

Local Connections. Global Influence

frESH Law Training

Training Courses on Law, Practice and Procedure for: Health and Safety; Food and Drink/Licensing; Product Safety, Compliance and Recall; and Environmental Law

Legal compliance issues can have a huge impact on the fortunes of your business.

Investing in skills, knowledge and competencies at all levels of an organisation is the most effective solution to preventing and mitigating the risks impacting on every business. Our lawyers can train your board, legal team and/or operational staff in relation to legal requirements, obligations and compliance; developments in ESH practice; directors' duties under the relevant regime(s); and the approach of the regulator and courts to any breach, including sentencing powers and relevant case law.

We have developed a range of training options to provide you with practical, commercial and tailored assistance where you need it most. The training is designed to be flexible and to meet your business needs. We propose an indicative length and content for each course, but all courses can be adapted to suit your business, your industry/sector and the knowledge and experience levels of the people who will be attending. If you are interested in more than one course, we can combine them, as required, and can adapt proposals accordingly. Please contact us to discuss our training proposals or any of our other products. We will be happy to help you and give you a tailored quote depending on your needs. We have included a suggested number of attendees for each course, but most courses will also be suitable for fewer or greater numbers. Course fees (available on request) will be charged per session (not per person) and will include preparation, training materials and travel time.



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Squire Patton Boggs excels at providing comprehensive, sound advice in relation to workplace manslaughter, HSE, Environment Agency, local authority and trading standards prosecutions."

The Legal 500

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Health and Safety

Health and Safety in a Nutshell

There is a changing regulatory landscape and corporate defendants can no longer recover costs from central funds, even if acquitted following trial. Magistrates can impose unlimited fines, and Sentencing Guidelines have significantly increased fines imposed. Against this landscape, there is an increased focus on health and safety compliance to ensure that management (collectively and individually) is accountable for health and safety failures. Of course, compliance and accountability are strongly linked to reputational impact, as well.

This course will cover:

- Key provisions under health and safety laws and guidance (including IoD and HSC guidance on Leading Health and Safety at Work)
- Insurance cover civil v criminal
- Fixed fee for intervention scheme
- The prosecution's arsenal
- Sentencing Guidelines an overview (see page 3 for separate course on Sentencing Guidelines and Recent Sentencing Decisions)
- Immediate actions in response to a serious accident or fatality
- The accident investigation (including legal privilege)
- Regulatory interventions (including visits, investigatory powers, requests for information and enforcement notices)

This course is suitable for staff and management seeking an overview of the health and safety legal framework in the UK, the powers of the regulators, and the best approach to risk management. It can be combined with the separate course on "Responsibilities for Directors and Senior Executives" to provide a half-day course.

Suggested Duration: 2 hours

Suggested Attendee Numbers: Up to 25



Responsibilities for Directors and Senior Executives

Corporate behaviour is shaped by directors and senior management. The Health and Safety Executive (HSE) and the public expect directors and management to lead good nealth and safety practices and the law provides for enforcement against managers if hings go badly wrong.

We will discuss the applicable health and safety laws which are most relevant to your business or sector and will provide directors and senior executives with the opportunity to ask specific questions around their obligations and potential liabilities. The course is suitable for all directors or executives wanting to understand their responsibilities, or those wanting to refresh their knowledge and understanding. It is also suitable for directors and executives who have recently been given specific responsibility for health and safety compliance.

This course will cover:

- The regulatory regime governing health and safety, including the Health & Safety at Work etc. Act 1974
- General duties of employers to their employees
- General duties of employers to persons other than employees
- Responsibilities for persons in control of premises used for work activities
- Employee duties
- Liability of senior officers or managers
- Key requirements under the Management of Health and Safety at Work Regulations 1999

- Other applicable regulations and requirements
- Penalties for non-compliance
- Reasonable practicability
- Sentencing Guidelines an overview
- Sentencing trends
- Corporate manslaughter and gross negligence manslaughter
- What is expected of senior executives
- HSG65 "Plan, Do, Check, Act" framework
- IoD Leading Health and Safety at Work

Suggested Duration: 1 – 2 hours

Suggested Attendee Numbers: Up to 15

Sentencing Guidelines and Recent Sentencing Decisions: Part 1 – An Overview

We will discuss the issues raised by the application of the Sentencing Guidelines and the tariff, which could apply to your business based on its turnover. The course is suitable for organisations wanting attendees to consider the cost of compliance vs the cost of prosecution and will provide attendees with the opportunity to discuss specific issues/queries.

