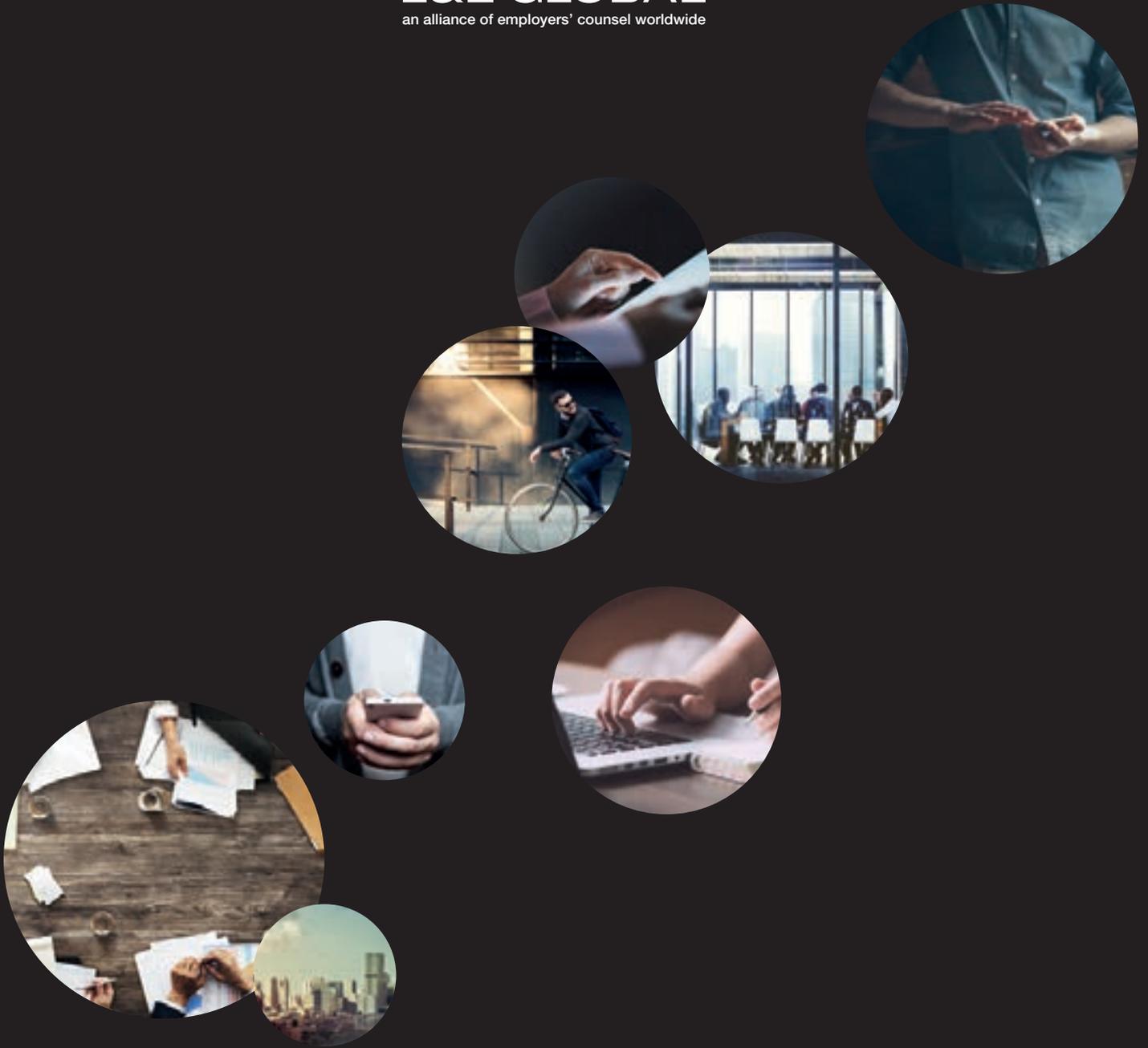




L&E GLOBAL
an alliance of employers' counsel worldwide



L&E GLOBAL ANNUAL REVIEW 2017-2018

A Household Name for Employment Law

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**WELCOME TO
L&E GLOBAL.**

It's a great privilege to be part of the team supporting our alliance of employers' counsel worldwide. L&E Global's 23 member firms have more than 1,500 legal professionals providing specialised, business-focused advice on employment law matters to clients operating both nationally and across borders, in 25+ jurisdictions spanning 6 continents.

As members of a client-centric alliance of international employment law firms, working with some of the world's leading organisations, we understand the importance of delivering excellent service globally, and so we also work with more than 85 different law firms in 80+ countries worldwide in order to help our clients achieve their objectives, wherever they operate.

As a result of L&E Global's dynamic management strategy, the alliance is in the midst of a multi-year boost in international business, which has continued in 2017 and is expected to remain steady in 2018.

In addition, over the past three years, L&E Global has added renowned law firms in some of the most important legal and economic jurisdictions in the world, such as Brazil (TozziniFreire Advogados), China (Zhong Lun Law Firm), India (IndusLaw), Mexico (De La Vega & Martinez Rojas S.C.), Switzerland (Humbert Heinsen Lerch) and the United Kingdom (Clyde & Co.). By establishing a presence in some of the world's leading economic regions with experienced firms in each, L&E Global has solidified its standing as a truly global alliance of providers of employment law services.

Now, after a period of momentous growth and looking ahead to 2017/2018, we would like to thank the reader and our clients for their support and interest in L&E Global. Without our members' clients, we could have never been so successful. We are committed to continuing to help them and to further grow L&E Global, in line with their Global HR needs.

We hope you will join us for what is expected to be an exciting journey!

CHAIRMAN OF L&E GLOBAL

John L. Sander (Jackson Lewis P.C.)



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**CLIENTS
ARE AT THE
HEART OF
EVERYTHING
WE DO AT
L&E GLOBAL:
THE LEADING
GLOBAL
ALLIANCE OF
EMPLOYERS'
COUNSEL.**



You may need to transfer senior managers and highly skilled employees across borders; to recruit, retain and compensate talent in an increasingly global labour market; to address trade union issues in multiple countries; and to understand and comply with complex, rapidly evolving labour and employment regulations and practices.

To keep pace with a mobile and global workforce, our members have broadened their individual business development plans, while employing a proactive approach to offer workplace law services for clients operating in multiple regions. For the firms, this meant the rapid growth of their international practice group and an extension of their reputation in each jurisdiction. Most importantly, it changed the mindset of all lawyers, whose focus shifted from an inward, national approach, to an outward, global approach to business.

OUR SECTOR APPROACH

In a world where law firms' quality of service and fees are under constant pressure, L&E Global's member firms have successfully deepened and diversified their existing practices and industry sector strengths in order to help clients navigate legal and business challenges in a globalised world. Our key sector expertise includes, but is not limited to:

- financial and insurance services
- manufacturing
- pharmaceuticals
- telecommunications and information services
- high-tech
- retail
- energy
- engineering

To ensure the highest quality services in every jurisdiction, L&E Global created a cohesive client services strategy that is effectively responding to economic challenges and changing client expectations, as well as the internationalisation of legal services, by delivering simplified billing arrangements and efficient cross-border advice and counsel from our member firms.

GLOBAL PRESENCE, LOCAL PERSPECTIVE

Even in the era of far-reaching intercontinental trade agreements and regional economic and political partnerships, the majority of laws and regulations governing the workplace are still determined by the individual countries where employees work.

Each L&E Global member firm is recognised by clients and legal organisations as leaders in the field of labour and employment law.

OUR THREE CORE PRINCIPLES

1. Efficient Handling of International Labour and Employment Matters -

L&E Global's members are dedicated to providing multinational clients with global workplace law advice and representation. Our members are recognised as experts in their field and cooperate effectively as colleagues, which creates the experience of a "global legal services alliance".

2. Quality Control and Consistency -

L&E Global's quality control system QualityWorkx© and seamless management ensures the sustainable delivery of consistent, high-quality services in every jurisdiction.

3. Flexible Fee Arrangements -

L&E Global's members provide top quality legal advice across the globe at a moment's notice and by working efficiently across borders, we can offer our services at competitive rates.

EXPERTISE

Each L&E Global member firm has a wealth of experience and their expertise extends to all areas of labour and employment law matters, including, amongst others:

- assessing workplace compliance challenges
- cross-border trade union actions
- collective redundancies
- transfer of undertakings
- data protection
- employee codes of conduct, policies, and work rules
- minimising and defending claims of discrimination
- pensions and other employee benefits
- global mobility/immigration
- training programs – executives, company, seminars, workshops

A LITTLE CHITCHAT WITH...



Oscar de la Vega

Partner at De La Vega & Martinez Rojas S.C.

How has the practice of law changed in Mexico over the years? *As many other commercial and professional activities have changed substantially in Mexico, as consequence of the opening of our borders for foreign investment due to NAFTA back in 1994, it increased the number of law firms, the expectations of services from clients, in which they expect the same quality from Mexican lawyer as they would from any other part of the developed economic world. The need for English is necessary to connect with global clients even in local areas of practice like labor law. Global stake holders are active participants in the business / legal market and lawyers should be aware of them and legal advice should not only fulfill Mexican law, but also global requirements such as code conducts and international frame work agreements, among others.*

Why did you decide to start your own law firm? *After 38 years of practice we [Oscar and co-founder Dr. Ricardo Martinez Rojas] have developed great friends and clients over the years, connections with authorities and the business community, and we decided to start our own practice with a personal philosophy and commitment to our clients and the opportunity to share with our attorneys the same vision and passion for labor law.*

You have been very active in the International Bar Association over the years (former Co-Chair of the Employment and Industrial Relations Law Committee, Vice-Chair for Multinationals with the IBA Global Employment Institute...). **Is there a particular conference that you considered was exceptional, and what made it so?** *Yes, the conference which was held in Mexico City in 2016, organized by the labor and employment committee of the IBA, which was a personal challenge in order to bring the best labor practitioners of the region together and we succeeded, with over 300 attorneys in attendance and with the quality of the speakers. For those reasons, I consider it as the best of my life that I have ever attended.*

Tell us about your hobbies and what you do to relax outside of the office. *In my free time, I enjoy playing golf with my son and wife as well as teaching at the Universidad Iberoamericana as a labor law professor and sharing my experience with my daughter Regina, who is an exceptional law student.*

Who was your childhood icon? *As a soccer fan, I admire a professional Argentinean goal keeper named El Gato Marin.*



IN A NUTSHELL

Our members work closely with corporate, legal, human resources departments and corporate executives across a variety of sectors and industries to address the strategic and tactical issues that arise in the workplace.

