal lawyers work with Deloitte colleagues in other business specialization such as tax, consulting, accounting and financial advisory to provide well-rounded guidance to business challenges. We tailor our approach to the industry and the specific fact patterns of individual families and their related businesses.

## Acquisitions, divestures and joint-ventures

In today's global business environment, expansion strategies, alliances and divestitures often give rise to a wide range of legal, tax, regulatory, and other issues which may impact the overall success or failure of a transaction. Deloitte Legal advises business throughout every stage of a transaction, from negotiation through to execution. We provide advice on suitable structures as well as drafting of relevant agreements and ancillary documents.

Deloitte Legal has extensive experience in cross-border deals in a variety of industries. Deloitte Legal lawyers work closely with their Deloitte colleagues around the world who have strong foundations in the business community which they serve. This is a valuable asset if and when cross border complexities arise.

## Private equity and venture capital

In today's global business environment, expansion processes, alliances and divestitures present a wide range of legal, tax, regulatory, and other issues which may lead to the success or the failure of the investment.

Deloitte Legal provides advice at all stages of a private equity (PE) or venture capital (VC) transaction, from legal review of the target to the design of the most suitable structure (MBO, LBO, MBI, BIMBO) and drafting of the documents to reflect the commercial objectives of the business and execute the transaction and advising on legal negotiating strategies.

Clients benefit from Deloitte Legal's deep experience within corporate and M&A, our understanding of the PE/VC markets and industries, and our close collaboration with our colleagues in other disciplines within the Deloitte global organization.

## Legal purchaser and vendor due diligence

Appropriate assessment of the risks associated with a target company or a projected transaction can be the difference between the success and failure of the deal. Deloitte Legal assists businesses with legal purchase and vendor due diligence including review of any required aspects of the

target company, identifying contingencies and risks that may arise as a result of the sale or purchase of an entity, highlighting legal considerations and drafting of the relevant diligence reports. Deloitte Legal also helps companies with the tactical aspects of the transaction such as the negotiation strategies and drafting and execution of the required documents.

Companies benefit from Deloitte Legal's deep experience within corporate and M&A, our understanding of local and global markets and our close collaboration with colleagues in other Deloitte business disciplines such as tax, consulting, and financial advisory. Deloitte's international presence and capabilities stand out from those of a traditional law firm.

## Post-merger integration activities and legal entity reduction

Finding the right merger candidate and negotiating a deal are only the first steps in the path to deriving value from a transaction. Once a deal closes, it is essential to effectively integrate the businesses and structures of the entities in order to realize the intended benefits of the merger. Deloitte Legal helps companies rationalize and simplify corporate structures and internal proceedings for the integrated group. We have a solid understanding of and experience in a wide variety of industries and sectors. Our lawyers work closely with other Deloitte professionals from tax, consulting, and financial advisory to help ensure businesses consider multiple perspectives and business impacts prior to making strategic decisions.

## Employment and pension solutions

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Turbulent economic times require companies to be agile and flexible in their staffing to remain competitive. Complex polices, frequent legislative changes and global operations make managing employee relations and compliance with employment law challenging for businesses.

Deloitte Legal provides businesses with the advice they need to make informed decisions, comply with a multitude of regulatory and procedural requirements and minimize their exposure as the result of a conflict (including litigation if appropriate). Deloitte Legal employment law specialists offer a wide range of services in the areas of:

- Individual employment law
- Relationships with worker representative bodies
- Labor law issues in restructuring
- National and international social security law
- Pension and benefits
- Mobility and immigration
- Estates and trusts

## Individual employment law

Companies are seeking guidance on a range of day-to-day employee management policies, procedures and protocols to help their businesses operate smoothly. This task has become increasingly complex in today's globalized environment in which employees can be located all over the world. Businesses must comply with differing legislative and regulatory requirements, cultural norms and expectations. Deloitte Legal assists companies in the following areas:

- Employment contracts and engagement letters
- Employee performance including disciplinary action, contract suspension, contract modifications, and transfers
- Terminations
- Employee discrimination and harassment issues
- Internal procedural manuals and codes of conduct

Deloitte Legal helps companies to manage employee risk efficiently and to proactively establish and adhere to prudent HR policies. Our employment lawyers have strong experience both locally and throughout the world. Deloitte's global reach stands apart. Deloitte Legal lawyers team with business professionals in tax and human capital consulting to deliver well rounded guidance to companies.

