



INSTANTLY CONNECT WITH
123 INDEPENDENT LAW
FIRMS IN 63 COUNTRIES
INCLUDING ALL U.S. STATES





IN LOVING MEMORY OF

**E.L. BUBBA
HENRY**

February 10, 1936 – April 23, 2025

**ADAMS
& REESE**





New Member Firms

Rosholm | Dell

SWEDEN



BERMAN FINK VAN HORN

US: GEORGIA



Global Reach with Local Expertise 36 Years of Excellence

SCG Legal has been connecting premier independent law firms since 1989. Our network has grown into a powerful global alliance of trusted legal and public affairs partners.

63

Countries

*Comprehensive
global coverage*

123

Member Firms

*Independent, high-quality
law firms across the globe*

12,000+

Attorneys & Public Relations Professionals





Chambers
AND PARTNERS

Global Market Leaders
Leading Law Firm Networks:
THE ELITE

SCG Legal member firms are recognized leaders in their jurisdictions.



Global Recognition

88 Chambers-ranked firms in the network



Government Experience

Former high-level government officials



Premier Legal Practices

Representing leading organizations

This combination of elite legal talent and government experience creates a uniquely powerful resource for clients navigating complex legal, regulatory, and policy landscapes. The distinguished backgrounds of our members provide invaluable insights and connections that enhance client representation.

Membership in SCG Legal creates powerful opportunities for collaboration that benefit member firms and their clients. By leveraging the collective expertise, resources, and relationships of the network, firms can expand their capabilities without losing independence.

Knowledge Exchange

Members share best practices, legal updates, and industry insights through regular meetings, conferences, and specialized practice groups, ensuring awareness of global legal developments.

Client Referrals

When clients need representation outside a firm's jurisdiction, members can confidently refer to trusted colleagues within the network, maintaining client relationships while ensuring quality representation.

Cross-Border Teams

For multi-jurisdictional matters, members quickly assemble seamless teams of specialists across relevant practices and regions, providing coordinated solutions to complex international challenges.

This collaborative environment creates a unique advantage for member firms, allowing them to compete effectively with large international firms while maintaining the flexibility and client focus of independent practices.



2025 Regional Meeting Schedule

Virtual & In-Person

ASIA & PACIFIC RIM

Jan 21 | Apr 8 | Oct 21

+ Jul @ Regional Mtg (in person)

CANADA

Feb 13 | Apr 10 | Sept 11 | Nov 13

+ Jun @ Regional Mtg (in person)

EUROPE

Mar 11 | Jun 10 | Oct 14 | Dec 9

+ May @ Midyear Mtg (in person)

LATIN AMERICA & CARIBBEAN

Feb 18 | Apr 1 | Jun 24 | Oct 29

UNITED STATES

Mar 3 | Jun 3 | Nov 4

+ Sept @ Annual Mtg (in person)

Interested in a Group?
Have an idea for a Group?
Email **CEO** [Alina Gorokhovsky](#)

Guides

- Market Entry App for Australia by Hall & Wilcox (Melbourne)
- Doing Business in Asia and Pacific Rim >> **Coming Soon**
- Doing Business in Canada
- Doing Business in Latin America & Caribbean
- Doing Business in Vietnam by Dilinh Legal

Practice Groups

- Corporate/M&A
- Data Protection, Privacy & Cybersecurity
- Labor & Employment



SCGLEGAL[®]

A WORLDWIDE NETWORK OF LEADING LAW FIRMS



**Doing Business in
Latin America & Caribbean**

scglegal.com

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Argentina
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Mexico
Nicaragua
Panama
Peru
Puerto Rico
Saint Kitts & Nevis
Turks & Caicos
Venezuela

About SCG Legal


SCG Legal, a worldwide network of 123 independent law firms, was founded in 1989 and includes firms—80% of which are Chambers ranked with Chambers-ranked attorneys in the balance—that house legal, regulatory, and, in many countries, public policy practices. Members serve clients in major commercial centers and capitals in more than 63 countries, every U.S. state capital city, and the District of Columbia. The 2023 edition of Chambers Global Guide has recognized the network as a Global Elite. Firms in the network are unified by a culture of premier legal practices and industry leadership; an elevated dedication to client service and responsiveness; a commitment to diversity and inclusion; and a devotion to transparent, innovative, and fair billing practices. For more information, please visit scglegal.com.

CROSS-SELLING & BUSINESS DEVELOPMENT CROSS-BORDER OPPORTUNITIES

PRACTICE GROUP: MERGERS & ACQUISITIONS / CORPORATE



scglegal.com/practices

FIRM: Lydian	
SCG LEGAL JURISDICTION (COUNTRY/STATE, ETC.): Belgium	
	Your Name: Maxime Colle
	Title: Partner
	Practice/s: Corporate M&A
	Email: maxime.colle@lydian.be Phone: +32 477 87 28 28
<p>Lydian's Corporate and M&A team has expertise in corporate law and transactions for domestic and international clients across diverse sectors. With a keen understanding of clients' businesses, our team offers clear, practical solutions for their daily governance, financing, and M&A activities. Our services include: M&A, Private Equity & Venture Capital, Joint Ventures and Partnerships, Corporate Advisory, Corporate Governance, Business Restructuring and Insolvency, Corporate Housekeeping, Corporate Litigation, Equity Capital Markets, Finance, Tax, Warranty and Indemnity Insurance.</p> <p>Maxime Colle co-heads Lydian's Corporate and M&A team, together with Peter De Ryck (partner) and Florence Colpaert (partner).</p>	

KEY CLIENT SECTORS/INDUSTRIES (Oil and Gas, Tech, etc.) ¹		
1. Tech	3. Life Sciences	5. Insurance
2. Private Equity	4. Logistics & Infrastructure	6. Foods & Beverages

CROSS-SELL OPPORTUNITIES: LIST CLIENTS THE YOU AND/OR THE FIRM IS TARGETING ²		
1. Nestlé / Danone / Unilever / P&G	3. Airbus	5. Generali
2. Siemens	4. Sanofi	6. CVC Capital Partners

CURRENT [NON-CONFIDENTIAL] CLIENTS ³		
1. IBM	3. McDonald's	5. Group IPS
2. Kyndryl	4. IU Group	6. IQGeo Group PLC

CROSS-SELLING/BUSINESS DEVELOPMENT WISH LIST
Q: What cross-selling/business development resource/support from SCG and our members would be of greatest benefit to your success?
A: A strong SCG M&A Practice Group would benefit all SCG members active in Corporate and Mergers & Acquisitions in regards to both cross-selling opportunities and knowledge sharing.

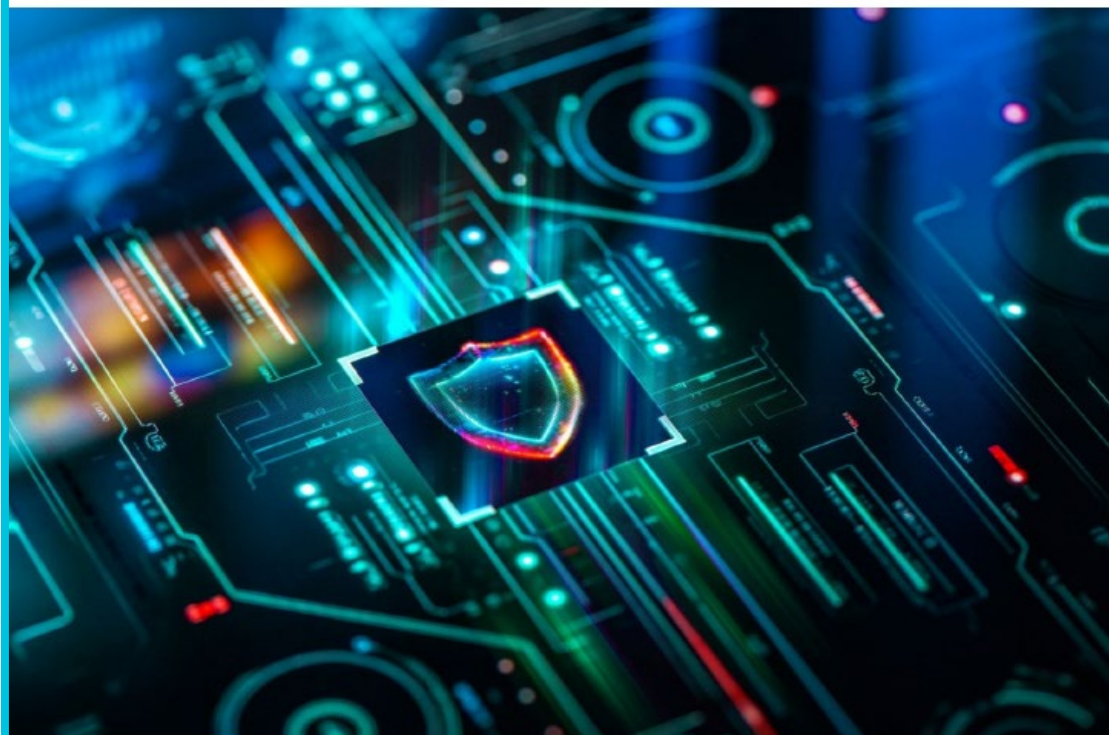
¹ As mentioned in the description Lydian is a full service Belgian independent law firm, our Corporate M&A partners act for various clients active in all sectors. Sectors below are merely a snapshot of Maxime Colle's practice at the date of this note.

² Lydian focuses on servicing on local companies as well as on multinational companies across all sectors, operating in Belgium.

³ As mentioned in the description Lydian is a full service Belgian independent law firm, our Corporate M&A partners act for various clients active in all sectors. Clients below are a sample of Maxime Colle's clients at the date of this note.