With more than 1500 lawyers in over 120 offices across 25+ jurisdictions, we are well positioned to assist you with your local challenges, wherever you operate, throughout the globe.

When you engage one of our member firms, you will work with a responsible partner who will bring together an international team with the necessary expertise, coordinate all legal services and communicate regularly with you to ensure that your needs are being met and that you are satisfied with our services, as part of L&E Global's QualityWorkx© programme.

“Their lawyers are very client-oriented, accessible and practical.”



**L&E GLOBAL
IN NUMBERS.**

1500+

Attorneys Worldwide



Van Olmen & Wynant

Van Olmen & Wynant



Palthe Oberman

CLYDE&CO

Clyde & Co LLP

Filion Wakely Thorup Angeletti
management labor and employment law

Filion Wakely Thorup Angeletti

Flichy Grangé Avocats
droit social / employment law

Flichy Grange Advocats

MLGTS



Jackson Lewis P.C.



LabLaw



De La Vega & Martinez Rojas S.C.



Bufete Suárez de Vivero



TozziniFreire Advogados





Storeng, Beck & Due Lund

Kleyr | Grasso



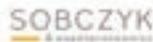
CEDERQUIST

Cederquist

PUSCH WAHLIG LEGAL

Pusch Wahlig Legal

A. Sobczyk & Współpracownicy



Zhong Lun Law Firm

SCPA Magda Volonciu & Asociatii

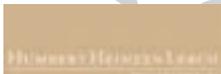


Gerlach Rechtsanwälte

GERLACH

Rechtsanwälte

Humbert Heinzen Lerch



INDUSLAW



Harmers Workplace Lawyers

SBM Legal



SBM Legal Barristers & Solicitors

WE
COVER
THE
WORLD.

A person in a white shirt and blue tie is stacking wooden blocks on a white surface. The blocks are arranged in a staircase pattern, with each row having one more block than the row below it. The person's hands are visible, carefully placing the blocks. A large, semi-transparent white circle is overlaid on the left side of the image, containing the text.

**L&E GLOBAL'S
LEADERSHIP.**



CHAIRMAN

John Sander (Jackson Lewis P.C.)



VICE CHAIRMAN

Tobias Pusch (Pusch Wahlig Legal)



EXECUTIVE DIRECTOR

Jeroen Douwes



BOARD MEMBERS: Robert Bayne (FWTA), Luca Failla (LABLAW), Chris van Olmen (Van Olmen & Wynant), Oscar De La Vega (De La Vega & Martinez Rojas S.C.)



CHAIRMAN OF THE SUPERVISORY BOARD

Joël Grangé (Flichy Grangé Avocats)



GLOBAL EXPANSION HIGHLIGHTS.

We go where our clients need our presence. Constantly led by client needs for assistance in certain jurisdictions. So our global expansion is not just an objective on its own, but is a mean to continuously improve our service to our clients in line with their geographical needs.

The L&E Global alliance has grown exponentially since its launch in January 2011 with 6 top-tier employment boutique firms. Today, L&E Global has more than 1500 lawyers in over 120 offices across 25+ jurisdictions and we are well positioned to assist you with your local challenges, wherever you operate, throughout the globe.

It is important to stress however, that we are not expanding simply for the sake of expanding. We carefully scrutinise every firm that is under consideration for joining the network, focusing on the candidate-firm's reputation in the industry, the size of its labour and employment law practice, its experience with international project management, its ability to provide the full range of assistance in relation to workplace law issues as well as the proficiency of the partners' and attorneys' English writing and speaking skills.

We also examine the legal and economic significance of the particular candidate-country. We generate reports and then analyse the data with respect to the number of referrals going to and coming from a particular jurisdiction as well as the consistency or irregularity of the candidate-country's participa-

tion in cross-border projects. We look to see if the economic growth in the region has led to substantial employment and industry expansion - whether companies are growing their labour force nationally and whether multinationals are seeking to enter the particular market.

Taking the necessary steps to research, collect and assemble data detailing the economics, opportunities for referrals and projects, the interests of national and international corporations and the activities of full-service firms and niche employment firms in the candidate-country, allows us to determine if there is a growing demand for effective counsel from labour and employment attorneys in a particular jurisdiction.



Their lawyers provide innovative solutions to complex problems.”



**INTERVIEW
WITH
TOBIAS
PUSCH.**



How would you define an “integrated alliance” to those who are unfamiliar with the concept?

L&E Global was never meant to be just a legal network, i.e. a referral network only. Since the very beginning of our collaboration, we aimed at creating the “integrated alliance” that we are today. In our integrated alliance, L&E Global, we talk about joint marketing initiatives; about quality control mechanisms to ensure a similar seamless standard of quality; and about true partnership between the firms, in which we all invest to create something that is bigger than the sum of its parts.

Pusch Wahlig Legal was one of the founding members of L&E Global. Please share with us why you decided to pursue creating an international alliance of employment firms and the pioneering efforts behind it.

Germany has one of the strongest economies in the world with a solid focus on exports, but people may not realise that on a macro political level, Germany has made huge efforts in the last sixty years to be a key integrative player in the international community. German businesses are no different. German businesses operate all over the world and our clients and potential clients need employment law advice globally. So, to fill this demand, in 2009 we began to consider building international employment advisory capacities for Pusch Wahlig Legal. Weeks later, I was on a road show in the United States where I had a very productive meeting with colleagues at Jackson Lewis, who shared that a couple of well-seasoned employment lawyers had been talking about this concept for quite a long time already. Shortly thereafter, we held meetings and phone calls with Chris (Belgium), Luca (Italy), Hubert (France), and Iván (Spain), just to mention a few, and I was imme-

diately impressed by the degree of trust that they had already reached. One thing quickly led to another and we launched L&E Global in January of 2011.

What was required of a firm in order to become an L&E Global member?

In the first years of L&E Global, we focused on employment law boutiques only. We wanted to see strong individuals, with a strong practice in their country and with a drive to build even stronger boutique firms in the respective markets.

What factors made one jurisdiction more important than another, when contemplating the geographical spread of the L&E Global alliance?

All our members are important. We are only as strong as our weakest link in the chain, as one of our clients recently commented. However, obviously there are economies of different size and delivering different growth rates. So I think we made wonderful steps of extension when recently adding China, India and also Brazil to our map.

Could you briefly explain how L&E Global became an important player in today’s labour and employment law market, both nationally and globally?

I think there is a need for integrated labour and employment law advice, and that demand is growing. We are in a good position with L&E Global to meet those needs for our clients. But we should also remind ourselves, that it is not only about meeting clients’ needs, sometimes it is also about developing the client’s appetite for what we have to offer. Much of the business we generate at Pusch Wahlig Legal for our international alliance is created because we actively pitch our international capabilities to our top 20 clients on a very regular basis.

What will become of L&E Global in the next 3-5 years?

This depends on us. If we all, each of us, do our share and constantly think about how we can grow the international aspects of our business, I have no doubt, that L&E Global will remain amongst the top employment law providers in the world. And, if

done correctly, I am also confident that the international work will help to raise the profile of each firm, individually, in their country.

Who was your childhood icon?

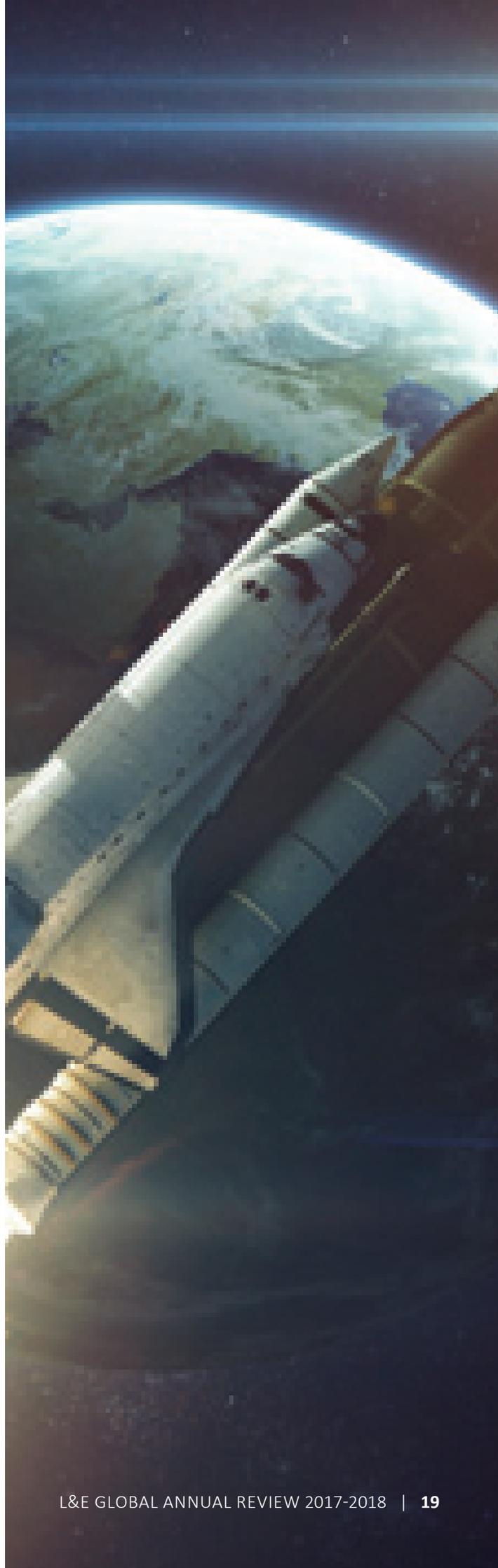
I really liked and admired the first astronaut from East Germany, Sigmund Jähn. Of course, those days, he was called Kosmonaut. I heard a very inspirational interview from him a while ago. In this, he described that he was very conscious that the rocket he was getting into was made of over 200.000 moving parts, it was put together under great time pressure, and a failure on each of those parts could put an end to his life. But he was willing to risk and maybe sacrifice his life to pursue his life dream. I have huge respect for people who take significant risks to create something beautiful.