This course will cover:

- Sentencing Guidelines Council Definitive Guidelines on Sentencing Guidelines for gross negligence Sentencing Corporate Manslaughter and Health and Safety Offences Causing Death – published 9 February 2010 - effective from 15 February 2010
- Sentencing Guidelines for Environmental Offences sentenced on or after 1 July 2014
- Sentencing Guidelines H&S and Corporate Manslaughter offences - sentenced on or after 1 February 2016
- Definitive guidelines on reduction of sentence for a guilty plea – applicable to all cases where first hearing is after 1 June 2017 – "First stage of proceedings"

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Price Available Upon Request

- manslaughter
- Offences covered by Sentencing Guidelines
- Tariff based approach of courts
- Recent sentencing decisions
- The increased use of civil sanctions (Enforcement Undertakings) for breaches of environmental law
- Importance of risk management: defence and mitigation
- Appeals

Sentencing Guidelines and **Recent Sentencing Decisions:** Part 1 and Part 2 – An Overview and **Detailed Case Study Examples**

However, in addition, in order that attendees can fully understand how the courts are likely to make sentencing decisions in practice, this course also allows attendees to work through two real life case studies which examine the court's assessment of:

- Culpability
- Aggravating and mitigating factors
- Seriousness of harm • Guilty plea credit
- Risk of harm
- Turnover

This course is suitable for those managing health and safety on a day-to-day basis who want to understand the factors that will be important to regulators and the courts in the event of breach, to ensure that their organisation is in the best position to defend and/or mitigate in the event of actual or potential enforcement action.

Suggested Duration: Half Day

Suggested Attendee Numbers: Up to 25

Inquests – Procedure and Preparation

Following a work-related death, there may be a coroner's inquest. These hearings are the opportunity for the family of the deceased and the public to find out what happened. The employer and/or colleagues of the deceased may be required to give evidence at the inquest and their conduct may be scrutinised. This course covers the law, practice and procedure in relation to inquests, and how an organisation can prepare for one.

This course is suitable for those managing health and safety on a day-to-day basis who want to understand the potential consequences of work-related deaths and to ensure that their organisation is in the best position to manage any such crisis properly and responsibly. It is also suitable for those who have recently experienced a work-related death and want a team to understand whether and how any inquest may proceed.

This course will cover:

- The role, duties and powers of the coroner
- The format of the inquest hearing
- Juries
- The four questions at an inquest: who, where, when and how
- Interested persons ' roles and rights
- Rules of evidence and disclosure
- Protection against self-incrimination
- Types of determination and possible coroner recommendations

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 20

Dealing With a Serious H&S Incident

A serious health and safety incident may be a fatality, a nonfatal accident, or even a near miss. Many organisations will have little experience of having to deal with a serious incident and a police or regulatory investigation. Ensuring you are equipped to deal with such incidents is vital to proper management of such a serious accident or regulatory event.

This course will cover:

- Immediate actions in response to a serious accident/fatality
- Requirements under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013)
- Main offences capable of being committed by a company/organisation
- Main offences capable of being committed by an individual
- Reporting protocols
- Role of legal professional privilege over the accident investigation report
- The purpose of the police/HSE/local authority investigation
- Interviews and witness statements
- Police and HSE powers
- Notices of contravention and improvement and prohibition notices

This course is suitable for anyone within a business who may be involved in the initial management of a serious health and safety incident.

Suggested Duration: Half day

Suggested Attendee Numbers: Up to 25

Price Available Upon Request

Accident Investigation

Good organisations learn from mistakes and accidents. Accident investigation training will give you a broad understanding of the investigation process following a health and safety incident, looking at the benefits of accident prevention by proper investigation. Our trainers are qualified as lead accident investigators.