Draft 15 May 2024

PRACTICE GROUP GUIDE:
DATA PROTECTION, PRIVACY & CYBERSECURITY



scglegal.com/practices

US: LOS ANGELES, CALIFORNIA

[Mitchell Silberberg & Knupp](#)

[Su Ross](#)
skr@msk.com | (310) 312-3206

Attorney/s Certified Under Privacy Professionals or Other Related Certification

- [Stacey Chuvaieva](#), CIPP/US and CIPP/E | (310) 312-3749 | stc@msk.com
- [Lucy Plovnick](#), CIPP/US | (202) 355-7918 | lh@msk.com

Areas of Expertise

- Cyber Compliance
- Cyber Insurance (Claims, Negotiations, Policy Drafts, etc.)
- Digital Assets, Cryptocurrencies, AI and Blockchain
- Data Breach Incident Investigations and Response Teams
- Data Protection Compliance: Records Management and Policies
- Data Processing Agreements
- Disputes Related to Cyber/Data Privacy
- GDPR and Global Privacy
- Privacy Regulations (e.g. promotional/marketing campaigns– tele-marking/e-marketing, etc.)
- Relationships with Third Party Forensics/IT Security Partners the Firm Works With
- Transactional Support and Due Diligence

US-Specific DPPC Practice Areas

- California Consumer Privacy Act and Online Privacy Protection Act (CalOppa) and Do-Not-Track laws
- Health Insurance Portability and Accountability Act (HIPAA)
- Privacy Law Litigation Experience/Class Actions Capabilities
- State Enforcement Actions
- State Privacy Laws Compliance
- Telephone Consumer Protection Act (TCPA)/Telemarketing

2025 Practice Group Meetings

ARBITRATION

Jan 13 | Next Meeting(s): TBA

BANKRUPTCY & INSOLVENCY

Feb 18 | Apr 3 | Jul 9 | Oct 9

CORPORATE/MERGERS & ACQUISITIONS

Feb 25 | Jun 25 | Oct 22

+ May @ Midyear Mtg

& Sept @ Annual Mtg (in person)

DATA PROTECTION, PRIVACY &

CYBERSECURITY

Feb 11 | Jul 17 | Oct 23

+ May @ Midyear Mtg (in person)

EMPLOYMENT

Jan 22 | Next Meeting(s): TBA

ENVIRONMENT/ENERGY > EUROPE

Jan 16 | June 5

GOVERNMENT RELATIONS

Jan 9 | Mar 6 | Jun 4 | Oct 16 | Nov 19

+ Sept @ Annual Mtg (in person)

IMMIGRATION

Jan 23 | June 11

INTELLECTUAL PROPERTY

Feb 26 | June 4

LITIGATION

June 4

TRUSTS & ESTATES

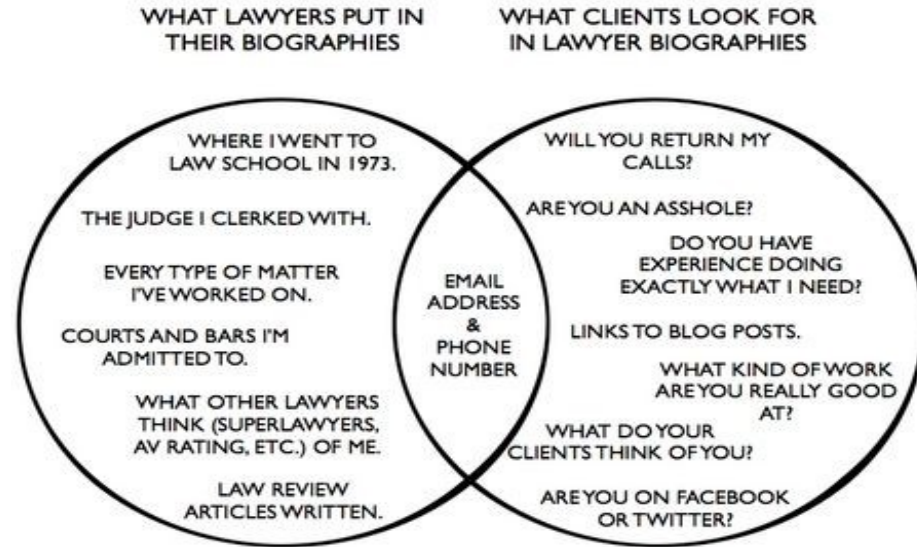
Feb 13 | June 10

WHITE COLLAR

Jan 8 | June 5

Interested in a Group?
Have an idea for a Group?
Email **CEO** [Alina Gorokhovsky](#)

Member-Only Best Practice Training Programs





SCGLEGAL[®]
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Women in Law Mentorship Program

Together, we are shaping a future
where women lawyers are empowered
to lead, excel, and inspire.

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Mentors & Mentees

Mentee Candidates:
Junior Partner, Of Counsel, Senior Associate



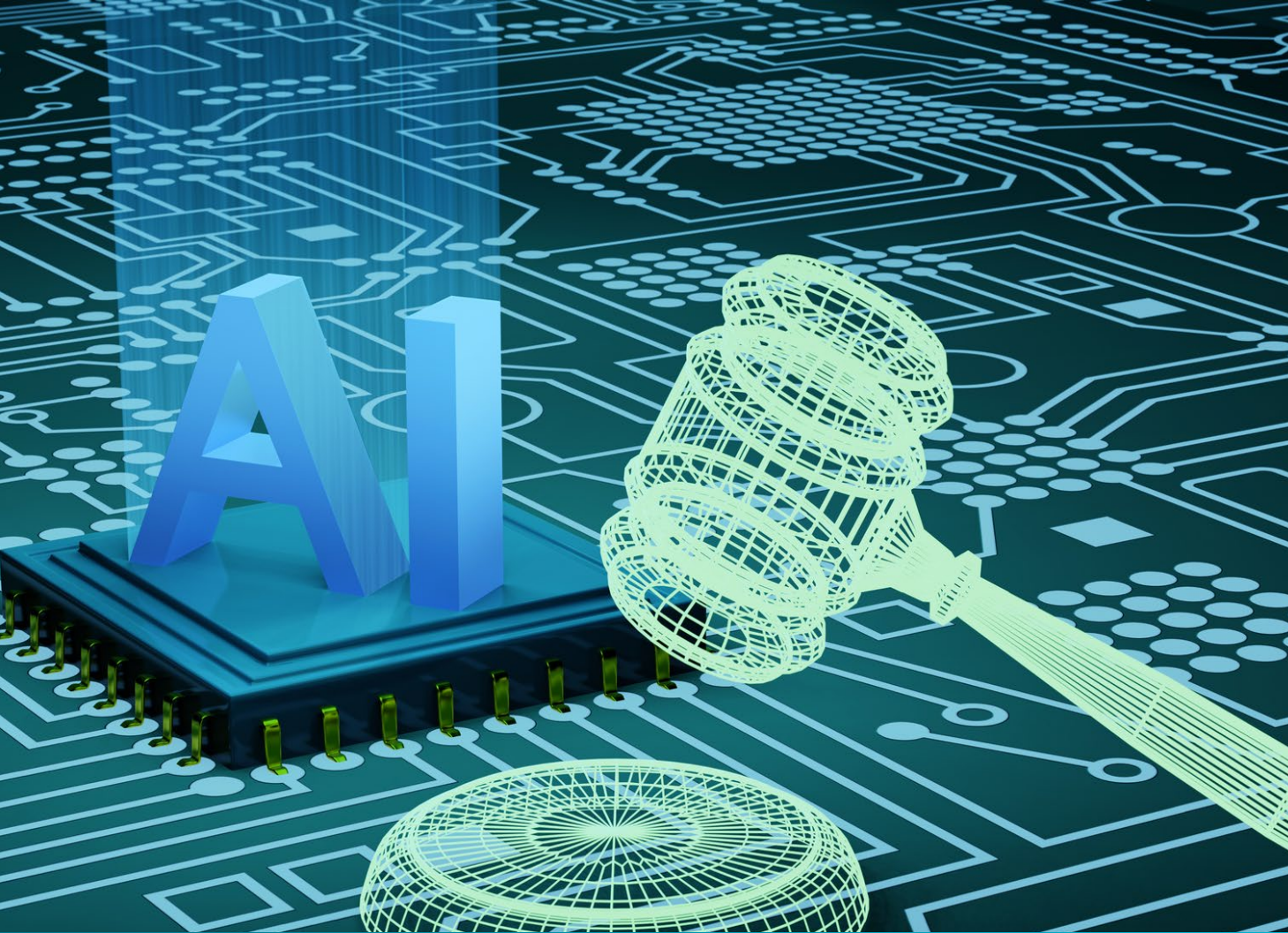
Key Benefits

Knowledge transfer,
network expansion,
career guidance



Cross-Firm Connections

Build relationships
across member firms



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Building on the success of AI Strategy Exchange 1.0, SCG proudly introduces AI Strategy Exchange 2.0. This initiative is designed to equip member law firms with innovative AI technologies and resources, enabling them to drive productivity, enhance efficiency, optimize operations, and gain a competitive edge.

This program will act as a compass, guiding our members in shaping the future direction of their firms.

In partnership with LegalTech Hub (LTH), AI Strategy Exchange 2.0 will provide members with access to cutting-edge industry resources, collaborative engagements with leading vendors and consultants, and insightful expertise to drive meaningful innovation across firm operations and practice areas.