Tell us about your hobbies and what you do to relax outside of the office.

Well, if time permits, I try to spend some time on Beach Volleyball courts, hitting some good cut shots and trying to block my fiancée from time to time. However, the latter often remains wishful thinking, because she simply just jumps higher than me. Other than that, we love to spend time with our two toddler doggies in the garden and enjoy the inspiring intellectual and political scene in Berlin with countless high-profile events every week.

What is the one must-see attraction in Berlin?

You can see the regular top ten in any travel book, but if you want to go a little bit off the touristy path, I would encourage you to go to Helmholtz-Viertel, have a coffee there in one of the beautiful coffee shops and watch a youtube video about the nights of November 1989, the fall of the wall and the hours leading to that event at the Check Point at Bornholmer Straße. Then I would encourage you, to walk over there, it is only a fifteen-minute walk, and to physically stand on the Bornholmer Bridge where the Berlin Wall began to crack. This is a spot where history was made that shaped the last 28 years and turned this world into a very different place.



**INNOVATION
AND LEGAL
TECHNOLOGY
AT L&E GLOBAL.**



Technologies constantly change our world and Legal tech is changing the legal world. Research shows that organisations that are innovative and creative are more successful than others. We believe innovation and continuous improvement are [key] in order to be able to always deliver excellent services in a most efficient manner to our clients, in line with latest technological developments.

At L&E Global, we have established a true international team that is working across borders. More than a dozen attorneys from 10+ jurisdictions are working together to develop and promote the “technological conscious” of L&E Global, with a focus on the importance and impact of technology in the workplace, how technology is influencing the labour and employment laws and regulations applicable to employers, and what the future holds for the role of technology in the European legal and economic markets and beyond.

In order to stay on top of and be part of the technological developments in the legal world it is essential to make necessary investments. To that end, L&E Global has become a proud member of the European Legal Technology Association (ELTA), an association of law firms, companies, legal technology providers, start-ups, and individuals in Europe.



A LITTLE CHITCHAT WITH...



Robert Bayne

Partner at Filion Wakely Thorup Angeletti

Without naming names, has there been any particular client that has had an impact on your approach to the practice of law and in what way? *Over any lawyer's career, feedback from clients allows us to become more practical – clients we deal with appreciate legal advice designed to solve business problems not reciting legal terms couched in “maybes”.*

Is there a particular industry that is trending upwards in Canada? *Insurance, financial services, logistics.*

What is the single most important advice that you offer to clients seeking counsel with establishing a workforce in Canada? *Creating HR policies, employment agreements and training packages before you hire your first Canadian employee is the only way to limit legal exposure and fees.*

Tell us about your hobbies and what you do to relax outside of the office. *Sailing/Boating.*

Was there ever a time when you thought about changing careers? What would do if you were not a lawyer? *Every Sunday I think I should be an NFL coach but no one has hired me.*

LEGAL TECH IN PRACTICE

INTERVIEW WITH NICOLAS SIMON

Attorney at Van Olmen & Wynant,
Brussels, Belgium



How would you describe “legal tech”?

Legal Tech concerns the dematerialisation of the legal service, on aspects such as the support (type of document), the process (generation and reviewing of standard documents, analysing big data, case law analytics, solving litigations online, artificial intelligence) and the relations between the parties (client, lawyer, judge; ranking of lawyers, marketing, trial period distance).

What is the importance and impact of technology in the workplace?

In most of traditional companies (non-tech companies), technology is limited to the use of desktop computers or laptops and the possibility of homeworking one or two days a week. With the increasing demand on flexibility, on work life balance and because of the time lost in traffic (commuting to and from the workplace), homeworking has become more popular. Moreover, it has become a standard reflex for employees to use the Internet in the performance of their tasks. As they also use it for private purposes during working time, it raises the question of the employer’s right of control vs. the employee’s privacy. It is expected that in the second wave, technology will no longer serve simply to assist the employees, but rather, may replace them for more common and repetitive work tasks, though this is not yet the case.

How technology is influencing the labour and employment laws and regulations applicable to employers?

With the increasing material possibilities of control by the employer in a digital world, the privacy of the employee is reinforced legally. The legislation also takes into consideration the distance contacts, allowing parties to conclude an agreement with an electronic signature. Furthermore, employers are allowed to keep certain social documents only in a digital form.

What the future holds for the role of technology in the European legal and economic markets?

The role of technology will become more and more preponderant in the future, due to artificial intelligence and the Internet, among others. To ensure the success of this evolution, EU institutions tend to focus on the trust of the citizens in the technology, adopting, for example, legislation on cyber security or data protection.

Other insights

Legal Tech, and specially artificial intelligence, constitutes a superb opportunity for law firms by allowing them to aim for added value and leave the basic work aside. On the other hand, this will require real legal expertise. The positive or negative effects will also be increased by the larger public who will assist – and possibly comment – on victory or failure.

“

Their lawyers really respond to our needs. They also speak our company's language.

“

A LITTLE CHITCHAT WITH...



Carol Zhu

Partner at Zhong Lun Law Firm

How has the practice of law changed over the years? *In China, the demand for labor law service is always increasing, because, nowadays, employees in China all have a very strong sense of law, and Chinese labor law is relatively pro-employee rather than pro-employer. So a company may face a lot of difficulties during the whole process of employment. In addition, in the Chinese market of labor law service, local law firms have become more competitive in recent years, compared with foreign law firms, because, relatively, local law firms are closer to the front lines of the legal practice, from the perspective of dispute resolution, compliance investigation and etc., and local law firms often offer a more competitive rate.*

Which city/region is the “hub” for international businesses operating in China? *As the economic center of China, Shanghai must be the real “hub” for international businesses operating in China, while many other cities are also active in attracting foreign investment, such as Shenzhen, Guangzhou, Beijing, etc.*

Have you noticed any particular business trends in terms of industries soaring or dipping? *Since Chinese economic growth has slowed down in recent years, many foreign companies have chosen to leave China or downsize. We have helped many companies in their lay-off projects in the last four or five years. We have still seen some foreign companies starting new offices in China, but not much. I think this trend is likely to continue for some time.*

Tell us about your hobbies and what you do to relax outside of the office. *I exercise yoga almost every day. Doing yoga makes me feel relaxed, and it's also a good way to build up your body.*

What is the one thing about China that would likely surprise those of us who have never been there? *Electronic payment (mobile payment) is very developed in China. For example, now in China, people don't need to take their wallets, cards, notes or coins when they go out. A cellphone is enough. You may make all payments through your phone. In addition, young people in China do not cook any more. Many of them order all their meals (breakfast, lunch and dinner) online through their cellphone. Normally, their food will be sent to them within 40 minutes by the meal delivery company.*

OUR COMMITMENT TO SOCIETY.

L&E Global's members are dedicated to improving the community of employers, employees and the field of labour and employment law in general, and have developed a variety of programmes and policies to effectuate such commitments.

Increasingly, society expects businesses to integrate Corporate Social Responsibility (CSR) and sustainability into their operations. Society is changing at an accelerating pace. Our clients and member firms alike are operating in a market where uncertainty is greater than ever and the need for corporate responsibility is increasing. Against this background, L&E Global and our members are constantly developing our advice and methods in order to provide optimal service to clients. It is firmly in our interest to anticipate questions and problems that may arise. We work tirelessly to stay at the forefront in terms of skills and organisation. We firmly believe that acting in a long-term sustainable manner in all contexts is crucial to providing our clients with maximum value by way of cutting edge, high quality business legal advice. To us, sustainability means thinking long term and delivering top quality at all stages. This is of critical importance, both in relation to our services and our actions in all other contexts.

BEST IN CLASS

Many of our firms provide legal advice to charitable institutions on a pro bono basis including, among many others,

- Australian Institute of Employment Rights
- CARE Austria
- Law Help Ontario
- Zhong Lun Charity Foundation
- Quinoa
- Amnesty International
- Creating Jobs in Europe
- Mentor
- Zurich Bar Association
- Clyde & Co's Community Investment Team
- LitWorld
- Leukemia & Lymphoma Society
- Wounded Warriors



LitWorld
Be the Story.





**INTERNATIONAL
CAREERS,
TRAINING AND
EDUCATION.**

INTERNATIONAL CAREERS

In order to recruit top talent, L&E Global's member firms employ sophisticated and reliable hiring and development tools and selection methods such as:

- Cognitive Ability Tests
- Job Tryouts
- Biographies
- Structured Interviews
- Reference Checks
- Job-Related Experience
- One-on-One Interviews
- Previous Training
- Years of Education
- Reputation of the University

SECONDMENTS

L&E Global's member firms work closely to allow attorneys from one firm to be seconded to another firm for an apprenticeship. Past secondments have included France to Belgium, Canada to the USA, Spain to Belgium and Germany to France, amongst others.

INTERNSHIPS

Filion Wakely Thorup Angeletti, L&E Global's member firm in Canada, has an extensive Student Program, addressing everything from rotation and mentors to retention: <http://filion.on.ca/students/the-student-program/>. L&E Global also has an internship program, which allows select students/junior associates to gain experience working on cross-border matters as an introduction to the field of international labour and employment law.

TRAINING AND EDUCATION

L&E Global has created several innovative forums for clients and members of our international alliance, which reflect how the client-lawyer relationship is changing and how private practice and in-house lawyers, working hand-in-hand, can create value for business.

China Summit: Together with Zhong Lun Law Firm (L&E Global China) and China Going Global (CGC), L&E Global organised an international summit to Shanghai and Beijing from 11-15 January 2016. For the very first time, China's best employment lawyers pooled their industrial and legal know-how on a global scale with attorneys from Europe, North America and the South Pacific. Members of L&E Global visited China to discuss and compare legal strategies, lecture on global trends, exchange expertise and interact with international clients in order to strengthen cooperation and enhance the overall capabilities of the L&E Global alliance with respect to client service, business development, quality standards and know-how.