## Relationships with worker representative bodies

Regular and open dialogue with worker representative bodies is important to ensure the smooth operation of a business. When organizations need to make changes impacting current working conditions and the individual or collective status of company employees, it is important to have accurate knowledge of the rights and obligations of both the organization and its employees. Deloitte Legal works with businesses on issues relating to:

- Worker representation— setting up of the workers representative bodies, collective negotiation, management of the worker representatives and trade unions, understanding of rights and obligations
- Collective bargaining—establishing and negotiating agreements
- Strategic changes impacting employees—guidance and advice on how businesses can approach strategic change on a national and international level
- Health and safety regulatory matters

Deloitte Legal helps companies to understand their obligations in various countries in which they operate and to proactively manage interactions with worker representative bodies.

## Labor law issues associated with restructuring

Corporate restructurings such as mergers, transfer of undertakings, and downsizing can create formidable human resource challenges. The complexity of these, including the harmonization of social policies, increases significantly when the restructuring involves operations or entities located in multiple countries, or when it occurs within a regulated industry.

Deloitte Legal works with business throughout a transaction from help with strategic decision making to drafting of required

documentation. We can participate in negotiations with the labor authorities and handle collective claims in various jurisdictions. Deloitte Legal assists businesses with:

- Provisional timetables, communications relating to consultation with worker representatives, negotiations with the trade unions and labor administrations and drafting of all mandatory or desired documentation
- Acquisition and vendor due diligence and compliance reviews
- Collective economic terminations or redundancy programs including employment protection plans, implementation of the termination process, information and consultation with staff representatives, and interactions with the labor authorities

Deloitte Legal lawyers work with other Deloitte professionals in tax, consulting, accounting, and financial advisory to provide companies with rounded advice based on the individual business needs of individual circumstances. Deloitte Legal teams have significant experience working cross border.

## National and international social security law

Rising national debt levels combined with a profusion of legislative provisions and court decisions in recent years have fueled changes in social security legislation and program requirements. Compounding the issue is the fact that social security can be a personal and emotionally charged issue for employees who are concerned about healthcare coverage and long-term welfare during retirement. Businesses are challenged by increasingly complex regulations which can have a major financial impact.

Deloitte Legal assists companies with:

- International social security compliance services
- Advice on applicable legislation
- Negotiations with social security authorities
- Disputes relating to social security contributions
- Application of social security agreements
- Advice on the legal aspects of health care coverage

In addition to providing local guidance, Deloitte helps businesses with international, cross-border social security issues that arise as a result of global operations.

## Pensions and benefits

Attracting and retaining top talent is high on the agenda of most companies. In addition to competitive remuneration packages, successful businesses augment employee compensation with benefits packages that include one or more of the following: pensions, stock option plans, health and wellness benefits. Over the past twenty years the regulations relating to pensions and other benefit programs have steadily increased and become more technical in nature. Deloitte Legal helps businesses with:

- Remuneration—design and development of compensation schemes
- Pensions—establish, operate, merge, restructure and unwind programs

- Benefits — package development including health insurance, maternity, long-term care
- Employee profit-sharing — create and administer programs
- Employee savings plan — design and develop programs
- Issues arising when entities are merged, acquired or restructured

Deloitte Legal helps businesses with the strategic design of programs and guidance on mandatory procedures as well as drafting legal documentation. We work with companies to help them attract and retain top talent through well-managed, cost-effective pension and benefits programs.

## Mobility and immigration

For companies with global operations, employee mobility is often a key component of their strategic plans. Businesses need to organize and coordinate international transfers of employees including material needs, remuneration and legal matters, quickly and in a cost-effective manner. Deloitte Legal assists businesses with:

- Design of international mobility policies
- Drafting of international work agreement and assignment letters
- Advice on social security coverage
- Design of expatriate employee remuneration
- Issues related to repatriation and termination of assignments
- Immigration law:
  - Relocation of employees
  - Hiring foreign employees including assistance in obtaining visas, work permits, entry clearances, residence requirements and citizenship
  - Representation before local immigration authorities

Deloitte Legal lawyers work closely with colleagues in tax and human capital consulting to bring businesses the guidance they need to make and implement informed business decisions. Deloitte stands apart in the global mobility space in terms of capabilities and worldwide reach.