AI Strategy Exchange 2.0

This program is a no-cost, value-add benefit exclusively available to SCG Legal Members

AI Legal Assistant

AI Legal Assistant

Spellbook, Syll, Spellbook, EYELEVEL, paxton, 2ND, UNCOVER, CALLIDUS, scissers, ontra, amto, ContractKen, LUMINO AI, Copilot, sarvam, casemark, AUTOMATISE, JUS MUNDI, Decover, AtlasAI, Clio, ContractPodA, Trellis AI, deliberately ai, bagmen.ai, eve, LEGORA, Q esummy, LEGALFLY, CASEY, FirstRead, GC AI, ivy, Syntheia, MATEY AI, DISCO, nd MAX, LexisNexis, LegalOn, Vecflow, emmi, JudyAI, servient, Lexis+, midpage, nd MAX, M, Maxime, DODONAI, Protégé, RoboLex, Nexlaw AI, Ruli

Process Improvement

Process Improvement

autologyn, docato, Truth Systems, springbok, Neota, Klappper, bagmen.ai, vals.ai, nd MAX, servicenow, SANDS&LAW, Jylo, Lowdify, Control Stack, LEGA, airia, Betty Blocks, LUMINOS AI, root signals, BRYTER, RASA, RoboLex, simplexio

Consultants

Consultants

273, springbok, LEGA, erbs, TrueLaw, simplexio

Contracts

Contracts

Spellbook, Stando, flank, AutoLex, Hebbia, Harvey, Ironclad, ontra, Aracor, KNO WABLE, Kira, Icertis, LegalOn, ContractPodA, LEGORA, MAIGON, BRYTER, imprima, Contractworks, artery, Parsi, lexion, BILMINTOLER, Cequence, Robin AI, Q Catylex, DIOPTRA, Office & Dragons, DocDraft, PREDACTICA, Agiloft, Evisort, LegalGraph, contractworks, DraftPilot, BIGLE, LexCheck, Luminance, BREVIA, SimpleContract, Summarize, Luminance, Asar CLM, EYODRAFT, ThoughtRiver, CO Clause 9, VOLODY

Litigation Management

Litigation Management

AUTOMATISE, Syll, Parrot, Parrot, prevail, casemark, Briefpoint, Uncover, verbit, trellis, Trellis AI, DODONAI, DOCKET ALARM, EVIDENCE REPLAY, Doctrine, EYELEVEL, LEGALMATION, OPUS2, AI Law, Scribe, Clearbrief, Q esummy, alexi, DISCO, bench iq, JuristAI, EvenUp, trellis, Decover

eDiscovery

eDiscovery

Nebula, Consilio, epio, Beagle, for Review, reveal, Everlaw, CounselAI, fileread, open text, TRIALKIT, HAYSTACK

Legal Research

Legal Research

Lexis+, Lexis+, moonlit, paxton, QURA, predictice, trellis, JURISAGE, alexi, Cooley GO, EISPORIA, bench iq, DOCKET ALARM, blueJ, Data, Sigsaw, StructureFlow, BRYTER, ozmosys, Catylex, centari, Jurimesh, M-Files, Sinequa, INTRAFIND, Pitchly, EISPORIA, SingleDraft, Fledger, LexisNexis, CO ClauseBuddy, Dragon, BA Insight, deepjudge, LexisNexis

Knowledge Management

Knowledge Management

LexisNexis, CO ClauseBuddy, Dragon, BA Insight, deepjudge, LexisNexis, M-Files, Sinequa, INTRAFIND, Pitchly, EISPORIA, SingleDraft, Fledger

Documents

Documents

Spellbook, DraftWise, DraftWise, paxton, amto, iManage, LexisNexis, CO ClauseBuddy, CO Clause 9, netdocuments, Legau, flank, nd MAX, BRYTER, DraftPro, LITERA, Xpress, BriefCatch, Create, DraftPro, ClauseBuilder AI, Law Firm Operations, QorusDocs, ELLC, ayoro, rocket, laurel, Control Stack, INTAPP, oDDR, Filevine, INTAPP, PointOne, INTAPP, billables.ai, KAITONGO, antiodote, Lowhive, Querious, mycase, Pitchly, 273, Ajax, WALTER, LEAP, Zooke.ai, emmi

Law Firm Operations

Law Firm Operations

QorusDocs, ELLC, ayoro, rocket, laurel, Control Stack, INTAPP, oDDR, Filevine, INTAPP, PointOne, INTAPP, billables.ai, KAITONGO, antiodote, Lowhive, Querious, mycase, Pitchly, 273, Ajax, WALTER, LEAP, Zooke.ai, emmi

Transaction Mgt

Transaction Mgt

LITERA, Kira, SimplyAgree, Datasite, BREVIA, Luminance, DealClosers, Strando, MARVERI, Robin AI, Tower, LexisNexis, SS&C, imprima, LexisNexis, Parsi, M Jurimesh

Legal Ops

Legal Ops

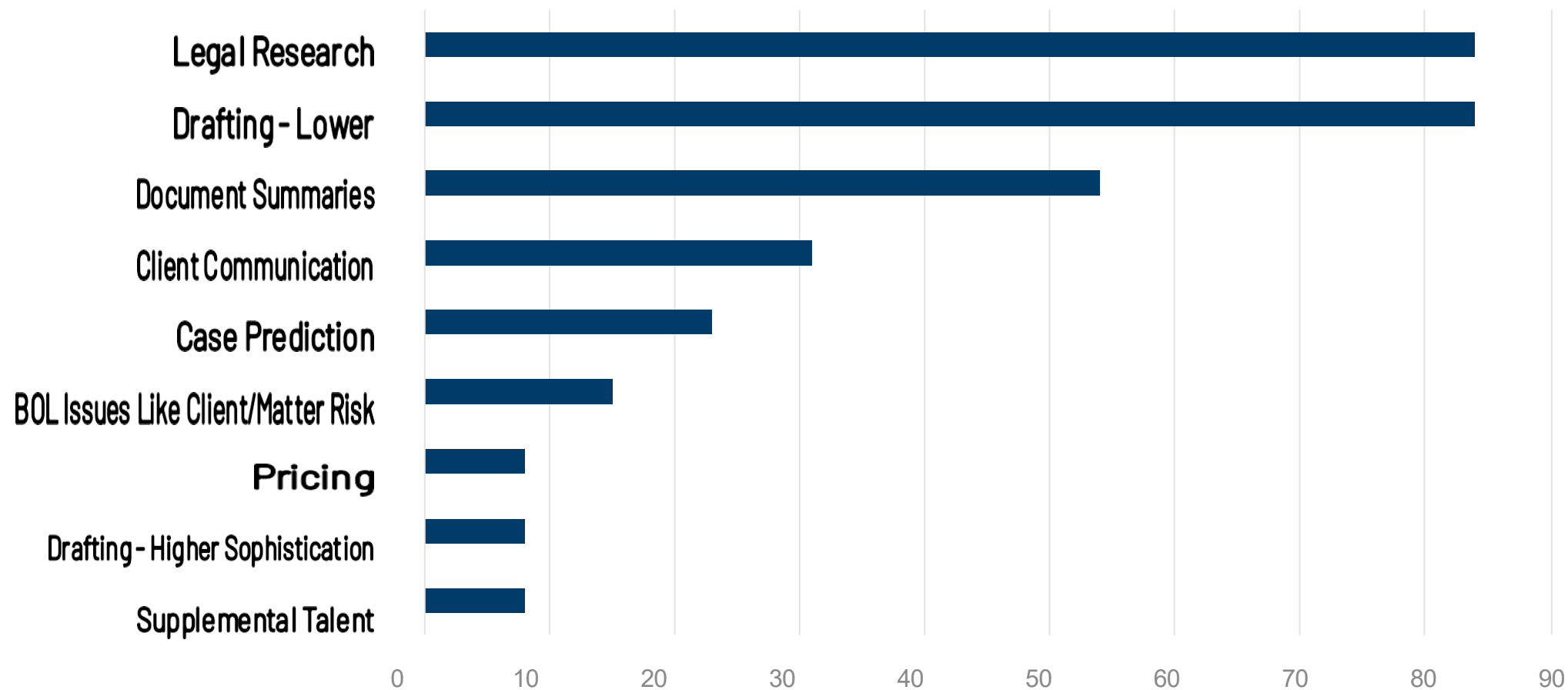
docato, Poppy, brightflag, Coheso, tonkean, responsiv, LexisNexis, Lopti, Ruli, Wordsmith, IP Mgt, patsnap, NLPatent, TANGIBLY, PatentPol, Amplified, CarefulAI, DeepIP, Edge, &AI, People, Lawline

Legal Point Solutions

Legal Point Solutions

Sigsaw, BeringLab, MANTLE, SmartEsq, Juristic, Atticus, Syntheia, SlataDoc, BRYTER, Corpora, Dimension AI, StructureFlow, Compliance, Josef, blee, abstract, BRYTER, LAYERUP, Norm AI, People, Lawline

Assess Critical AI Applications



AI Strategy Exchange 2.0: 2025 Meeting Agendas

KICKOFF: Current State Market Analysis

- How to develop an AI Strategy
- How to deploy: Build / Partner / Buy
- What's on the Market

MEETING #2: EVALUATION OF RETURN ON INVESTMENT

- Product landscape
- Needs and ROI assessments
- Vendor questionnaires and governance
- Tools to support vendor evaluations

MEETING #3: THE PROFITABILITY OF INNOVATION

- Strategizing for profitability
- Business model changes
- Pricing of legal AI

MEETING #4: APPLICATIONS AND USE CASES

- Legal use cases
- Benefits of GenAI
- Broad versus Narrow

MEETING #5: EDUCATION AND AWARENESS

- Developing curricula
- Continuous learning
- Lawyer skills training
- Associate development programs

MEETING #6: PROMPTING AND BUILDING

- Best practices for prompting
- App development
- AI agents and workflows
- Adoption and change management

BONUS: Throughout the program, vendors will be invited to provide brief demonstrations during select meetings, tailored to the group's interests and needs. These sessions will offer participants an in-depth look at AI tools designed to deliver value for firms of all sizes.