Associates Meetings: L&E Global has set-up an "Associates Training Program" to provide training to associates and junior associates on international legal matters. Each year, upwards of 30 associates from more than 20 countries come together to learn about providing cross-border business legal advice, to discover the do's and don'ts of client relations from the clients directly, to exchange know-how on key employment law issues in their respective jurisdictions, to learn how best to manage projects and to enhance their English writing and speaking skills in a collaborative and educational setting. L&E Global is hosting a two-day Associates Seminar in Lisbon, Portugal in April of 2017. More than 40 associates from 20+ countries worldwide will attend. The associates meeting has proven to be an important part of our international practice and has helped many associates spread their international wings.





**L&E GLOBAL
HR ACADEMY.**

We are committed to offering you the most comprehensive legal analysis capabilities and insight from around the world, now and in the future. To this effect, L&E Global has organised an array of labour and employment know-how products that engage and support clients operating in a particular jurisdiction and across borders.

Our Online Global Knowledge Center Features Employment Law Resources from 40+ Countries Worldwide

- INSIGHTFUL LABOUR AND EMPLOYMENT LAW ARTICLES
- GLOBAL HANDBOOKS
- SPECIAL REPORTS
- WEBINARS
- BLOGS

<http://knowledge.leglobal.org>

These free resources provide clients with practical knowledge and the ability to search and solve their initial employment law matters.

GLOBAL KNOWLEDGE CENTER

Our Global Knowledge Center is a centralised interactive database where clients can explore employment law resources from more than 40 countries. The Global Knowledge Center offers a unique research tool that allows clients to generate a country-by-country comparison of employment law topics. For instance, clients can read about working conditions in Australia, China, India and the USA or study the rules governing the authorisation of foreign employees in Argentina, Belgium, Mexico, South Africa and the UK.

KNOW-HOW BY THE NUMBERS

2300+	(Registered Users on the online Global Knowledge Center)
750+	(Articles Published on the online Global Knowledge Center)
50+	(Blogs Published)
40+	(Countries Featured on the online Global Knowledge Center)
23	(Consecutive months that the Employment Law Tracker has been published)
4	(Global Handbooks published annually since 2014)



How to Hire a Foreign Employee in China



The Rights of Employees in Case of a Transfer of Undertaking in the USA



How to Terminate a Contract in Germany



“

I like working with the firm because it has the unique ability to combine labour law and business interests. Its advice suits the needs of the business and it has wide business experience and good expertise in all difficult matters.”



A LITTLE CHITCHAT WITH...



Penny Swarbrick
Partner at SBM Legal

Why did you decide to start your own law firm? *Starting up a firm was something that happened organically. I was a barrister sole, specialising in employment law, and Kathryn Beck was at another firm. Kathryn and I had a very good working relationship as colleagues (often but not always on opposite sides of matters), became friends, and before we knew it we had set up Swarbrick Beck. That was back in 2006 and there was only one other specialist employment firm in New Zealand at the time, so we saw a niche opportunity. Our (now) partner Don Mackinnon also set up on his own around then, and it was a natural progression when we merged the two firms in 2008. The new firm grew, and Bridget Smith became the fourth partner in 2012. And here we are today.*

SBM Legal has been recognized by leading industry insiders as a top-tier firm for employment law in New Zealand and is the only boutique to receive such acclaim in an area generally dominated by international firms. How has that impacted the firm's business model and approach to client services? *For us it was very pleasing to be recognized as a top-tier employment law firm, but it hasn't changed the way we do business – we continue to strive to provide excellent advice to our clients that is legally sound, pragmatic, and timely, so that our clients achieve excellent results. The fact that we are a small firm means that we can easily adapt to what the client needs, and our clients seem to appreciate that. We develop close relationships with many clients and find we are treated as part of their management teams. Our straightforward approach is, I think, the reason we were recognized, and we see no reason to change it.*

How has the practice of law changed over the years? *I have been working in this field for over 30 years and have seen a lot of change since I started. New Zealand has moved from having a heavily unionized, highly regulated labour market and much government intervention in the early 1980s to a free market style economy now with many different working arrangements in place. Back then it was mostly industrial relations-based - union disputes, relativity arguments, and wage negotiations. For most employment related legal claims the Plaintiff had to be the union or a government official, not the individual employee. There were only a very few specialist employment lawyers, as most people working in employment law were union officials or industrial relations specialists within companies. New Zealand had massive legislative change in the early 1990s and nowadays lawyers are an integral part of the employment law landscape, and provide advice on every aspect of employment to both individuals and employers. The types of cases we argue in court are far more legally complex. What hasn't changed though is the strong preference for resolution of disputes rather than litigation.*

Does New Zealand really look like it does in the Lord of the Rings trilogy (the movies were shot on location there) or is that all special effects? *Absolutely it looks like Lord of the Rings! There are no special effects there. That scenery is mostly in the South Island, but the whole country is stunningly beautiful – we have it all, beaches, mountains, bush, cities... We Kiwis refer to New Zealand as "Godzone" (short for "God's own country") as it is surely one of the most spectacular places on the planet. We love to travel but there's no place like home. You should all make the time to come and visit us and we'll be happy to show you around.*

What do you do on the weekends (other than work)? *I love escaping to the Coromandel Peninsula where I am lucky enough to have a holiday home – the Coromandel is on the east coast of the North Island and has white sand beaches, beautiful blue sea, and great surf at many beaches. I also love to play squash and by the time you read this will have just finished competing in the World Masters Games which are in Auckland this year.*

EMPLOYMENT LAW OVERVIEW

To help you navigate through the employment law principles we have developed a series of Employment Overviews for 39 jurisdictions. The overviews have proven “bibles” for many clients and invaluable sources of information for numerous companies and corporations planning to expand internationally and establish in new jurisdictions.

These memorandums provide clients with a country-specific overview of key labour and employment law matters from hiring practices to employment contracts, from anti-discrimination laws to termination of employment contracts, etc. Every country featured on the Global Knowledge Center updates these brochures annually.



EMPLOYMENT LAW TRACKER

A number of clients have specifically asked L&E Global to provide them with labour and employment law developments on a monthly basis. To accomplish this, we created L&E Global’s Employment Law Tracker. The updates prepared by labour and employment law specialists are drafted in practical, non-legal terms, explaining the amendments and what, if anything, the employer should be aware of, and if necessary, act upon. Each month, the Em-

ployment Law Tracker is sent to clients by email. The email alert provides a brief summary of the featured topics. Clients can then click on any section of the email alert and they are automatically directed to the full-length article (categorised by Country) posted on our Global Knowledge Center. Clients are free of course to contact the firm(s) directly in case they require more information on a certain topic.



A LITTLE CHITCHAT WITH...



Kari Bergeius Andersen

Partner at Storeng, Beck & Due Lund ANS

What is the one industry that really drives the economy in Norway and how has that impacted your practice? *I would have to say that the oil and especially oil related businesses still drive the economy in Norway. As these businesses have struggled for some years, collective dismissals and reorganizations have been main focus areas for many of our lawyers. As times are starting to get more positive, reorganizations are more connected with transfer of undertakings.*

Have you noticed any trends in terms of market-changes and client expectations in Scandinavia and Norway in particular? *Many large companies are more interested in framework agreements with law firms. These large companies are more interested in separate agreements for employment matters now than earlier. For us, this is a very positive trend.*

Describe your most memorable experience as a lawyer. *I had a very memorable experience as a lawyer last spring, when I spent 5 weeks in Court defending an employer in a collective dismissal case involving 43 employees. I learnt a lot from this, having the courthouse and a hotel as my working place for such a long time, which is not common in employment cases in Norway. I must, however, say that I will never forget the experience during my very first year as an associate, where I suddenly found myself in court representing one of the then big Norwegian soap opera stars and pop singers. In addition to the court experience, I learnt a lot about handling the media, which I have been grateful for during later years.*

Tell us about your hobbies and what you do to relax outside of the office. *I read a lot of novels, normally in English. I play the piano for relaxation, and we have an old piano at our office. I spend time with my family. The most relaxing is weekends at our cabin (the "hytte") by the Osloffjord south of Oslo. I also love travelling to other countries.*

Has the recent rise of Viking-nostalgia resulted in an increase in tourism in Norway? *I must admit I really do not know. Our offices are close to the harbor where the cruise ships come in with lots of tourists and I believe many of them visits the Viking Ship Museum. The hot topic in Norway for younger people is however the TV Series "Skam" ("Shame") and the concept of "Skam Tours". "Skam" has got many fans outside Norway and Scandinavia, especially in parts of Asia. Simon Fuller ("American Idol, etc.) has bought the rights to making an American version. We see and read a lot that younger tourists are coming to Oslo on "Skam Tours" to visit the many locations where the TV Series has been filmed.*



Their lawyers are very personally engaged, creative and solution-oriented.

CROSS-BORDER SEMINARS

During the European Excellence Awards in HR, held in Berlin in March of 2017, where International HR teams made over 200 submissions for the competition, L&E Global members Kara Preedy, Nick Elwell-Sutton, Christiaan Oberman and Iván Suárez led a panel discussion entitled, “Work 4.0”, during the HR Minds conference. The presentation was very well received and put L&E Global on the map as a truly knowledgeable international team.



“The HR Minds conference was the prelude to the European HR Excellence Awards, which L&E Global sponsored,” said Dr. Kara Preedy LL.M., Lic.dr., Partner at Pusch Wahlig Legal (L&E Global Germany). As L&E Global representatives, we presented a panel discussion on the employment law implications of a changing HR world: how is employment law dealing with topics such as digitalisation, demand for flexibility from both employers and employees and the changes brought about by millennials entering the workplace. All countries are seeing a change in the definition of employment relations as such and are struggling to find ways of differentiating employees from freelancers. Working time rules and result-driven management are also major issues brought under scrutiny by digitalisation and remote working models. The panel managed to convey the differences and similarities of the legal frameworks as well as providing various practical perspectives. We trust this is an issue which will have an increased impact on our legal practice and which will and should prove L&E’s role as thought leaders.”