This course will cover:

- The reasons for investigation of accidents and near misses
- Objectives of any investigation
- Scope of investigations
- Understanding the accident investigation processes
- Investigation techniques
- The collection, analysis and sharing of information
- Information to be provided to insurers
- Practical examples and case studies
- Review of findings for "lessons learned"
- Legal Privilege

This course is suitable for anyone who may be involved in an accident investigation following a serious health and safety incident, including line managers, supervisors and safety representatives.

Suggested Duration: Half day

Suggested Attendee Numbers: Up to 25

Security, Terrorism and the Law: Legal Duties of Employers

This course is set against a background of recent terrorist attacks. Security and terrorist incidents are highly unpredictable but unfortunately foreseeable. Where companies are responsible for the operation and organisation of public events and/or locations, or have employees working abroad in higher risk countries, could they face civil and/or criminal liabilities? This course outlines the legal duties and possible causes of action against an organisation in the event of a terrorist act and how to manage those risks.

This course is suitable for organisations and managers who may have responsibility for organising and managing public events and locations, and/or employers who have staff working abroad in high risk countries keen to understand potential liabilities associated with risks to protective security and how to assess and address those risks.

This course will cover:

- Duties relating to protective security and terrorism including Martyn's Law
- Civil liability of employers
- Criminal liabilities health and safety compliance
- Relevance of Corporate Manslaughter and Corporate Homicide Act 2007
- New duties and liabilities under Martyn's law
- Application of local laws to employees working abroad in higher risk countries
- Case studies/examples
- Steps to prevent risks

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Price Available Upon Request



Public Inquiries

Public Inquiries are convened by the State in a range of contexts, generally following an event where it is in the public interest to do so, for example, subsequent to loss of life. Public Inquiries can be subject to significant scrutiny and examine how an incident occurred, who is to blame, and what should or could change in the future. As such, they can carry both legal and reputational consequences for organisations involved, and should be handled with care.

This course is suitable for organisations that want to understand the potential consequences of work-related deaths and serious incidents, to ensure that it is in the best position to manage any such crisis properly and responsibly. The course will assist in preparing your organisation for how to navigate a Public Inquiry and what steps are important to take to ensure it is handled efficiently and with minimal impact as possible to your business.

This course will cover:

- Under what circumstances a Public Inquiry may take place
- Duties for those involved in Public Inquires
- The wider legal and regulatory implications of a Public Inquiry e.g. civil and criminal
- How to respond to and cooperate with a Public Inquiry
- Steps to prevent risks during Public Inquiry proceedings
- The support that lawyers can offer
- Case studies/examples
- Frequently asked questions

Suggested Duration: 2 hours

Suggested Attendee Numbers: Up to 25

Food and Drink/Licensing

Overview of the UK/EU Legal System for Food and Drink

The legal system for food and drink in the UK is complex and far-reaching. We have devised a course that provides an overview of the key legal provisions and the regime governing their implementation. However, if you want the course to cover a particular aspect of food and drink law, we can adapt accordingly to suit your business requirements.

This course is aimed at clients wanting to understand the legal obligations and procedures relating to food and drink law in the UK. It would be suitable for in-house counsel, executives or managers with responsibilities for food safety.

This course will cover:

- Regulatory framework and requirements at EU and national level
- Enforcement agencies and their powers
- Sanctions
- Defences, penalties and sanctions
- Sentencing Guidelines
- Other deterrents
- Food safety and hygiene requirements general
- Traceability
- Microbiological criteria
- Obligations for notification, withdrawal and recall/RASFF
- Food labelling/information laws
- Health and nutrition claims

Suggested Duration: 2.5 hours

Suggested Attendee Numbers: Up to 25



Management of a Global Food Recall

Where food has been placed on the market that is not in accordance with the food safety requirement, a food business operator may be legally required to make a notification, withdraw from the market and/or recall the food. We cover the legal requirements and practical considerations around management of a global recall.

This course is suitable for anyone who may be involved in a recall of food or drink products, including in-house counsel, executives or managers with responsibilities for food safety and/or crisis management.