AI STRATEGY EXCHANGE WORKING GROUP

Artificial Intelligence (AI) Strategy Exchange 2.0 Launched

In line with the network's ongoing commitment to embracing innovation and remaining at the forefront of advancements in the legal industry, we are excited to announce the launch of the second cohort of our proprietary [Artificial Intelligence \(AI\) Strategy Exchange Working Group](#) in partnership with Legaltech Hub (LTH), the leading insights and analysis platform for legal technology.

- Click [HERE](#) for the 2025 press release.
- Click [HERE](#) for the 2025 program brochure.
- Looking for AI Strategy Exchange 1.0 (2024) information? Click [HERE](#).

****THIS JUST IN >>> LTH GenAI Legal Tech Map****



Click [HERE](#) for an interactive snapshot featuring 400+ GenAI products across 17+ different categories.
LTH will update the snapshot regularly.

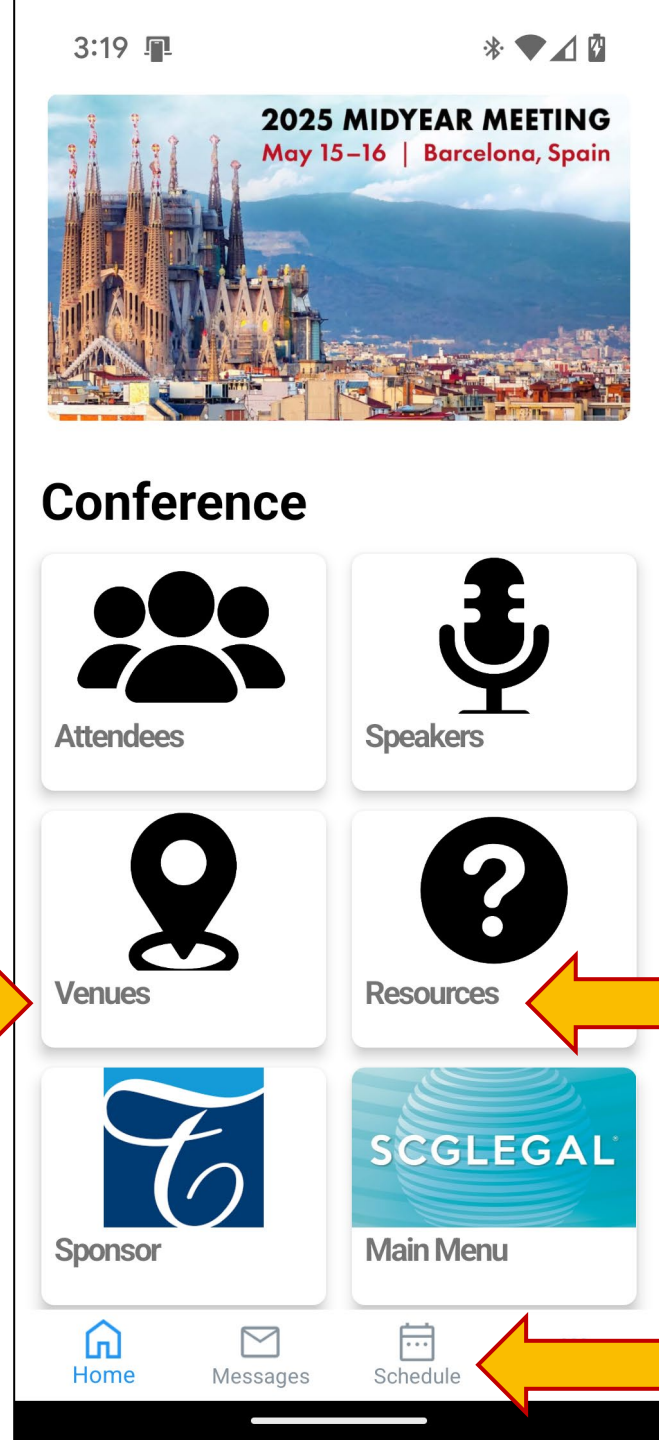
2025 MEETING SCHEDULE

Meeting invitations — including Zoom details — should have been received by all who participated in the 2024 cohort as well as anyone who has since been suggested by their firm Voting Representative and/or expressed interest. **Questions?** Please email Director, Business Development & Strategic Initiatives Michele Bisceglie at [michele.bisceglie@scglegal.com](#)



**Event locations
with address details
+ links as available**

2025 Vetted Solution Partner



Mobile App

- Contact SCG Team
- Guiding Principles for Dialogue & Engagement @ SCG Legal Events
- Member Jurisdiction Guides + Practice Group Directories
- Member Perks: Industry Partnerships
- Member Region, Practice & Affinity Groups
- Referrals: Track for Impact
- SCG Legal Global Spin & Spinette
- Spanish >> Everyday Phrases
- Tour Barcelona
- Travel to/from Spain

AGENDA >> Latest details!



#SCGLegal

#2025SCGBarcelona



SCG Legal

Legal Services

Washington, D.C.

1K followers



6 connections work here

✓ Following

View page

Posts

From my network

Past 24 hours

Past week

SCG Legal
1,168 followers
10mo •

SCG Legal, a worldwide network of 122 independent law firms dynamically connected across 62 countries, is pleased to announce its 2024 Officers and Directors, including three new* Directors. ...more

SCG Legal Announces 2024 Board of Directors

scglegal.com

Kim Savon and 28 others

4 comments • 8 reposts



Like

Comment

Repost

Send



Mark Medice • 1st

Principal at LawVision

6mo •

I am excited to announce the new initiative between SCG Legal and LawVision, the SCG AI Strategy Exchange. ...more

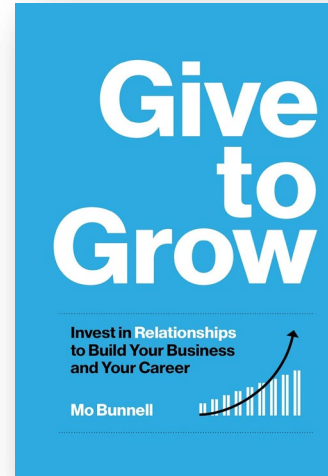
SCG Legal
1,168 followers
6mo •

In line with our commitment to embracing innovation and staying at the forefront of advancements in the legal industry, SCG Legal is excited to announce a new initiative – SCG AI Strategy Exchange – created in ...more

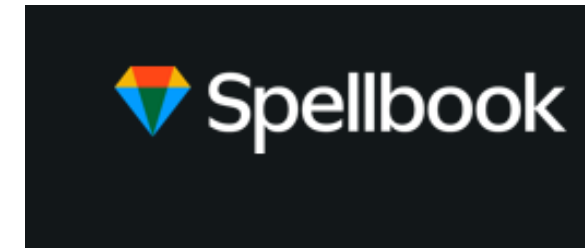
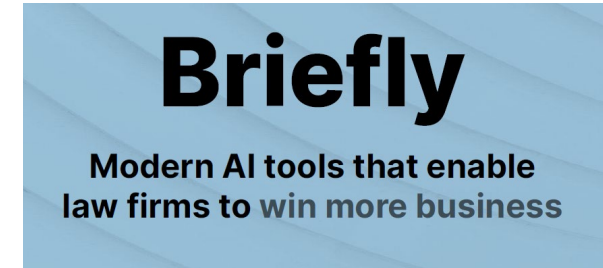
SCG Legal Partners with LawVision on AI Strategy Program


scglegal.com

10



Industry Partnerships





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**DIVERSITY, EQUITY
and INCLUSION (DEI)
ADVOCATE™**

**This program is a no-cost, value-add benefit
exclusively available to SCG Legal Members.**

Program Overview

Certification for this Program is focused on:

- Diversity Statement & Plan;
- Cultural & DEI Awareness & Training; and
- Commitment to Recruitment & Hiring.



The Program will also support **In/External Communication**.

Conscient Strategies' team will facilitate the assessment process and work closely with each participating firm to help them promote and/or achieve progress in each one of the evaluation areas.

Program Impact



```
graph LR; A[Enhanced Recruitment & Hiring Practices] --> B[Greater Staff Engagement & Retention]; B --> C[Competitive Advantage: Increased Innovation and Problem-Solving]; C --> D[Stronger Client Relationships and Support]; D --> E[Improvements in Professional Development Programs]; E --> F[DEI Commitment Profiled In/Externally];
```

The flowchart illustrates the program's impact through two rows of three steps each, connected by arrows and dots. The top row shows: Enhanced Recruitment & Hiring Practices (green arrow) leading to Greater Staff Engagement & Retention (blue arrow), which leads to Competitive Advantage: Increased Innovation and Problem-Solving (red arrow). The bottom row shows: Stronger Client Relationships and Support (red arrow) leading to Improvements in Professional Development Programs (blue arrow), which leads to DEI Commitment Profiled In/Externally (green arrow).

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BARCELONA

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A WORLDWIDE NETWORK OF LEADING LAW FIRMS

LAW FIRM LEADER ROUNDTABLE | February 20 - 21
LEADING THE CHARGE IN A WORLD OF CHANGE
Sofitel Washington, DC Lafayette Square
806 15th St NW, Washington, DC 20005
AGENDA

Thursday, February 20

12:00 pm – 1:30 pm
Concorde Conference Room
LUNCH | INFORMAL NETWORKING WITH SCG LEGAL'S BOARD CHAIR AND CEO
If you are arriving early, please join us for this pre-event networking lunch.