## Estates and trusts

Planning for the future is something all successful organizations and individuals do. Deloitte Legal works with:

- Owners of private companies
- Wealthy individuals and families
- Corporations looking to establish or grow their philanthropic activities and legacy

Deloitte Legal assists clients with planning advice, establishing or changing the terms of a trust, making distributions, and making substantial financial gifts to individuals, nonprofits, charities or other philanthropic organizations. We advise charities on their charters and guide them when questions arise about various types of grants.

Deloitte brings mixed teams of lawyers and business professionals specializing in estate planning, commercial trusts, personal trusts, private company services and tax, according to the specific needs and objectives of the individual or company.

## Tax controversy solutions

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Multinational organizations continue to spend time and resources managing tax controversies and disputes in both headquarter and foreign jurisdictions. Tax authorities are sharing information about companies and focusing increasingly on implementation failure and motive, not just pure tax technical merit or analysis.

Deloitte Legal offers both domestic and multinational companies controversy assistance in the following areas:

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

Lawyers from Deloitte Legal routinely work closely with other Deloitte tax professionals. It is this combination of legal, business and tax knowledge that enables Deloitte to provide businesses with a cohesive perspective, enabling companies to make informed business decisions at any stage of the tax controversy cycle. Deloitte Legal's proactive insights can help provide a foundation on which to build and implement forward thinking tax controversy resolution strategies.

Deloitte's tax controversy and dispute resolution practices include former tax authority officials and alternative dispute resolution specialists in many jurisdictions. Deloitte's proprietary software tool, Tax Controversy Manager, helps multinational companies consistently control and manage tax controversies across multiple jurisdictions. This tool streamlines and accelerates the gathering and processing of data and information needed to make informed business decisions.

## Tax audit strategy and consulting

For companies looking to proactively structure their systems and processes to minimize tax controversy risk, Deloitte Legal has extensive experience in multiple jurisdictions. With an in-depth understanding of the internal processes and procedures of regulators and authorities, Deloitte Legal lawyers and tax controversy specialists are adept at delivering an informed and practical perspective on tax and statutory requirements.

Deloitte assists businesses' effectiveness in preparing for and managing tax examinations. Our services include helping companies review pre-filing agreements, reportable transaction disclosures, and record retention processes. We develop or enhance programs, supporting internal controls and also provide training for the business' employees. Deloitte has a strong reputation for its progressive insight into the key current trends in tax policy and tax audit procedures.

## Tax controversy lifecycle management

Businesses are facing an increasing number of tax and regulatory requirements imposed by the countries in which they operate. Tax authorities are becoming more sophisticated in how they target high profile, high risk areas and are enhancing cross-border cooperation with

# Deloitte Legal

## Geographic Capabilities and Contacts

other authorities, including coordination of joint tax audits. Deloitte's worldwide tax controversy practices include lawyers and tax specialists who provide strategic advice and tactical support to businesses in all facets of the tax controversy lifecycle.

We focus on efficiently and cost effectively helping companies address to their individual tax audit needs in multiple jurisdictions. Our approach to tax audit management helps businesses enhance access to essential data, expedite responses to information requests and proposed tax adjustments, utilize in-house tax departments and local country controller resources more efficiently, and build greater consistency in the information provided to tax authorities.

### Dispute resolution

When controversies or disputes arise, Deloitte professionals provide assistance with:

- Appeals and other legal protests
- Developing technical arguments and drafting advisory opinions
- Reporting
- Representation and litigation with authorities
- Post appeals mediation
- Arbitration

By bringing negotiation experience with other industries and jurisdictions we can help companies advance negotiations with tax authorities and manage penalty exposures. Deloitte teams specializing in dispute resolution include lawyers, accountants, auditors, economists, former government officials, and industry specialists. By developing a thorough understanding of each company's specific challenges and aligning dedicated specialists we can bring the right resources to the issue.