This course will cover:

- What are notifications, recalls and market withdrawals?
- Legal requirements under retained EU regulation and UK laws
- Europe and Rapid Alert System for Food and Feed (RASFF)
- International issues and alert systems
- Product Recalls the good, the bad and the ugly
- Coordination of regulatory authorities global examples
- Preparing for and conducting a product recall top tips and checklists
- Food Standards Agency Guidance on Traceability, Withdrawals and Recalls

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Price Available Upon Request

Food Information and Labelling:

Requirements Under Food Information for Consumers Regulations

The UK's food labelling and information laws derive from the EU Food Information for Consumers Regulation, which governs food information and labelling in all EU member states and has been retained in the UK post-Brexit. This course looks at the legal requirements on food business operators and enforcement.

The course provides an overview of the requirements and is suitable for those who have responsibilities for compliance and/ or review of labels in a food business, including in-house lawyers, marketing teams and managers.

This course will cover:

- Application of the retained EU legislation in the UK and potential future divergence
- Which party is responsible for compliance with the provisions?
- Prepacked food requirements
- Non-prepacked food requirements
- Specified allergens under the EU Regulation
- Nutrition labelling/information
- Regulation of claims
- Offences, penalties and enforcement approach

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Food Information and Labelling: Allergens and Due Diligence

Failing to provide information on allergens, or providing information incorrectly, is potentially a food safety issue, as consumers with allergies can suffer very severe reactions to undeclared allergens, which in some cases can lead to death. There have been a number of recalls for mis-declared and unlabelled allergens and prosecutions for manslaughter following allergy-related deaths.

The course provides an overview of the requirements, key legislation and measures which can assist to establish a due diligence defence. It is suitable for those with responsibilities for compliance, including in-house lawyers, executives and managers.

This course will cover:

- The legal framework
- Requirements for labelling/providing information on allergens under EU Food Information for Consumers Regulation (retained in the UK post-Brexit)
- Precautionary allergen or "may contain" labelling
- Food safety and other applicable offences
- Penalties and Sentencing Guidelines
- Due diligence defence: case law and other guidance
- Case studies real life examples

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Price Available Upon Request

UK Licensing Law: Overview of Legal Regime

The Licensing Act 2003 introduced a regime covering not only the sale of alcohol, but also the provision of regulated entertainment and late-night refreshment. Our dedicated licensing team can advise on the legal requirements and practical implications of the law and its application by licensing authorities and responsible authorities around the country.

The course is suitable for in-house lawyers, executives and managers wanting to understand or refresh their knowledge of the licensing regime in the UK, how to maximise operational flexibility under their licences and avoid liability.

This course will cover:

- Regulatory framework
- "Licensable activities" under Licensing Act 2003 (England and Wales)
- Licensing authorities and responsible authorities
- Authorisations required
- Annual fee and levy liability and suspension provisions
- Requirements for valid applications
- Role of designated premises supervisor
- Main offences and enforcement
- Defences and penalties
- Licence reviews powers of licensing authority

Suggested Duration: 2 hours

Suggested Attendee Numbers: Up to 25

UK Licensing Law: Inspections and Test Purchase Operations

Many licensing authorities and police forces regularly inspect icensed premises and carry out test purchases to detect inderage sales of alcohol, tobacco, fireworks, e-cigarettes, mives and other age-restricted products.

As the frequency of inspections and operations is often determined on the basis of risk, handling them well is important. In the case of test purchases, ensuring staff are aware and remain vigilant can of course prevent enforcement action (which can include review of your premises licence as well as prosecution). The course is suitable for in-house lawyers, managers and other operational staff who have responsibility for compliance at and management of licensed premise.

This course will cover:

- Age-restricted products
- Offences
- Online sales
- Due diligence:
 - Legal definition
 - Due diligence in practice
- Consequences:
 - Penalties on prosecution
 - Review of premises licence

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Price Available Upon Request

- Key pointers for test purchase operations
- Licensing inspections when and who
- Dos and don'ts for licensing inspections:
 - First impressions count
- Checklist
- Follow-up procedures for test purchases and licensing inspections

Licensing Issues in Insolvency Part 1 – An Overview

The effect of the insolvency of licensed premises operators on the licence needs to be understood to ensure that the business can continue to trade, either with the support of the administrators or another party, and to protect the licence from lapsing permanently.