1:30 pm – 2:00 pm
Madeleine Conference Room
INTRODUCTIONS and MEETING OVERVIEW
• Celeste Bruce, Rifkin Weiner Livingston (US: Maryland) | Chair, SCG Legal
• Alina Gorokhovskiy, CEO, SCG Legal

2:00 pm – 3:30 pm
Madeleine Conference Room
THE EVOLVING LEGAL LANDSCAPE: KEY TRENDS SHAPING THE INDUSTRY
As the legal industry continues to evolve, law firms face increasing pressure to adapt to a rapidly changing environment. From shifting market dynamics and technological innovations to changing client expectations and the evolving needs of talent, firms must rethink their strategies to stay competitive. This session will provide the latest on the legal market, examining key trends reshaping the future of legal services and exploring how law firms can adapt their strategies to stay competitive and relevant in an increasingly dynamic environment.

3:30 pm – 3:45 pm
Madeleine Conference Room
BREAK | NETWORKING

3:45 pm – 5:00 pm
Madeleine Conference Room
COLLECTIVE WISDOM: A ROUND-ROBIN DISCUSSION
A group discussion and collective response to *The Evolving Legal Landscape: Key Trends Shaping the Industry* presentation, allowing participants to reflect on key takeaways and offer additional insights into what's impacting the legal industry as well as individual firms. The goal is to collaborate on creative solutions and new strategies that address common challenges within firms and across the SCG community. By leveraging the combined experience and expertise of the group, the outcomes of this session will help firm's drive growth, enhance client service, and strengthen internal operations and processes.

5:00 pm
ADJOURN

6:30 pm – 9:30 pm
COCKTAIL RECEPTION/DINNER
@Joe's Seafood, Prime Steak & Stone Crab

Friday, February 21

7:45 am – 9:30 am
Concorde Conference Room
BREAKFAST | NETWORKING

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LAW FIRM LEADER ROUNDTABLE | February 20 - 21
LEADING THE CHARGE IN A WORLD OF CHANGE
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9:30 am – 11:00 am
Madeleine Conference Room
LATEST INNOVATIONS IN TECHNOLOGY: WHAT LAW FIRM LEADERS NEED TO KNOW
In today's highly competitive legal landscape, where law firms face intense pressure not only to attract clients but also to secure market share and top talent, strategic investments in technology are more critical than ever. For independent law firms, making informed decisions about which platforms to adopt, understanding the return on investment for any improvements, and effectively implementing artificial intelligence (AI) tools is key to staying competitive. This panel will offer a forward-looking discussion on the leading technologies reshaping the industry and how to assess and implement them. There will be a special focus on the transformative role of Generative AI (GenAI) in law firms.

11:00 am – 11:15 am
BREAK | NETWORKING

11:15 am – 12:30 pm
Madeleine Conference Room
BALANCING GROWTH, PROFITABILITY, AND CULTURE: BUILDING A HIGH-PERFORMANCE LAW FIRM
Fostering a cohesive, high-performance culture while driving growth and meeting goals for greater profitability can present significant challenges for law firm leaders. This session will explore how law firm leaders can navigate this delicate balance through proven strategies for aligning culture with business objectives, tackling difficult conversations around performance improvements, and managing compensation systems to incentivize the right behaviors. Additionally, panelists will address the role of profitability modeling and analysis in shaping performance expectations and how law firms can develop and retain their leading talent.

12:30 pm – 2:30 pm
Concorde Conference Room
LUNCH | NAVIGATING CHANGE: FORECASTING THE TRUMP ADMINISTRATION'S IMPACT ON THE GLOBAL LEGAL LANDSCAPE | STEVE TUGEND, KEGLER BROWN

2:30 pm – 4:00 pm
Madeleine Conference Room
COLLABORATIVE INSIGHTS: A ROUNDTABLE OF IDEAS
This session, facilitated by faculty from Zeughauser Group, is designed to foster open dialogue and the exchange of innovative ideas regarding topics chosen by the group (financial and strategic planning, growth and merger trends, best practices to drive profitability, building and maintaining a strong firm culture, profitable lateral growth). In a structured round-robin format, participants will have the opportunity to briefly share insights, challenges, and best practices from their respective leadership roles. The goal is to generate collaborative discussions, spark creative solutions, and uncover new strategies for addressing common challenges within our firms. By leveraging the collective experience and expertise of the group, the session will provide valuable takeaways that can be applied across firms to drive growth, enhance client service, and strengthen internal processes.

4:00 pm – 4:30 pm
KEY TAKEAWAYS & CLOSING INSIGHTS

4:30 pm
ADJOURN

5:00 pm
COCKTAILS/DINNER FOR PARTICIPANTS WHO ARE STAYING IN TOWN

Law Firm Leaders 2025 Roundtable

SCGLEGAL
A WORLDWIDE NETWORK OF LEADING LAW FIRMS

LAW FIRM LEADER ROUNDTABLE | February 20 - 21
LEADING THE CHARGE IN A WORLD OF CHANGE
Sofitel Washington, DC Lafayette Square
806 15th St NW, Washington, DC 20005
AGENDA

MEETING FACILITATORS

Mary K Young, Zeughauser Group: With more than 18 years of experience at Zeughauser Group, Mary K has been instrumental in helping law firm clients develop strategic plans, create impactful growth initiatives, launch branding campaigns, and build high-performing operational teams. Known for her insightful analysis and ability to produce tangible results, Mary K excels in driving success through innovation and collaboration. Prior to joining Zeughauser Group, she served as Chief Marketing Officer at a Global 50 law firm, where she led marketing and business development efforts on a global scale. Mary K's deep expertise in law firm strategy and operations has made her a trusted advisor to firms seeking sustainable growth and competitive advantage.

Paul S. Pearlman, Zeughauser Group: A highly regarded industry leader, Paul led New York-based Kramer Levin ~~Nesha~~ & Frankel to two decades of impressive financial growth. Drawing on his extensive experience, Paul now applies his deep understanding of building and maintaining successful, creative, and collaborative partnerships to his consulting practice. He specializes in advising law firms on a range of management and governance issues, including strengthening financial performance, strategic planning, compensation systems, practice management, talent development, and high-value lateral partner recruitment. Known for his ability to drive growth and innovation, Paul's expertise helps law firms enhance operational effectiveness and achieve long-term strategic objectives.

Nikki Shaver, CEO, Legaltech Hub: With 20 years in law, Nikki has practiced at major firms in Australia, led knowledge and innovation teams at Stikeman Elliott and Paul Hastings, and advised on Legaltech procurement. In 2019, frustrated by the lack of searchable Legaltech resources, she saw a need for better tracking of solutions—an insight that inspired the founding of Legaltech Hub.

2025 In-Person Meetings: Save the Details
May 15 – 16: Midyear Meeting in Barcelona (Spain)
September 18 – 19: Annual Meeting in Austin, TX (U.S.)

ZG | zeughauser group
choose market leadership™

Law Firm Leaders 2025 Roundtable Firms

Adler Pollock &
Sheehan

Barnes &
Thornburg

Clark Wilson

Eckert Seamans
Cherin & Mellott

Fennemore

Hall & Wilcox

Kegler Brown Hill
+ Ritter

Larkin Hoffman

McGinnis
Lochridge

McGuireWoods

Mills & Reeve

Mitchell
Silberberg &
Knupp

Nyemaster
Goode

Parsons Behle &
Latimer

Rifkin Weiner
Livingston

Robinson + Cole

WeirFoulds



- Efficiency: Process Improvement, Project Management and the P+Ecosystem
- Well-Being: A six-part webinar series featuring How to Foster and Keep a Sense of Control, A Stress- Resilience Workspace, Virtual Team Building Activities, Habits for Continued Professional and Personal Growth, Healthy Work Engagement vs. Burning Out and The Six Human Needs and Seven Habits of Highly Effective People
- Diversity, Equity and Inclusion: A three-part webinar series featuring Bias-Reducing and Diversity-Promoting Decision-Making for Legal Professionals, Identifying and Confronting Subtle Forms of Bias in the Law Firm and a Fireside Chat with Law Firm Diversity Professionals
- Strategic Communication as Law Firms Re-Open Their Doors
- Developing Business in a Virtual Landscape
- Post-pandemic Future: How to Orient Your Business for the Changes We've Seen and the Changes to Come
- Drive Client Loyalty and Build Business by Understanding the Voice of Your Client

Business Development Webinar Series

Please join SCG Legal for two 45-minute webinars focused on client relationship development, building your personal brand, and managing your professional career. **The series is complimentary, but registration is required.**

Your Invisible Network: How to Build and Enrich Relationships With Clients and Within SCG

February 27 at 10:30 am (EST)

Relationships are a must-have...not a nice-to-have...when it comes to achieving your leadership and business potential. Internationally renowned executive coach, leadership expert, and lawyer Michael Urtuzuástegui Melcher, author of the book *Your Invisible Network: How to Create, Maintain, and Leverage the Relationships That Will Transform Your Career* (2023), will share insights and practical tips for how to get the most out of your current and future connections based on his years coaching senior leaders across multiple industries.

Through this webinar you will better understand:

- How relationships are a form of wealth that is under your control
- What it means to build and manage a relationship portfolio
- How relationship 'bids' work and how we can offer – and be more receptive to – more bids with clients and colleagues
- 'Minute 32' and the unpredictable ways that conversations unfold
- The limits of pre-qualifying aka why you can't predict who will be most valuable
- The power of research-based principles like 'strength of weak ties'
- Why your discomfort is part of the process...and how to deal with it
- How to do all the above amid a busy career and life

REGISTER TODAY

Edelman's 2025 Trust Barometer: Navigating the Evolving Confidence Crisis in Law

April 8 @ 10:00 - 11:00 AM EST

This webinar is a complimentary value-added program for SCG Legal members. If the date/time does not work for your schedule, please register so you can receive the recording.