### Americas

#### Argentina

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
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#### Commercial Law Solutions

- Restructuring business functions and outsourcing
- Income tax, GST and HST
- Tax-planning strategies
- Legal advice on tax-efficient corporate structures for new or existing businesses
- Income and commodity tax implications of all types of corporate and commercial transactions, involving corporations, partnerships or other entities

#### Employment and Pension Solutions

- Mobility and immigration

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Chile

### Corporate and M&A Solutions

- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Colombia

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Restructuring business functions and outsourcing
- Corporate and commercial law
- Intellectual property rights including registration, protection and defense
- Litigation (Other than tax)

### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- Mobility and immigration

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### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolutions

### Other services

- Public Sector

### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense

### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- Mobility and immigration
- National and international social security law

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation in all fields of business law.
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Ecuador

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationship with workers representative bodies
- Labor law issues in restructuring
- National and international social security law
- Pensions and benefits
- Mobility and immigration
- Estates and trusts

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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#### Corporate and M&A Solutions

- Corporate law
- Corporate compliance
- Legal purchaser and vendor due diligence

#### Commercial Law Solutions

- Statutory and regulatory compliance
- Intellectual property rights including registration, protection and defense

#### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- National and international social security law

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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#### Corporate and M&A Solutions

- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Immigration and mobility
- National and international social security law

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#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation in all fields of business law.
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Panama

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#### Corporate and M&A Solutions

- Corporate law

#### Commercial Law Solutions

- Commercial contracts

#### Employment and Pension Solutions

- Individual employment law
- Mobility and immigration
- National and international social security law
- Pensions & benefits

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#### Corporate and M&A Solutions

- Corporate law (only incorporation)

#### Commercial Law Solutions

- Commercial contracts (only review of local sale contracts)

#### Employment and Pension Solutions

- Individual employment law
- Mobility and immigration
- National and international social security law
- Pensions & benefits

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Venezuela

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

#### Tax Controversy Solutions

- Dispute resolution

## Asia Pacific

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### Corporate and M&A Solutions

- Acquisition, divestiture, joint venture
- Corporate reorganizations
- Shareholder agreements
- Post-merger integration activities and legal entity reduction

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Statutory and regulatory compliance

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution and litigation

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal due diligence
- Corporate reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation/arbitration in all fields of business law, including white collar crime defense
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Employment management
- Human Resource optimization
- Labour Law Issues in Restructuring
- Social security and benefits
- Labour dispute resolution
- Immigration
- Estates and trusts

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Competition
- Statutory and regulatory compliance
- Individual employment law
- Relationship with worker representative bodies
- Labor law Issues in restructuring
- Estates and trusts
- Providing support in briefing litigating lawyers appearing before court in all matters of commercial and corporate laws

### Employment and Pension Solutions

- National and international social security law
- Pensions and benefits
- Mobility and immigration

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### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation in all fields of business law, including white collar crime (additional item on D.com)
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Real estate including acquisition, disposal and portfolio management

### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

### Tax Controversy Solutions

- Dispute resolution
- Tax Litigation

### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- National and international social security law

### Tax Controversy Solutions

- Tax controversy lifecycle management
- Dispute resolution

### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, and protection
- Advice regarding bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National social security law

## Europe, Middle East, Africa

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- National and cross-border mergers
- Shareholder agreements
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- National and International Social security law
- Mobility and Immigration

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

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### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring;
- Statutory and regulatory compliance
- Fraud and white collar crime

### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

### Tax Controversy Solutions

- Dispute resolution
- Tax litigation

## Benin

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- National and cross-border mergers
- Shareholder agreements
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management

#### Other services

- Environmental Law
- Pharmaceutical Law
- Public Procurement
- Energy Law
- Law of obligations
- Contract law
- Public Law

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- Labor law issues in restructuring

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolutions

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation in all fields of business law, including white collar crime (additional item on D.com)
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- National and cross-border mergers
- Shareholder agreements
- Corporate law
- Corporate compliance
- Legal purchases and vendor due diligence
- Family protocols
- Post-merger integration activities and legal entity reduction

#### Employment and Pension Solutions

- Individual employment law
- National and International Social security law
- Mobility and Immigration
- Relationship with worker representative bodies
- Pensions and benefits

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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#### Corporate and M&A Solutions

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- Corporate compliance
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence

#### Commercial Law Solutions

- Unfair competition
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Data privacy

#### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- Mobility and immigration
- National and international social security law

#### Tax Controversy Solutions

- Tax audit strategy and consulting

## Cyprus

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#### Corporate and M&A Solutions

- Corporate reorganizations
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- Mobility and immigration
- National and international social security law

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Fraud and white collar crime
- ICT services

#### Employment and Pension Solutions

- Individual employment law
- Relationships with workers representative bodies
- Labor law issues in restructuring
- Mobility and immigration
- National and International social security law
- Pensions and benefits
- Estates and trusts

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation in all fields of business law, including white collar crime (additional item on D.com)
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Denmark

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- Mobility and immigration
- National and international social security law
- Labor law issues in restructuring
- Pension and benefits

## Equatorial Guinea

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
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- Unfair competition and antitrust
- Litigation in all fields of business law, including white collar crime (additional item on D.com)
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Estonia

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation in all fields of business law, including white collar crime (additional item on D.com)
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Finland

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

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### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- Labor law issues in restructuring

### Other Services

- Program/service assurance services
- ICT services

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Litigation (other than tax)

### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- National and international social security law
- Labor law issues in restructuring

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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## Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations.
- National and cross-border mergers
- Shareholder agreements
- Corporate law
- Corporate compliance

## Commercial Law Solutions

- Bankruptcy, insolvency and corporate restructuring

## Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Mobility and Immigration

## Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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## Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Litigation (Other than tax)

## Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

## Employment Law Solutions

- Individual employment law
- Relationship with workers representative bodies
- Labor law issues in restructuring
- National and International social security law
- Pensions and benefits
- Mobility and immigration
- Estates and trusts

## Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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## Tax Controversy Solutions

- Tax controversy lifecycle management
- Dispute resolution

## Other Services

- Banking and Finance
- Grants & Incentives Major Control

## Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

## Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

## Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Corporate governance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Fraud and white collar crime
- Forensic and recovery
- BIS

### Employment Law Solutions

- Individual employment law
- Relationship with workers representative bodies
- Labor law issues in restructuring
- National and international social security law
- Pensions and benefits
- Mobility and immigration
- Estates and trusts

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution
- Representation in district and supreme court as well as before tax authorities

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Estates and Trusts

- Drafting of wills & trusts
- Advice in respect of domestic and offshore structuring of trusts
- Succession planning including the implementation of corporate governance structures and family constitutions

### Other Services

- International Coordination

## Italy

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with representative bodies
- National and international social security law

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Litigation in all fields of business law, including white collar crime (additional item on D.com)
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- states and trusts

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Kazakhstan

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

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### Corporate and M&A Solutions

- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Acquisitions
- Corporate law
- Corporate compliance
- Legal purchaser and vendor due diligence

### Commercial Law Solutions

- Statutory and regulatory compliance
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security
- Pensions & benefits and estates & trusts

### Other Services

- Environmental law
- IP law, Litigation & ADR
- Unfair competition and antitrust

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Fraud and white collar crime

### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Labor law issues in restructuring
- Pensions and benefits
- Estates and trusts
- Mobility and immigration
- National and international social security law

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Corporate law
- Corporate compliance

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### Commercial Law Solutions

- Intellectual property rights including registration, protection and defense
- Bankruptcy, insolvency and corporate restructuring

### Employment and Pension Solutions

- Individual employment law
- Mobility and immigration

### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchases and vendor due diligence
- Corporate Reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

### Other Solutions

- Law of Obligations
- Contract Law
- Corporate Law
- Public Law

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

## Netherlands

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#### Corporate and M&A Solutions

- Acquisitions and divestitures, Joint Ventures: in general rendering legal advice to clients regarding transaction documentation and assisting clients drafting such documentation: Assisting the client to assess the legal aspects and legal risks of transaction and/or joint venture documentation drafted by others (such as share purchase agreements, asset transaction and/or joint venture documentation drafted by others (such as share purchase agreements, asset purchase agreements, joint venture agreements, shareholders agreements); Drafting transaction documentation on behalf of the client; Assisting the client in giving its input on transaction documentation. Assisting the client in assessing the legal requirements as regards the entering into of transaction documentation. Liaising between the client and other legal professionals (external parties) to effectuate transaction documentation.
- Private Equity, Venture Capital: for PE/VC we do the same as for other clients, such as rendering legal advice and due diligence.
- Legal Purchaser and Vendor Due Diligence: reviewing legal documents and commenting on these documents for the purpose of assisting the clients to assess the legal aspects and legal risks of a certain company and/or business.
- Corporate Reorganizations and Group Restructurings (national/cross border)
- Corporate Governance
- General corporate legal advice: explaining corporate law compliance rules and assisting the client interpreting and implementing such compliance rules. Further, assisting the client in assessing its legal position as a shareholder or director