This course is designed for insolvency practitioners and management companies who may be required to make applications and/or trade licensed premises following the insolvency of the licence holder. The course can be combined with Insolvency: Practical Implications and Lessons Learned for a half-day session.

This course will cover:

- Licensable Activities under Licensing Act 2003 (England and Wales)
- Authorisations required
- Insolvency of licence holder effect on Premises Licence
- Meaning of insolvency under Licensing Act
- Resurrection of licences
- Pitfalls:
 - Time limits
 - Annual fee and levy liability
 - Suspension for non-payment
- Validity of application
- Designated premises supervisor
- Scottish and Irish licences

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Licensing Issues in Insolvency Part 1 and Part 2 – An Overview, Practical Implications and Lessons Learned

This extended course on licensing issues in insolvency covers all of the content in Part 1. However, in addition, in order that attendees can fully understand how the law is likely to apply in practice, this course also allows attendees to work through a real life case study of an insolvency of a retailer with over a hundred premises licences authorising 'off-sales' of alcohol.

Part 2 will additionally review:

- Importance of identifying licence holder
- How advance planning could avoid the need for applications post-insolvency
- Difficulties encountered in practice with licence records and submission of applications
- How lapsed licences were "resurrected"
- Priorities for trading stores
- Pitfalls for continuity of trade
- Checklists:
 - Initial enquiries
- Next steps

Suggested Duration: 3.5 hours

Suggested Attendee Numbers: Up to 25

Product Safety, Compliance and Recall

Overview of the UK/EU Legal System

The legal system for product safety in the UK is complex and far-reaching. This course provides an overview of the key legal provisions and the regimes governing their implementation and enforcement. However, if you want the course to cover an aspect of product safety law, which is relevant for your particular sector (for example rules relating to the safety of toys), we can adapt accordingly to suit your business requirements.

This course is aimed at helping organisations to understand the legal obligations and procedures relating to product safety and compliance law in the UK. It would be suitable for in-house counsel, executives or managers with responsibilities for product safety.

This course will cover:

- Key legislation: General Product Safety Regulations 2005 and Consumer Protection Act 1987
- Negligence common law
- Consideration of key definitions: producer, distributor and product
- Statutory responsibilities for different parties
- Defences and penalties
- Sanctions
- Sentencing
- Other deterrents and considerations
- Examples and case studies of product safety and compliance issues in practice

Suggested Duration: 2 hours

Suggested Attendee Numbers: Up to 25

Price Available Upon Request

Management of a Global Product Recall

Crisis management plans need to be under-pinned by an understanding of global regulatory issues and authorities and the legal framework for product recalls. All recalls are challenging; few are completely successful. This course focuses on handling a product recall or other corrective action, with a particular emphasis on international recalls including in the UK, EU and US.

This course is suitable for anyone who may be involved in a product notification, withdrawal from the market and/or recall, including in-house counsel, executives or managers with responsibilities for safety and/or crisis management.

This course will cover:

- Sector regulation v general rules
- Legal obligations for notification, withdrawal and/or recall
- Co-ordination of regulatory authorities and sharing information globally RAPEX, INFOSAN and OECD recall portals
- Coordination of Regulatory authorities global case studies
- International enforcement case studies
- Product Recalls the good, the bad and the ugly
- Preparing for and conducting a product recall top tips and checklists
- Consider the BSI Code of Practice for product recalls (PAS7100)

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Environmental

A Practical Guide to REACH Enforcement Risks and Strategies

Regulation 1907/2006 on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) seeks to: provide a high level of protection of human health and the environment from the use of chemicals; make those who place chemicals on the market responsible for understanding and managing the risks associated with their use; allow the free movement of substances on the EU market; enhance innovation in and the competitiveness of the EU chemicals industry; and promote the use of alternative methods for the assessment of the hazardous properties of substances.

Following the UK's departure from the EU, there is a duplicate regime in GB, known as UK REACH.

This course is suitable for legal representatives, ESH directors, managers and others with responsibilities for product stewardship and compliance, or may otherwise be involved in product supply chain decisions. It is also suitable for more senior compliance and in-house legal teams who may want an overview of key issues relating to chemical regulatory matters.