Trust is the cornerstone of the legal profession, yet the 2025 Edelman Trust Barometer highlights growing skepticism toward institutions, including the judiciary and legal system.

This webinar examines the evolving trust landscape in law—spanning judicial integrity, corporate ethics, AI in legal decision-making, and crisis management—and equips lawyers with actionable strategies to reinforce confidence, accountability, and ethical leadership.

Through expert insights and real-world applications, the discussion will explore how trust is shaping the future of law and the profession's critical role in addressing societal concerns amid declining institutional confidence.

Key Takeaways

- How to lead through this crisis
- How to navigate expectations
- How to deliver results that benefit everyone
- How to prioritize and rebuild trust across your organization and local communities

REGISTER NOW

Building Your Personal Brand

March 14 at 10:30 am (EST)

Individual lawyers represent their firm's brand only as well as how they present themselves. Building your personal brand will strengthen your reputation within your firm, with current and prospective clients, and across business-building resources such as SCG Legal.

Sought after Executive coach Kimberly Togman, founder of Scalable Leader and a principal with Next Step Partners®, and Michael Urtuzuástegui Melcher will help you understand your existing brand and ways to optimize it.

Through this webinar you will better understand how to:

- Define, refine, or re-invent your brand
- Communicate your brand
- Explore strategies for aligning your existing network with your brand
- Keep brand at the forefront of your career management strategy

REGISTER TODAY

148 Alumni
Organizing Annual
Alumni Meeting

Executive Coaching Sessions

Group sessions + online training modules (video tutorials). Run-time average of six-minutes or less ensures minimal impact on billable time. Immediately actionable with clear step-by-step instructions on how to apply each strategy.

- **How to Expand Your Professional Network Virtually**
- **Prospecting for New Clients in a Virtual Environment**
- **How to Succeed in a Virtual Pitch**
- **How to Differentiate from the Competition**
- **How to Enhance Your Professional Reputation with Social Media and Thought Leadership**



2025: 3 Classes (55 Participants)

MODULE ONE – OCT 30, 2024

VIRTUAL WORKSHOP – TWO HOUR PROGRAM

INTRODUCTIONS & BUILDING A STRONG FOUNDATION

PROGRAM WELCOME, SALES V. MARKETING, & EFFECTIVE INTRODUCTIONS

PURPOSE: To discover the roadmap to follow and the specific steps to achieve business development goals. To develop, practice and refine a unique 'elevator speech' and facilitate connections among the participants.

Participants are introduced to each other as well as the marketing cycle and sales process. This module includes addressing the reluctance some lawyers have in 'selling' by defining exactly what it is in the context of selling professional services. By laying out the specific phases of the sales process and detailing what activities should be undertaken at each juncture from planning to retaining and growing clients, lawyers have a clear roadmap to follow and an in-depth understanding of what can and should be done to advance to the next step.

Creating and delivering an elevator speech is essential for effective relationship development and networking. First impressions can make or break a relationship. In this program, participants learn what it is (a 10 second 'tagline' that is succinct and memorable, focused on benefits and delivered effortlessly) and then practice and revise it as appropriate to the situation.

The FIRM Guidance 'Elevator Speech Worksheet' will be provided for the small amount of advance work required in this kickoff.

MODULE TWO – NOV 20, 2024 AND JAN 15, 2025

TWO VIRTUAL WORKSHOPS – ONE HOUR EACH

LEADERSHIP

PURPOSE: To guide you to develop important leadership skills for your career, including identifying and leveraging your own style for the benefit of your practice, team, and firm.

AGENDA FOR THIS MODULE:

These workshops are designed to help you develop your personal leadership, team leadership, and project management skills specifically in the legal context. Participants will also develop a personal leadership plan to put their learnings into action and transform as a leader. In this module, you will:

- Identify your personal leadership style and the emotional intelligence components that support effective leadership.
- Understand how legal training impacts emotional intelligence and leadership.
- Understand the components necessary to build and lead an effective high-functioning team.
- Learn how to incorporate personal leadership and team leadership to successfully manage a process improvement project.
- Identify opportunities for the development of personal leadership, team leadership, and/or project management skills and develop a plan to expand those skills.

MODULE THREE – FEB 19 AND MAR 19, 2025

TWO VIRTUAL WORKSHOPS – ONE HOUR EACH

PRACTICE MANAGEMENT & PROCESS IMPROVEMENT

PURPOSE: To gain knowledge of key process improvement and project management concepts and tools for a more efficient practice that delivers greater value to your clients and your firm.

AGENDA FOR THIS MODULE:

Process improvement, project management, and Design Thinking are being used by the legal profession to produce efficiency, predictability, excellence in work product and service delivery, while enhancing employee and client experience and improving the chances of successful outcomes. No trade-offs are needed by either the firm or the client when employing these approaches, because everyone wins.

The program includes a brief introduction to key process improvement terms and methodologies, an explanation of project management, and how PI and PM work together. In this module, you will:

- Learn about process improvement, project management, and how they work together.
- Understand what Design Thinking is and how it is used in the legal industry.
- Find out how to get started on a PI/PM/DT program.
- Practice using PI, PM, and DT for competitive advantages: case studies of what others in the legal profession are doing.
- Learn how combining PI, PM and DT produces a winning equation for everyone.

MODULE FOUR – APR 23 AND JUN 18, 2025

TWO VIRTUAL WORKSHOPS – ONE HOUR EACH

PLANNING FOR SUCCESS

PURPOSE: To understand benefits of networks available in and through your firm. We'll discuss the value of relationships and defining the scope and roles of those involved when it comes to referrals and collaborative cross-selling efforts. You'll gain insights on bridging cultural differences of firms from different countries and ways to establish productive multi-cultural collaboration in the interest of the client, your firm and SCG Legal.

AGENDA FOR THIS MODULE:

- Set SMART goals.
- Develop your individual business plan that leverages your strengths.
- Focus on actionable plans to build long-term business development habits and solidify your relationships.
- Develop a long-term business development strategy and execute your short-term business development plan.
- Building referral sources and clients for life.



FIRM GUIDANCE/MACDONAGH CONSULTING

Catherine Alman MacDonagh, JD is an award-winning lawyer entrepreneur, consultant, professor, author, and speaker. With FIRM Guidance, she offers planning, organizational development, marketing, and business development consulting services with a particular focus on the legal profession.



THE LEGAL LEAN SIGMA INSTITUTE

LLSI is the first and only organization that offers a full range of consulting services and certifications in process improvement and project management as well as certificate programs and workshops for legal departments and law firms / offices.

CERTIFICATE

OF COMPLETION

presented to :

Maria Eugenia Blasco

completed the 2023-2024 New Partner Institute Program from

SCGLEGAL[®]



Alina Gorokhovskiy



Virtual Networking

- Firm-to-Firm Meetups
- Wine Tastings
- Happy Hours
- Global Connections Calls



2025 In-Person Upcoming Legal Industry Meetup Opportunities

International Trademark Assoc (INTA) Annual Meeting

San Diego, CA

Member Meetup: Sun, May 18 > 4:00 – 6:30 pm @ Wild
Hare Bar Garden (a five-minute walk from the Convention
Center)

International Bar Association (IBA) Annual Conference

Toronto, ON

November 2–7 > Cocktail Reception/s + Other Events



International
Trademark
Association



SCGLEGAL®

A WORLDWIDE NETWORK OF LEADING LAW FIRMS

Weekly Global Roundup

Vol 2025 Issue Feb 17

The Members of SCG Legal's global community are consistently offering critical opportunities – **thought leadership, industry guides, in-person events, podcasts, webinars, and more** – with direct impact on attorney, firm, and client success. If you/r firm would like to contribute to this weekly e-communication, please send details to sharealerts@scglegal.com.

IN THE SPOTLIGHT

[SCG Legal 2025 Midyear Meeting | May 15-16 | Barcelona, Spain](#)

The legal landscape is shifting rapidly, influenced by technological advancements, geopolitical uncertainty, economic fluctuations, and evolving regulations. Navigating this ever-changing landscape requires more than just expertise—it demands collaboration, foresight, and strategic innovation.

This Midyear Meeting is designed to equip lawyers with the tools, insights, and connections needed to not only manage but lead through challenges and changes

WEBINARS to watch

THIS WEEK

February 18

- **The Tax Reform of Trapped Profits - User Guide** presented by Amit, Pollak, Matalon & Co. (Israel)
- **How To ... Assert Employer's Rights With Your EPLI Insurer** presented by Barnes & Thornburg (US: Indiana)

February 19

- **Artificial Intelligence and Ethics** presented by Mitchell Silberberg & Knupp (US: Los Angeles, CA)
- **Understanding the New Administrative False Claims Act** presented by Wiley (US: Washington, D.C.)

February 20

- **Immigration Insights: Weekly Fireside Chats** presented by Barnes & Thornburg (US: Indiana)
- **2025 Employment Law "Year in Review"** presented by Mitchell Silberberg & Knupp (US: Los Angeles, CA)
- **SBA's New Size Recertification Rules for Multiple-Award Contracts** presented by Wiley (US: Washington, D.C.)

Member Meetups @ Industry Events

SCG Legal monitors Member attendance at global events to help facilitate meetups and/or potentially sponsor networking opportunities. Below are some of the events we are tracking for 2025. If you/r firm colleagues are planning to attend these events – or would like to suggest other events be added to this list – please email Membership Coordinator Erin Kane (ekane@scglegal.com).