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Intellectual property rights including registration, protection and defense
- Real estate including acquisition, disposal and portfolio management
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Fraud and white collar crime
- Unfair competition and antitrust

#### Employment and Pension Solutions

- Individual employment law
- Relationship with workers representative bodies
- Labor law issues in restructuring
- National and international social security law
- Pensions and benefits
- Mobility and immigration
- Estates and trusts

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

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## Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

## Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Commercial litigation

## Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies

## Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Other Services

- Insolvency

## Russian Federation

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## Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National mergers
- Shareholder agreements
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

## Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition and disposal
- Intellectual property rights including registration and protection
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

## Employment and Pension Solutions

- Individual employment law
- Communication with worker representative bodies
- Mobility and immigration
- National and international social security law

## Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax dispute resolution

## Other Services

- IPO legal support
- Securitization services
- Debt capital market transactions

## Senegal

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## Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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## Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

## Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

## Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

## Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## Other Services

- Energy law
- Finance and banking
- Personal data protection
- Public procurement

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## Corporate and M&A Solutions

- Corporate governance
- M&A services, and transactions
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

## Commercial Law Solutions

- Statutory and regulatory compliance

## Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

## Slovenia

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including protection and defense, but not registration
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance
- Fraud and white collar crime

### Employment Law Solutions

- Individual employment law
- Relationship with workers representative bodies
- Labor law issues in restructuring
- National social security law
- Pensions and benefits
- Mobility and immigration
- Estates and trusts

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

## South Africa

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### Corporate and M&A Solutions

- Acquisitions, divestures and joint ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Intellectual property rights including registration, protection and defense
- Unfair competition and antitrust

### Employment Law Solutions

- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social Security law
- Pensions and Benefits

### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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### Other Services

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- Regulatory-FSI

### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance

### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

### Tax Controversy Solutions

- Dispute resolution

## Switzerland

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Corporate law
- Corporate compliance
- Post-merger integration activities and legal entity reduction

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
- Restructuring business functions and outsourcing
- Real estate including acquisition, disposal and portfolio management
- Unfair competition and antitrust
- Bankruptcy, insolvency and corporate restructuring
- Statutory and regulatory compliance

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#### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law
- Pensions and benefits
- Mobility and immigration
- Estates and trusts

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Private equity and venture capital

#### Commercial Law Solutions

- Restructuring business functions and outsourcing
- Statutory and regulatory compliance

#### Employment and Pension Solutions

- Individual employment law
- Relationship with worker representative bodies
- Labour Law Issues in Restructuring
- National and International Social security law
- Pensions and benefits
- Mobility and Immigration
- Estates and trusts

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

#### Other services

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- Contract Law

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#### Corporate and M&A Solution

- Corporate reorganizations
- National and cross-border mergers
- Shareholder agreements
- Family protocols
- Post-merger integration activities and legal entity reduction
- Corporate law
- Corporate compliance
- Acquisitions, divestures and joint-ventures
- Private equity and venture capital
- Legal purchaser and vendor due diligence

#### Commercial Law Solutions

- Legal and contractual framework of supply chain management and distribution networks
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#### Employment and Pension Solutions

- Individual employment law
- Relationships with worker representative bodies
- Mobility and immigration
- National and international social security law

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Tax controversy lifecycle management
- Dispute resolution

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#### Corporate and M&A Solutions

- Acquisitions, divestures and joint-ventures
- Legal purchaser and vendor due diligence
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#### Employment and Pension Solutions

- Individual employment law
- Relationship with workers representative bodies
- Labor law issues in restructuring
- National and international social security law
- Pensions and benefits
- Mobility and immigration
- Estates and trusts

#### Tax Controversy Solutions

- Tax audit strategy and consulting
- Dispute resolution

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