L&E Global actively develops, coordinates and participates in joint seminars in key economic jurisdictions, including the Jackson Lewis Annual Corporate Counsel Conference, a seminar in London on Works Councils and Collective Representation Across Europe with Clyde & Co, Flichy Grangé Avocats, Pusch Wahlig Legal, LABLAW – Studio Legale and Palthe Oberman and, together with Van Olmen & Wynant, employment law forums (the October 2016 forum,

held in Brussels, was attended by more than 70 human resources managers, in-house counsels, academics and labour and employment law attorneys from across the region). Filion Wakely Thorup Angeletti, L&E Global’s member firm in Canada, periodically hosts luncheons for employers working in various sectors of the economy (e.g. retail sector luncheons). These luncheons provide participants with an opportunity to hear presentations dealing with the latest labour relations and employment law developments with respect to the sector. At the same time, participants can share views and information in a relaxed environment. Our Austrian member, Gerlach Rechtsanwälte, organises and hosts seminars on various topics throughout the year. SBDL (L&E Global Norway) has, for many years, conducted labour and employment law related courses and seminars on behalf of HR Norge.



GLOBALLY SUCCESSFUL PARTNERSHIPS.

L&E Global regularly sponsors and participates in international conferences presented by prestigious institutions. On March 22nd 2017 L&E Global partnered together with Quadriga to organise the first ever European HR Excellence awards in Berlin. International HR teams made over 200 submissions for the competition. The objective of the event was to recognise HR teams and companies for their outstanding achievements in HR. Out of the 200 submissions 82 were shortlisted and all shortlisted candidates had to present their idea in a 10 minute elevator pitch (in a dragon's den setting) to the jury. 23 winners were announced during the evening gala event.

It was an exciting night that provided many opportunities to make contact with our international target audience and to demonstrate the power of our alliance and the member firms. The event did not only give L&E Global great exposure, but it is also served as an opportunity to expand our international client base and develop new business.

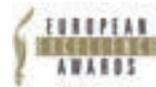
More than 200 international HR professionals were in attendance along with L&E Global members Kara Preedy, Philippine Van Aelst, Tobias Pusch, Nick Elwell-Sutton, Christiaan Oberman, Iván Suárez, Holger Thomas, Falko Daub, and Jeroen Douwes. Tobias Pusch and Jeroen Douwes were invited on stage to hand out the main award: special accomplishment, innovation of the year. Tobias talked about the importance of innovation in the legal world. He talked about Pusch Wahlig Legal's quest to make encounters with legal aspects of life more enjoyable (e.g. your employment contract should be part of an enjoyable experience of a new job and opportunity, and not a legal obstacle that takes away the joy of

the moment. Jeroen talked about the vibe in the room. Everybody was so engaged in preparing their elevator pitch in front of the jury that you could literally feel the excitement. He took the time to congratulate not only the winners, but all 82 teams that made it to the shortlist. It wasn't just the moment at the ceremony, but each submitted project was blood, sweat and tears. Jeroen explained that it made him realise again what a crucial role HR plays in any organisation, in finding the right people, training and maintaining them. This tends to often be underestimated and cannot be emphasised enough.

Recognising HR teams for their exceptional achievements is what it was all about and that is why L&E Global decided to partner with Quadriga.



Furthermore, over the years, L&E Global has partnered with institutions such as the International Bar Association (IBA) Annual Employment and Discrimination Law Conference (Headline Sponsor, 2013-2017), the IBA Annual Conference (Employment Committee Social Sponsor), The Lawyer European Awards 2017, the European Employment Lawyers Association (EELA) Annual Conference, the Association of Corporate Counsel (ACC) Europe Annual Conference (Gold Sponsor, 2013-2016), the ACC Annual Conference, the Latin Lawyer Annual Labor & Employment Conference; the Annual American Bar Association Labor and Employment Law Conference, the Annual Disability Matters EU Conference & Awards, the Annual Day of the Company Lawyer hosted by the Belgian Institute for Company Lawyers (IJE | IBJ), amongst many others.





**LEADERSHIP
AWARDS AND
RECOGNITION.**



L&E GLOBAL was named “Global Network of the Year” at The Lawyer European Awards 2016 and was again shortlisted in 2017. For the category of “Global Network of the Year 2016” L&E GLOBAL was commended for its *“Strategic vision, particularly focused on cross-border initiatives; Consistent excellence in delivery of legal services; and Outstanding talent management.”*



Chambers Global 2017 ranked L&E GLOBAL as a Band 1 Leading Law Firm Network in Employment. Chambers highlighted, *“The network provides legal support to employers in all aspects of workplace law around the globe. Referrals between members are tracked, as are multi-jurisdictional pitches, and the level of service is maintained across jurisdictions thanks to the network’s quality control system.”*

MPF Awards - Finalist



L&E GLOBAL was shortlisted in four major categories in the UK-based Management Partners Forum (MPF) Awards for Management Excellence 2017: Best Managed International Network, Most Innovative Client Service, Best Implementation of Systems or Technology and Best Provision of Know-How



The Financial Times Innovative Lawyers Report 2015 “Commended” L&E GLOBAL as an *“Innovator in Growth and Business Development”*. The Report stated, *“the category of Growth and Business Development focuses on how law firms have deepened and differentiated their existing practice and industry sector strengths from the offerings of competitors and set up new business lines. The category also looks at how firms are helping clients navigate legal and business challenges in a more global world.”*

A close-up photograph of a person's hands holding a pen over a notebook. The person is wearing a dark blue, textured blazer over a white shirt. The background is slightly blurred, showing a wooden surface. A white circular overlay is positioned in the lower-left quadrant, containing the text "INTERVIEW WITH CHRIS VAN OLMEN." in a bold, black, sans-serif font.

**INTERVIEW
WITH
CHRIS VAN
OLMEN.**

The steady hand and visionary leadership of outgoing Chairman Chris Van Olmen helped guide the alliance from a newcomer with something to prove, to one of the most respected and acclaimed globalwide legal networks operating today. Chris' deep understanding of the law and his expertise as a managing partner proved to be a driving force behind L&E Global's ability to attract market-leading firms, with renowned employment practices, to join the alliance. Chris' commitment to excellence has helped make L&E Global a dominant player on the international stage for cross-border labour and employment law services.



Rumor has it that L&E Global was your “brainchild”. Please tell us why you decided to pursue creating an international alliance of employment firms and the pioneering efforts behind it.

After attending and participating actively in conferences organised by the IBA, ABA, EELA and the likes for many years, and contributing to international publications from Kluwers International, PLC, The Employment Law Review, and the likes, the “click” came when I was approached by Hubert Flichy. We then approached LABLAW and Jackson Lewis, Pusch Wahlig Legal and Bufete Suárez de Vivero, and the rest is history. I want to pay tribute here to Hubert Flichy as I see him as the Jean Monnet of our alliance.

How did you go about selecting the founding member firms?

At the beginning of such an adventure you still can afford to have very straight forward ideas. So we only wanted to approach 1. employment law boutique firms that 2. were considered as top tier firms in their jurisdiction. We kept this line for some years, but then had to learn that in some jurisdictions we had to take a more flexible approach, and so we started to welcome full service firms as affiliated members.

If you had to start over again, what would you do differently?

I definitely would concentrate more in building a strong central headquarters that sets out the lines to the benefit of the members. As you all know, I do not particularly like the word “virtual” in combination with alliances.

Has the alliance exceeded your expectations?

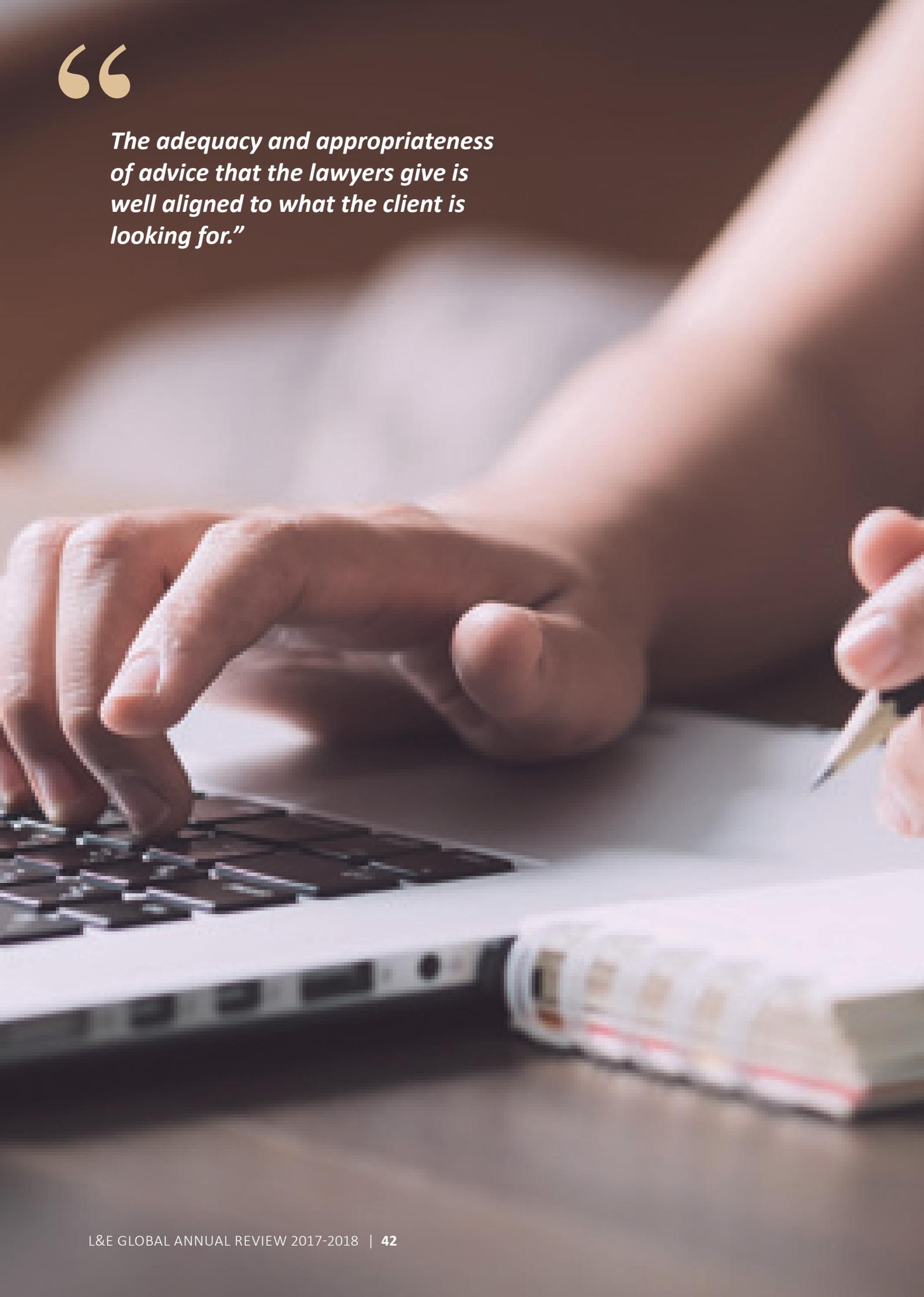
That's not a fair question. Indeed, the higher someone's expectations, the more difficult to exceed them. :)

What still has to be done to make L&E Global more successful?