- **Annual Hybrid Qui Tam Conference**
February 20–21 | Washington, D.C.
- **National White Collar Crime Institute**
March 4-7 | Miami, FL | **Ralph Caccia** from Wiley (US: Washington, DC) is on the Steering Committee for this meeting. Please reach out to SCG CEO Alina Gorokhovskiy (agorokhovskiy@scglegal.com) if you will be attending or would like to be involved in this meeting.
- **INSOL Hong Kong 2025**
March 17-19
- **INSOL International**
April 20-22 | London
- **International Association of Privacy Professionals (IAPP) Global Privacy Summit 2025**
April 23-24 | Washington, DC
- **Legal Marketing Association (LMA) Annual Conference**
April 23-25 | Washington, DC
- **RSA Conference 2025**
April 28-May 1 | San Francisco, CA
- **American Bar Association (ABA)-IPL Section Annual Meeting**
April 30-May 2 | Arlington, VA

Want to be Featured in the Next Newsletter?

Have news you want to share with the SCG community? Please send emails to sharealerts@scglegal.com.



News from the Network

In the Spotlight

AGM Abogados (Spain) announced the launch of their new ESG – Regulatory Compliance and Sustainability practice area. The new practice is led by **Marta Salvador Mateo**, lawyer in the Immigration area, and **Héctor Déniz Guedes**, Head of the Penal and Compliance area.

Fraser Trebilcock (US: Michigan) The firm's growth continues with Grand Rapids office relocation. New office address: 300 Ottawa NW Suite 810.

We're just three weeks away from SCG's 2025 Midyear Meeting in Barcelona on May 15–16! If you plan to attend but haven't registered yet, please click [HERE](#) to register.

We're also excited to announce that registration is now open for our **Annual Meeting**, taking place **September 18–19 in Austin, TX**. Click [HERE](#) for additional information. The first round of invitations for this event will go out to our network tomorrow.

Given the current global political, regulatory, economic, and legal uncertainties, we are hoping for strong member participation in Austin—ideally with two to three attorneys from each member firm. All SCG meetings are valuable opportunities to connect across firms and practice areas, and now more than ever, it's essential that we come together. These meetings not only highlight business development opportunities but also foster deeper collaboration to support clients in today's unprecedented environment.

In addition to Barcelona and Austin, we want to highlight two important **regional meetings** happening this year. We will have participation from all regional firms, ideally with two to three attendees per firm across different practice areas. If you or members of your firm are interested in attending and/or speaking, would like to promote your firm and practice, or have clients in Canada or the Asia-Pacific region and want to expand relationships there, please let me know.

Canada Regional Meeting – Calgary, June 19–20, 2025: This meeting will bring together our Canadian firms from across Alberta, British Columbia, Manitoba, New Brunswick, Northwest Territories, Nova Scotia, Nunavut, Ontario, Quebec, Saskatchewan, and Yukon. Discussions will include a wide range of topics—from M&A to litigation—and offer a strong focus on business development and cross-selling among firms.

Welcome to SCG Global Spin

Home to SCG Legal's attorney-to-attorney webcast series that focuses on the issues and conversations that matter to you.

123
INDEPENDENT
LAW FIRMS

63
COUNTRIES

80+
CHAMBERS
RANKED FIRMS



Dec 12, 2024

SCG Cyber Series: A Primer on U.S. + EU/EEA.

In this high-level overview, learn from SCG cyber experts why privacy is so important, why the laws are in different geopolitical areas...



Dec 6, 2024

SCG Global Spinette: Pennsylvania's Perspective.

Bob DeSousa, Counsel with SCG Legal Member Eckert Seamans, shares his thoughts on how the recent U.S. federal and state elections might...

Member-to-Member Pod/Webcast



Thought Leadership

Showcase expertise to global legal community and clients.



Network Building

Forge connections with peers in specialized practice areas.



Production Support

Full production assistance included at no additional cost.

2025 & 2026 Meetings



Calgary, Canada

Canada Regional Meeting: June 19-20, 2025



Kuala Lumpur, Malaysia

Asia & Pacific Rim Regional Meeting: July 10-11, 2025



Austin, TX

Annual Meeting: September 18-19, 2025



2026 Locations

Melbourne (March) and Washington, DC (September)



An aerial photograph of Austin, Texas, showing the city skyline with various high-rise buildings, green parks, and several bridges crossing the Colorado River. The scene is captured during the day with clear skies.

SCGLEGAL[®]

2025 ANNUAL MEETING
September 18 – 19 | Austin, Texas

Registration Open

****Ideas for Sessions & Speakers Welcome****

2025 CANADA REGIONAL MEETING

19-20 June | Calgary, Alberta



2025 ASIA & PACIFIC RIM REGIONAL MEETING

10-11 July | Kuala Lumpur, Malaysia



FOR MORE DETAILS, VISIT:
[SCGLEAL.COM/EVENTS](https://scglegal.com/events)



Client Referral Network



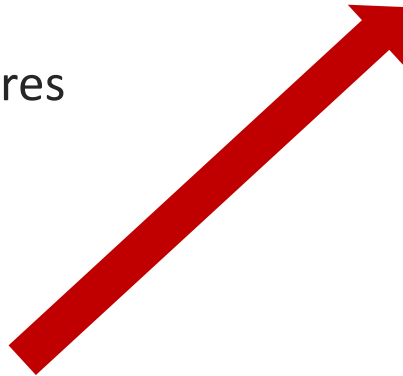
Identify Need

Determine when your client requires assistance in another jurisdiction



Find Resources

Visit www.scglegal.com/firms or contact CEO Alina Gorokhovsky



Make Connection

Connect with the listed representative in the needed jurisdiction



Track Referral

CC your voting rep and SCG's CEO on all referral communications

GLOBAL LITIGATION: EMERGING TRENDS, CHALLENGES & CLIENT STRATEGIES

Moderator

- **Sergio López > AGM Abogados (Spain)**

Panelists

- **Thomas Amico > Veil Jourde (France)**
- **Chad Shandler > Richards, Layton & Finger (US: Delaware)**
- **Katherine Silverman > Berman Fink Van Horn (US: Georgia)**



A NEW DECADE OF SUPERCOMPUTING

Josep Maria Martorell

Associate Director

Barcelona Supercomputing Center

Q&A MODERATOR

Guillermo Bayas Fernández

AGM Abogados (Spain)

NAVIGATING CHANGE: FORECASTING THE TRUMP ADMINISTRATION'S IMPACT ON THE U.S. & THE GLOBAL LEGAL LANDSCAPE

Moderator

- **Don Bolia > Peachtree Government Relations (US: Georgia)**

Panelists

- **Chad Causey > Rose Law Firm (US: Arkansas)**
- **Heather Harris > Barnes & Thornburg (US: Indiana)**
- **Robert Rieger > Adams & Reese (US: Louisiana)**



NAVIGATING CHANGE: The Trump Administration, Congress and the States

C. Chad Causey, Attorney and
Consultant



ROSE GROUP ADVISORS

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BARCELONA

Overview

Trump Administration : Executive Orders, Tariffs and the “Big, Beautiful Bill”



Congress



States Still Play a Significant Role



Theme: States are Central to Balance of Power

The Executive Order Presidency

DJT II - 152 Executive Orders in 114 days.

Biden – 162

DJT I – 220

Obama – 276

GWB - 291



Executive Actions

- President Donald Trump issued more than 200 presidential actions in the first 100 days of his second term
 - About 40% of executive orders have been challenged in court
- ▶ Fewer bills have been sent to Trump's desk compared with other recent presidents (5)
 - Change in Focus: Republicans focusing on sweeping reconciliation bill to enact top priorities while bypassing Democratic support

Actions during the early months.

- Trump is using various existing authorities to issue tariffs, executive orders and other actions
- Courts are questioning the reach of some of these executive orders
- DOGE – curtailing federal workforce, grant funding, programs, etc., working to shrink government and create more efficiencies.
- Working to secure priorities in first 24 months.

Trump Ramps Up Tariffs

China

- Set [125% tariff](#) on Chinese goods under national emergency declaration related to US trade deficits
- Set [20% tariff](#) on Chinese goods under national emergency declaration regarding flow of drugs into US
- Closed “[de minimis](#)” loophole for low-value merchandise from China, Hong Kong effective May 2

Global Tariffs

- Set [10% tariff](#) on majority of world under national emergency declaration related to US trade deficits
 - Trump initially imposed additional duties of as high as 50% on certain countries; he [suspended](#) additional duties to July 9 while keeping in place 10% universal tariff on most foreign imports

Canada and Mexico

- Set 25% tariff on most products from [Mexico](#), [Canada](#) under national emergency declarations regarding flow of drugs into US
 - Later orders exempted goods covered by United States-Mexico-Canada Agreement, and set lower 10% rate on [energy products](#) from Canada, potash from [both countries](#)

Targeted Sectors

- Set 25% tariffs on foreign-manufactured [steel](#), [aluminum](#), [automobiles](#) under national security authorities, with tariff on auto parts beginning May 3
 - Two subsequent orders [exempted](#) automakers from separate levies on steel, aluminum to prevent stacking; [provided](#) automakers rebates of up to 3.75% of retail value of US-made vehicles through April 30, 2026