This course will cover:

- A reminder of the enforcement mechanisms available under REACH/UK REACH
- A look at enforcement approaches and statistics across the EU and UK
- The approach of regulators, including audits and requests for information
- The main areas where enforcement occurs
- A strategy for effectively managing REACH/UK REACH enforcement
- Some case studies from different jurisdictions

Suggested Duration: 1.5 hours

Suggested Attendee Numbers: Up to 25

Practical Guidance on Dealing With Environmental Issues

Environmental issues can take many forms, but they often occur suddenly and unexpectedly and require careful management to minimise the consequences, both environmental and legal. This course will look at different types of environmental issues and liabilities, and provide guidance on how to deal with the assorted issues.

This course is suitable for those who have responsibility for environmental compliance, or may otherwise be involved in the aftermath of an environmental incident or dealing with any environmental queries and issues within the business. It is also suitable for more senior compliance and in-house legal teams who may want an overview of key issues relating to environmental matters.

This course will cover:

- Different types of environmental liability and the different legal consequences
- Policies and procedures how to be prepared
- Internal investigations
- Legal privilege
- Regulators' powers
- How to deal with regulators
- Enforcement steps, including PACE interviews
- Dealing with environmental complaints
- Environmental Information Regulation requests
- Environmental issues in transactions and due diligence
- Practical case studies

Suggested Duration: Half day

Suggested Attendee Numbers: Up to 25

Price Available Upon Request

Waste and Your Duty of Care

Every business has a duty of care of care to ensure the waste it produces is handled and disposed of properly, including after it leaves the business' custody.

There are further legal duties, including separation and classification of waste, application of the waste hierarchy and document retention. Businesses that treat, store or wish to use waste have further regulatory hurdles to navigate.

This course is suitable for those who have responsibility for environmental compliance, or may otherwise be involved in waste management for the business (for example, facilities or buildings managers). It is also suitable for more senior compliance and in-house legal teams who want an overview of key issues relating to waste law.

This course will cover:

- What the waste duty of care means in practice
- How to carry out due diligence on waste service providers
- Document retention requirements
- The waste hierarchy
- Different types of waste
- Waste classification principles (legally rather than technically)
- Definition of waste and "end of waste"
- Waste exemptions and regulatory position statements
- When environmental permits are required
- Requirements for waste carriers
- Liability for fly tipped or abandoned wastes
- Enforcement and penalties

Suggested Duration: Half day

Suggested Attendee Numbers: Up to 25

Post-Brexit UK Environmental Law

Brexit has of course impacted all areas of law, but with around 80% of the UK's body of environmental law being derived from EU law, and with a number of key regimes previously governed by directly applicable EU regulations, there are particular challenges and issues in the field of environmental law.

This course is suitable for those who have responsibility for environmental or product compliance. It is also suitable for more senior compliance and in-house legal teams who have more strategic roles and want an overview of key issues relating to the potential impacts of Brexit on environmental law and associated compliance.

This course will cover:

- Legal structure of EU derived UK environmental law (with particular focus on retained EU Regulations)
- Structural effects of Brexit on key examples of those laws
- Interaction of environmental standards and trade
- "Zombie" legislation, and the Retained EU law Bill
- Divergence and ongoing changes to EU law
- Potential opportunities for UK environmental law to adapt to UK-specific requirements
- What can you do to keep up to speed and to plan for Brexit?

Suggested Duration: Half day

Suggested Attendee Numbers: Up to 25

Don't Just Take Our Word for It

The team is very approachable and easy to work with and talk to. I appreciate that they are very smart and experienced with respect to the area of law that I am seeking advice on and they take the opportunity to educate me as someone who is relatively new to the laws and regulations."

The Legal 500 UK

Able to discuss the technical details behind legal requirements in the UK and EU, and able to quickly investigate any new issues as they arise." The Legal 500 UK

Very experienced with issues related to environmental compliance in the UK and EU." *The Legal 500 UK*

Superb communication, excellent industry sector knowledge, helpful and proactive, legitimate willingness to help."

The Legal 500 UK

Squire Patton Boggs is my go-to in health and safety." Chambers & Partners UK

They are dynamic and not caught off guard by changes. They are very approachable, and keep us engaged and at the front and centre of the legal approach." *Chambers & Partners UK*



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