We are very lucky to have loyal and talented people like Joseph and Philippine, and I'm confident that Jeroen will do an excellent job as our new Executive Director, but I'm afraid we still have to invest more in a well equipped and professional team to support the members. We lawyers are too busy to spend a third of our time on the alliance.

“

The adequacy and appropriateness of advice that the lawyers give is well aligned to what the client is looking for.”



“

The firm has a deep bench of experts, whether it's for individual matters, employer relations, union matters or social security.”

“

A LITTLE CHITCHAT WITH...



Joël Grangé

Partner at Flichy Grangé Avocats

How has the practice of law changed in France over the years? *Most clients no longer wish to understand the legal reasons, but ask for a practical answer. Today, the key is reactivity. I should add that legal issues are increasingly neglected ...*

Why did you decide to start your own law firm? *Rather than setting up my own firm, I preferred to join my team with Hubert Flichy's team, because it is important to build a strong brand.*

Tell us about your hobbies and what you do to relax outside of the office. *To be frank, I spend little time outside the office! Apart from sleeping, I see my family, go hunting and fishing, and I am very fond of music.*

Who was your childhood icon? *Dominique Rocheteau (a famous soccer player on the Saint-Etienne team) and The Beatles' John Lennon.*

What is the one, if possible, must-see attraction in Paris? *The Louvre, the Invalides, the Eiffel Tower, Notre-Dame de Paris - hard to choose. When you come to Paris, visit us!*

**PLEASED TO
INTRODUCE
OUR NEW
MEMBERS.**





L&E GLOBAL MEXICO

De La Vega & Martínez Rojas S.C.

De La Vega & Martínez Rjas S.C. (DLVMR) is led by prominent labor and employment law partners Oscar De La Vega and Dr. Ricardo Martínez Rojas. A team of seventeen associates lend support to DLVMRs labor and employment law practice. DLVMRs network of specialists in Mexico City and throughout the country, offers multinationals innovative labor and employment law solutions, with specific expertise in litigation, advice and counseling, benefits planning and negotiating collective agreements.

DLVMRs co-founders, Oscar De La Vega and Dr. Ricardo Martínez Rojas, are highly respected by clients and peers alike. According to Chambers, *“sources are full of praise for him [Oscar De La Vega], with peers describing him as “a star in this field,” adding: “He does spectacular work.” Clients go on to highlight him for the support and service he provides. De la Vega is widely experienced in matters of labour and social security law.”* The Legal 500 praised Dr. Ricardo Martínez Rojas as *“one of the leading labour lawyers in Mexico.”*



Oscar De La Vega, Partner



Dr. Ricardo Martínez Rojas, Partner

L&E GLOBAL LUXEMBOURG

KLEYR | GRASSO

The Employment and Social Law practice at KLEYR | GRASSO, under department head Christian Jungers, is considered one of the best in Luxembourg. The team has extensive experience with all employment law related issues, such as contracts, collective bargaining negotiations, individual and collective employment termination, social plans, cross-border transfer of undertakings and redundancy programs. The team also provides tailor-made in-house and external client seminars and trainings in four languages and they assist clients in the scope of collective labour litigation.

Chambers and Partners praised the KLEYR | GRASSO team stating, *“Highly reputed practice [employment] that advises clients on individual and collective, contentious and non-contentious, domestic and cross-border employment law issues. Recent experience includes restructurings, terminations and harassment claims.”*



Christian Jungers, Partner

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***Their advice is always
precise and very thorough.”***



L&E GLOBAL PORTUGAL

Morais Leitão, Galvão Teles, Soares da Silva

Morais Leitão, Galvão Teles, Soares da Silva & Associados (MLGTS) is a leading Portuguese full service firm with offices in Lisbon, Oporto and Funchal (Madeira). To address the growing needs of its clients throughout the world, particularly in Portuguese speaking countries, MLGTS has established the MLGTS Legal Circle, which consists of a network of solid associations and alliances with leading offices and law firms in Angola, Mozambique and Macau (China).

MLGTS has a highly reputed labour and employment practice. Both in a consultancy capacity and in litigation before labour courts. MLGTS provides daily assistance to a vast number of companies, including many multinationals, in all areas pertaining to labour relations. The labour and employment team has extensive and consolidated experience in the most important and current areas of labour relations, such as the protection of industrial and intellectual property, the conventions on confidentiality and non-competition, and the models of assistance provision and complementary benefits established by the public system of social security. MLGTS is ranked in Band 1 for Employment Law in Chambers Europe 2015 and Tier 1 for Employment Law in The Legal 500 EMEA 2015. According to Chambers, the MLGTS employment practice is renowned for its, *“solid litigation practice coupled with expertise in regulatory matters such as employment agreements. Often advises high-profile domestic and multinational clients on employment issues related to restructurings and business transfers.”*

Pedro Pardal Goulão (Partner) leads the MLGTS employment law practice along with a dedicated team of employment law specialists. Based in Lisbon, Pedro provides consultancy in all areas of labour law, concerning both individual and collective employment relationships as well as social security matters.



Pedro Pardal Goulão, Partner



Helena Tapp Barroso, Partner

CEDERQUIST

L&E GLOBAL SWEDEN

Cederquist

Cederquist's market leading Employment and Benefits team is well-known for providing exceptional service and pragmatic advice. The employment practice handles all matters relating to labour, pension, and benefits, including drafting and negotiating executive employment agreements, assisting with dismissals and exit-related actions, as well as collective redundancy situations, business transfers, outsourcing matters, reorganisations, employment protection, protection of trade secrets, work environment issues, pensions, incentive and bonus programmes, policies and collective agreements. Dispute management is also an integral part of the practice and the attorneys have extensive experience in high-stakes labour-related dispute resolution.

The attorneys in the employment and benefits group are consistently top-ranked in leading market publications such as The Legal 500 and Chambers Europe. Chambers highlighted that the Cederquist employment practice is, "well regarded for assisting organisations with employment litigation. Solid reputation for advising clients from the banking, media and telecommunications sectors on collective agreements and corporate reorganisations."

Robert Stromberg, Department Head of Cederquist's Employment and Benefits group, spoke of the cooperation with L&E Global, stating, "joining L&E Global provides Cederquist with the opportunity to work closely with employment law specialists in every corner of the globe, from North America to the South Pacific, from Asia and Africa to South America, and closer to home in Europe and Scandinavia. The potential for growth, sharing of know how and building strong and lasting relationships with colleagues and clients at the international level is very exciting."



Robert Stromberg, Partner



We have the highest regard for them and get very good attention. They are very effective and quick.

L&E GLOBAL UK

Clyde & Co.

Clyde & Co has one of the largest market-leading employment, pensions and immigration practice groups within the UK. The firm provides the full range of assistance in relation to workplace law issues from day-to-day advisory work, to managing the employment aspects of project and transactional work as well as dealing with critical business protection matters and employee disputes. Clyde & Co has one of the few London-based employment groups with dedicated pensions and immigration teams, which enables the firm to provide complete workplace law services to clients.

Industry insiders have consistently praised Clyde & Co's UK-based employment team, made up of 16 partners and more than 30 qualified attorneys. Chambers highlighted that Clyde & Co's employment practice is, "recognised for its expertise in handling employment litigation, particularly disputes relating to financial services and the insurance sector. Provides a full range of employment advice with notable work on cross-border matters."

Robert Hill, Partner and Head of Clyde & Co's employment, pensions and immigration team, spoke of the affiliation with L&E Global, stating, "We have been working with members of L&E Global since its inception in 2011. Over the years, we have collaborated on dozens of cross-border projects for multinational clients operating in every corner of the globe. While Clyde & Co is now an official member of the alliance, in practical terms it is business as usual considering our history together, and I am confident that, moving forward, we will continue what has been a very successful cooperation aimed at providing clients with the highest quality legal services now and in the future."



Robert Hill, Partner



Nick Dent, Partner



Nick Elwell-Sutton, Partner



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*L&E Global...
we support employers.*

*L&E Global...
when jobs matter.*

**PRAISE FOR THE
L&E GLOBAL
INTERNATIONAL
ALLIANCE.**

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Australia - Harmers Workplace Lawyers:

With offices in Sydney, Melbourne and Brisbane, Harmers Workplace won the Australasian Law Awards “Employment Law Specialist Firm of the Year” 2015, 2016 & 2017; was seven times winner of the ALB Australasian Law Awards “Employment Specialist Firm of the Year”; and has won several global awards for “Employment/Industrial Law Firm of the Year – Australia” (2011 – 2017). The firm has also received a number awards for excellence in people management, including: the Legal Media Group Euromoney Australasian Women in Business Law Awards (“Best Firm in Sydney for Women in Business Law” 2012 – 2013 and “Best Firm for Work-Life Balance” in 2014); a “Workplace Excellence” Award from the Victorian government; an Award for “Innovative Contribution to HR” from the Australian Institute of Management; the Australian Human Resources Institute Award for “Excellence in People Management”; and has been ranked as high as the number 4 business in the country in the Work/Life Initiative in Australian Industry survey.



Austria - Gerlach Rechtsanwälte:

Based in Vienna, the firm is recommended for employment law by Best Lawyers®, Format Anwaltsranking, The Legal 500, Practical Law Company and Legal Media Group. “Employment boutique Gerlach Rechtsanwälte acts for employers and employees and is particularly active in litigation.” – The Legal 500

Van Olmen & Wynant

Belgium - Van Olmen & Wynant:

Based in Brussels, the firm and its founding partners have been endorsed by PLC/Which Lawyer and recognized by Chambers and Partners and The Legal 500. “Strong choice for public sector employment issues, acting for a number of former state-owned companies across telecoms, postal services and transport. Also active in employment litigation, including cases relating to dismissals and workplace discrimination.” – Chambers

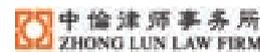
Brazil - TozziniFreire Advogados:

With offices throughout Brazil, including São Paulo, Rio de Janeiro, Brasília, Campinas and Porto Alegre, TozziniFreire Advogados has been recognized as a first-tier firm by Chambers Latin America and The Legal 500, along with other international and national specialised publications. “Deep bench strength with a reputation for providing expert litigation advice. Able to tackle the full range of labour issues, including immigration and global mobility matters.” – Chambers



Canada - Filion Wakely Thorup Angeletti LLP:

With offices across Ontario, including Toronto, London and Hamilton, the firm has been recognized by Chambers Canada and The Legal 500 Canada. “Ontario-based boutique with a dedicated labour and employment focus. The firm is singled out for its adept handling of labour negotiations and grievance arbitrations.” – Chambers



China - Zhong Lun Law Firm:

With offices across Mainland China, including Beijing and Shanghai, the firm has more than 200 partners and 900 professionals. Zhong Lun frequently receives accolades from esteemed legal insiders: Chambers Asia awarded Zhong Lun “PRC Law Firm of the Year” in 2014 and China Law & Practice named Zhong Lun “Labor & Employment Firm of the Year 2016 (China)”. “Offers well-rounded expertise in employment law, with a depth of knowledge of human resource (HR) management. A good track record of dealing with ‘dispatched employee’ issues and corporate downsizing operations. Attracts a wide range of international companies and large SOE clients from the energy, IT and engineering services sectors.” – Chambers



France - Flichy Grangé Avocats:

Based in Paris, Flichy Grangé Avocats has been recognized as a first-tier firm by The Legal 500 and Chambers Europe. The firm was recently awarded the first prize in the “Reorganization, Social Restructuring and Inherent Litigation” category at the 16th Session of the Law Trophies organized by Leaders League. “Specialist employment firm that handles the full range of labour issues. Advises on M&A, collective redundancies and restructuring. Contentious work covers litigation with works councils as well as individual cases. Employee savings schemes, benefits and social security matters also fall within its expertise. Noted for its international client list.” – Chambers



A LITTLE CHITCHAT WITH...



Avik Biswas
Partner at IndusLaw

How has the practice of law changed for you with the rise of India as a global economic player? *It has changed significantly over the last 2 decades coinciding with India's rise as an economic power. The first place where we see the change is the enforcement and adoption of international standards and global best practices in India, and this is true especially for employment laws. Closely related is the fact that our laws have also been amended to make ease of business a priority and engagement with regulators a far more transparent experience. The second place where we see a crucial difference is the expectation that clients have of external counsels. While earlier the relationship was perhaps because of a response to an event (e.g. claim/litigation/dispute), today external counsels are called upon for strategy, risk-mitigation exercises and persistent guidance to ensure that operations are run in a manner which is pragmatic while being fully compliant with the law.*

Have you noticed any particular business trends in terms of industries soaring or dipping? *While India is anyway quite well known for its technology sector, in the recent past we have also seen quite a surge for the manufacturing industry given the kind of initiatives the present Government has put in place to attract interest back in the traditional economic sources. In the technology sector, expectedly, we are seeing visible innovations and leaps in research and development almost every other day.*

Which city/region has the largest concentration of multinationals operating in India? *There is no one region given the size of the country, but I would say that almost all multinationals have offices in Bangalore, Chennai, Delhi, Hyderabad and Mumbai.*

Tell us about your hobbies and what you do to relax outside of the office. *I have a 3 year old daughter and a 7 year old Boxer at home – so our hands are full most of the time. That apart, I'm quite a big sports fan and still continue to play football and cricket on a somewhat regular basis and try to follow every conceivable sport on the television for the rest of the time.*

What is your all-time favorite holiday destination? *(1) South Africa (Cape Town and Kruger); (2) San Francisco; and (3) Egypt.*



The team is very hands-on, gives you so many constructive solutions and brings so many ideas to the table."



Germany - Pusch Wahlig Legal:

With offices in Berlin, Düsseldorf and Frankfurt am Main, the firm has been recognized by The Legal 500, Chambers, Best Lawyers® and Juve. Pusch Wahlig Legal was presented with the 2017 Azur Diversity Award. Azur highlighted that, *“Pusch Wahlig proves that mandate work at the highest level and flexible working time models are compatible. The Berlin law firm has responded to the wishes of its associates and offers them two particularly flexible working time models. This makes the employment law firm a true model, even for larger law firms.”* *“Employment boutique with a pronounced focus on international employment issues. Benefits from its membership of the L&E Global network, providing outbound advice to large domestic enterprises. Recommended for business restructurings including top-level management reorganisations, executive departures, mass lay-offs and branch closures.”* – Chambers



Italy - LABLAW:

With offices throughout Italy, including Milan, Naples, Bari, Genoa, Padua and Pescara, LABLAW has been recognized as a top-tier labour and employment law firm by Chambers and The Legal 500 and was awarded “Italian Law Firm of the Year 2011” by The Lawyer European Awards. *“Large team of diverse competencies, well resourced to cover all manner of issues, with particular strength in transactional support, restructurings, union negotiations and litigation. Acts for a varied mix of domestic and international clients across the finance, media, energy and retail sectors.”* – Chambers



India - IndusLaw:

With offices throughout India, including Bangalore, Mumbai and Delhi, IndusLaw is a multi-specialty firm that advises a wide range of international and domestic clients across a variety of sectors. Avik Biswas, Partner and Head of the Employment Law Practice Group, is ranked by Chambers and Partners as one of India’s highly recommended employment lawyers. *“He is noted as “sound in his knowledge” of employment issues in a variety of industry sectors, particularly the technology industry. He is well practiced in such matters as employment contracts, compensation and benefits and audits.”* – Chambers

Luxembourg - KLEYR | GRASSO:

Based in Luxembourg, the Social and Employment Law practice at Kleyr | Grasso has been recognized as a first-tier firm by Chambers Europe and The Legal 500. *“Highly reputed practice that advises clients on individual and collective, contentious and non-contentious, domestic and cross-border employment law issues. Recent experience includes restructurings, terminations and harassment claims.”* – Chambers



Mexico - De La Vega & Martinez Rojas S.C.:

Based in Mexico City, prominent labor and employment law partners Oscar De La Vega and Dr. Ricardo Martinez Rojas lead a team of experienced attorneys and offer multinationals innovative labor and employment law solutions, with specific expertise in litigation, advice and counseling, benefits planning and negotiating collective agreements. According to Chambers, *“sources are full of praise for [Oscar De La Vega], with peers describing him as “a star in this field.”* The Legal 500 identified Dr. Ricardo Martinez Rojas as *“one of the leading labour lawyers in Mexico.”*



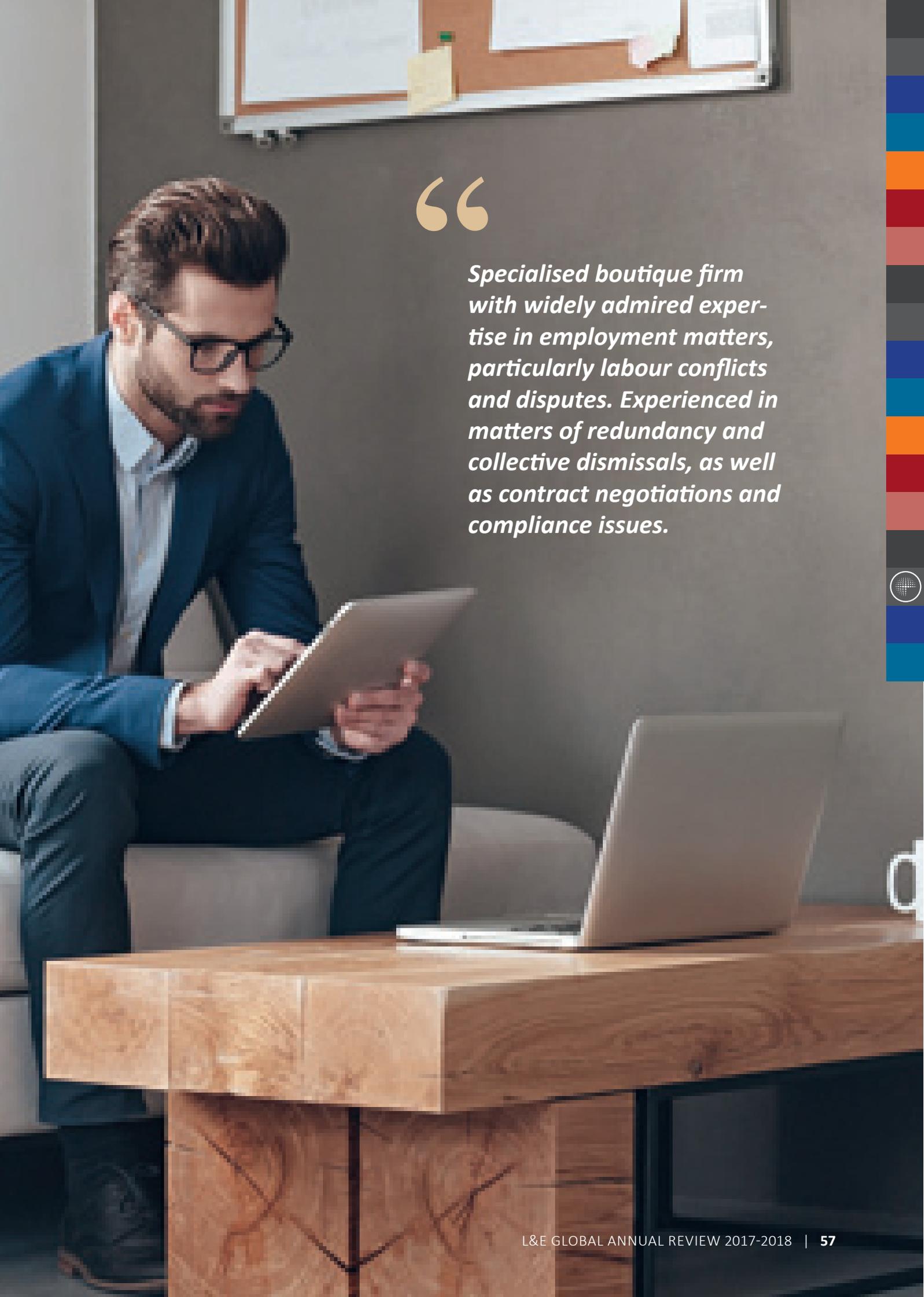
The Netherlands - Palthe Oberman:

Based in Amsterdam, the firm has been recognized by both Chambers and The Legal 500. *“Specialised employment boutique with wide-ranging coverage, including employment contracts, outsourcing, transfers, restructuring, HR management and individual, collective and executive terminations. Also experienced at dealing with works councils and unions. Particular expertise in the public sector.”* – Chambers



New Zealand - SBM Legal:

Based in Auckland, SBM Legal has been recognized as a first-tier firm by Chambers and The Legal 500. *“Highly recommended specialist employment law firm offering seasoned practitioners. Notable areas of expertise include guiding clients through sensitive workplace investigations, defence of unfair dismissal claims and industrial relations matters including collective agreement negotiations and strike action preventions.”* - Chambers



“

Specialised boutique firm with widely admired expertise in employment matters, particularly labour conflicts and disputes. Experienced in matters of redundancy and collective dismissals, as well as contract negotiations and compliance issues.



Norway - Storeng, Beck & Due Lund ANS:

Based in Oslo, the firm has been recognized by both Chambers and The Legal 500. *“Well-regarded team with notable expertise in contractual issues, personal data and employee termination. Also handles downsizing, discrimination, harassment and transfer of undertaking issues.”* – Chambers



Poland - A. Sobczyk & Współpracownicy:

With offices in Cracow and Warsaw, A. Sobczyk & Współpracownicy Law Office is considered one of the leading Polish law firms specialising in labour law according to both national (Rzeczpospolita and Forbes Poland) and international ratings (Chambers, The Legal 500, PLC Which Lawyer). *“Pre-eminent compact firm with a robust bench of employment law specialists. Regularly attracts prestigious domestic and multinational clients. Commendable breadth of expertise, encompassing union negotiations and large-scale redundancies, amongst other areas.”* – Chambers



Portugal - Morais Leitão, Galvão Teles, Soares da Silva:

With offices in Lisbon, Porto and Funchal (Madeira), MLGTS has been recognized as a first-tier firm by Chambers Europe and The Legal 500. *“Market-leading [labour and social security] practice recognised for its strength in complex employment litigation. Provides comprehensive labour and social security advice to an impressive roster of clients from a wide range of industries, including major players in the financial services, energy and communications sectors. Frequently assists with issues relating to large corporate restructurings and business transfers.”* – Chambers



Romania - Magda Volonciu & Asociatii:

With offices in Bucharest and Constanța, Magda Volonciu & Asociatii has an excellent reputation both nationally and internationally and is considered the best law firm specialising in labour law and industrial relations in Romania. Partner Magda Volonciu was designated by Chambers as *“the most influential lawyer in the field of labour law in Romania.”*



Spain - Bufete Suárez de Vivero:

Based in Barcelona, the firm has been recognized by Chambers, The Legal 500, Best Lawyers and the International Who's Who of Management Labour & Employment. *“Specialised employment firm that often acts on either the company or employee side of top management dismissal cases and harassment claims. Has had remarkable success in attracting instructions from international companies looking to litigate in Spain. Also assists smaller domestic companies and works councils with collective agreements.”* – Chambers



Sweden - Cederquist:

Based in Stockholm, the attorneys in the employment and benefits practice are consistently top-ranked in leading market publications such as Chambers Europe and The Legal 500. *“Well regarded for assisting organisations with employment litigation. Solid reputation for advising clients from the banking, media and telecommunications sectors on collective agreements and corporate reorganisations.”* - Chambers



Switzerland - Humbert Heinzen Lerch:

Humbert Heinzen Lerch is a Swiss boutique law firm based in Zurich. The firm is well-known for providing exceptional service and pragmatic advice. The employment practice handles the full range of employment law services for businesses and individuals both nationally and internationally, including social security, data protection, immigration and employment litigation. The labour and employment team consists of seasoned lawyers who have accumulated years of experience with business law firms and as in-house counsels of international corporations. Partner André Lerch has been recognized by the International Who's Who of Management Labour & Employment 2016.



United Kingdom - Clyde & Co:

This renowned global law firm has one of the largest market-leading employment, pensions and immigration practice groups within the UK. Chambers highlighted that Clyde & Co.'s employment practice is *"recognised for its expertise in handling employment litigation, particularly disputes relating to financial services and the insurance sector. Provides a full range of employment advice with notable work on cross-border matters."*



United States - Jackson Lewis P.C.:

Jackson Lewis P.C. has more than 800 attorneys in 60 locations throughout the United States and Puerto Rico. For the 11th consecutive year (2016), Jackson Lewis was recognized for delivering client service excellence to the world's largest corporations, once again earning a spot on the BTI Client Service A-Team. Jackson Lewis has also been recognized by in-house counsel of Fortune 1000 companies following a comprehensive survey, as *"the single highest-ranked firm clients want by their side in employment battles."* In addition, Jackson Lewis is ranked in the First Tier nationally in the category of Labor and Employment Litigation, as well as in both Employment Law and Labor Law on behalf of Management in the U.S. News – Best Lawyers® "Best Law Firms," and is recognized by Chambers and Legal 500. Jackson Lewis was named "Employment Law Management Law Firm Of The Year 2017" by the prestigious U.S. News – Best Lawyers® "Best Law Firms". As an "AmLaw 100" firm, Jackson Lewis has one of the most active employment litigation practices in the United States, with a current caseload of over 5000 litigations and approximately 300 class actions.



Their lawyers are responsive, commercial and reasonable. It is very easy to build a personal relationship with them and they seem totally reliable."





**MUST HAVE
GLOBAL
HANDBOOKS.**

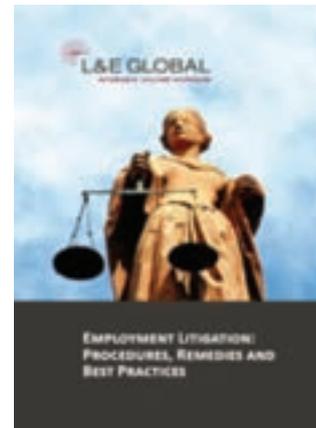
For the 4th year in a row, L&E Global has published its annual global handbook. These comprehensive annual publications are a valuable resource for HR professionals, employment and corporate attorneys, academics and jurists.

For employers with operations in multiple jurisdictions, successfully entering into a working relationship, whether with an employee or an independent contractor, is a very real challenge and one that impacts every sector of industry, in every region of the world. L&E Global is pleased to present our 2017 Global Handbook, which serves as an introduction to the complex issue of employees vs independent contractors, with analysis from 32 key jurisdictions, across 6 continents.



A very good experience. The firm has a high level of know-how and knowledge.”

L&E Global published the 2015 annual global handbook on the topic “Employment Litigation: Procedures, Remedies and Best Practices” (April 2015)



L&E Global published the 2016 annual global handbook on the topic “Employment Litigation: Procedures, Remedies and Best Practices” - includes updates from the original countries and the addition of several new countries for a total of 28 key jurisdictions - (April 2016)

L&E Global published the first in the series of annual global handbooks on the topic “Employees vs Independent Contractors” (April 2014)



A close-up photograph of a person's hands holding a silver smartphone. The person is wearing a blue button-down shirt. A large, semi-transparent white circle is overlaid on the lower-left portion of the image, containing the text 'KEY CONTACTS WORLDWIDE.' in a bold, black, sans-serif font.

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A LITTLE CHITCHAT WITH...



Robert Hill
Partner at Clyde & Co.

How will “Brexit” impact your practice? *It’s too early to tell. We have seen an immediate upturn in immigration related advice, from clients employing substantial numbers of EU workers. I think it inevitable that some of our clients in financial services and insurance, will look to move some of their business operation to mainland Europe because of the uncertainty over passporting rights.*

Do you foresee any specific impact, good or bad, to certain sectors of industry as a result of “Brexit”? *Insurance and financial services more generally, for the reasons noted above.*

What is the one case or transaction that you wish you could do over-again to reach a different result? *There is almost certainly more than one! One I do recall was picking up a highly contested dispute between a Director and the company about breach of fiduciary duties. Six weeks before trial. Bizarrely he was a sole Director who decided to terminate his employment and elect on the company’s behalf to pay himself in lieu of notice, so he could leave straight away and join a competitor. I relied on Counsel who had been retained for the previous year, who’s view was that the client had a better than 50% prospect of successfully defending the claim. We lost and narrowly avoided an award of indemnity costs. If I had my time over I would have trusted my instincts and settled.*

Tell us about your hobbies and what you do to relax outside of the office. *My main hobby is road cycling. I have taken part in two Etape de Tour de France and two Maratona de Dolomites in the last 4 years. I also like reading and drinking good red wine.*

What is the one must-see attraction in London? *For me it would be the Tower of London. It is nearly 1000 years old and steeped in the history of London and the monarchy.*

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