Potential for Future Tariffs

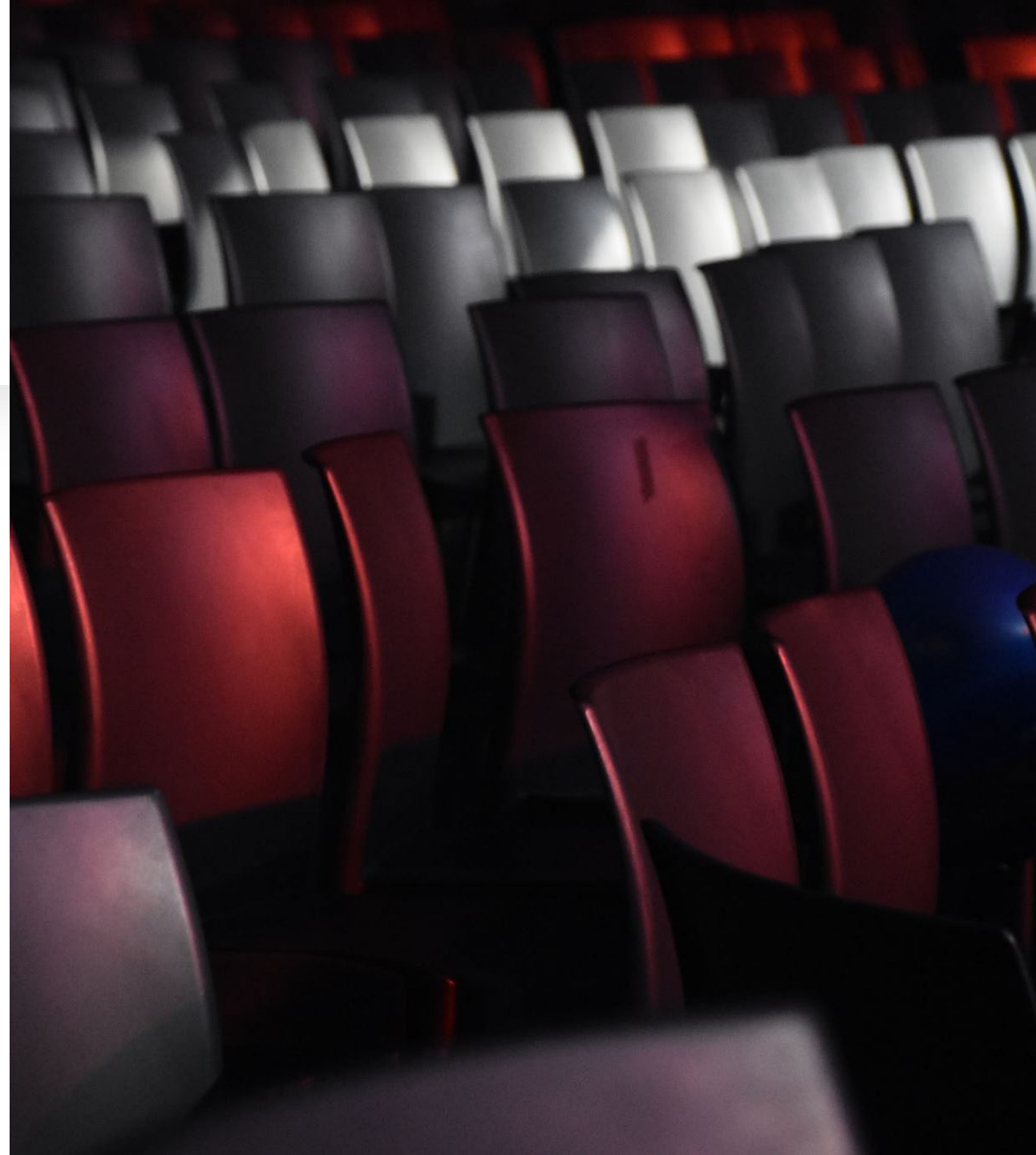
- Authorized State Department to impose [25% tariffs](#) on countries that purchase oil from Venezuela
- Ordered Commerce investigations into potential tariffs on [critical minerals](#) — including “derivative products” that could include semiconductor parts and smartphones — [copper](#), [lumber and timber](#)

“Big, Beautiful Bill.”

- Makes permanent 2017 tax cuts.
- Eliminates taxes on tips, overtime pay through 2028.
- Expands SALT exemption.
- Border and Immigration funding and reforms.
- BUT, can Congress pass the bill?

Control of the U.S. Congress

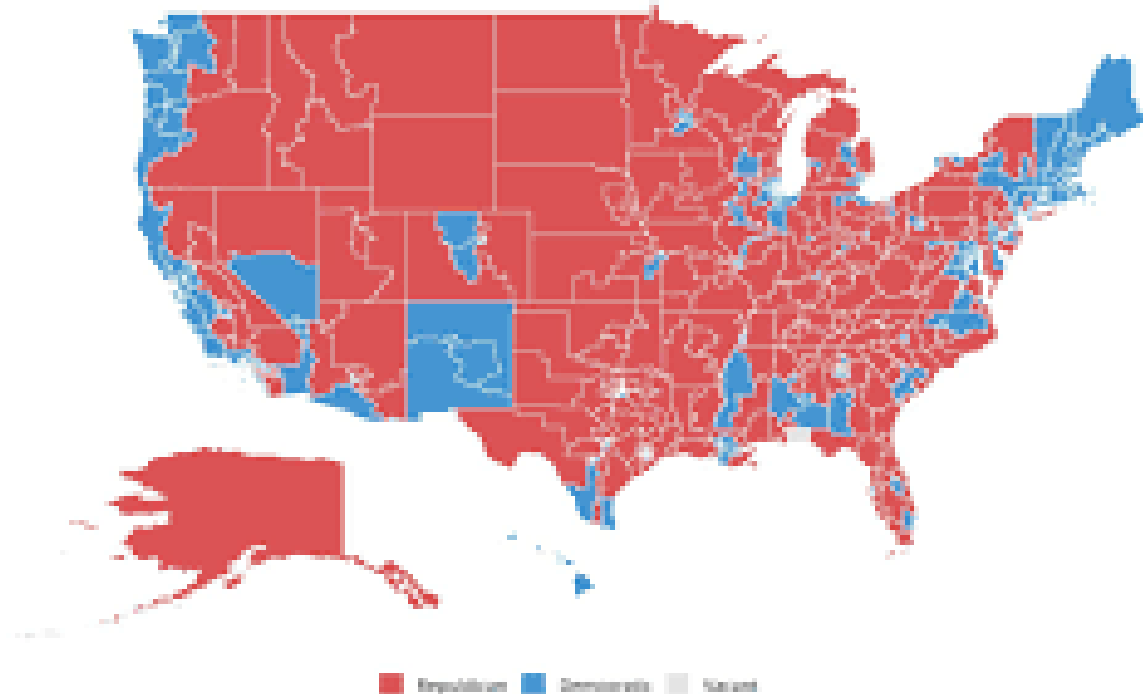
- House - 435 Members.
- Senate – 100 Seats.
- Number of seats in House apportioned by population.
- Every state has 2 senators.
- Control of Congress is razor thin.



House Balance of Power for the 119th Congress

- Speaker Mike Johnson has a very narrow majority for Republicans in the House.
- He can only lose 2 or 3 votes when all Democrats oppose
- So far, he has kept his caucus together.
- Big tests are coming on reconciliation and tax cut bills moving through Congress.

United States House of Representatives 119th Congress
Hover over each congressional district to see the representative.



**The 119th Congress convened on January 3, 2025,
and will conclude on January 3, 2027.**

Current congressional term shown.

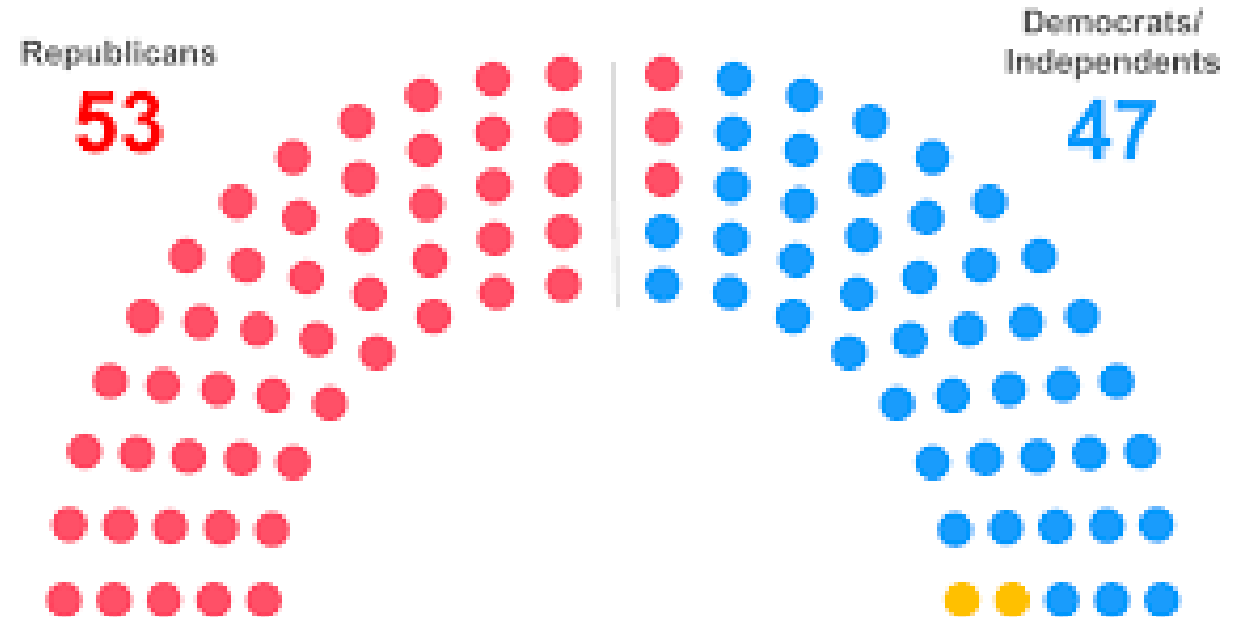
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Senate Balance of Power for the 119th Congress

Note: Yellow dots are independents who are aligned with Democrats.

- Republicans regained the majority in the Senate during the 2024 election.
- By flipping 4 seats, Republicans now have a 3 seat vote with the VP as the tie-breaker.
- Senate is using a process called reconciliation to avoid a 60 vote threshold to advance legislation.



A Federalist System - State Governments

- 50 States
 - 50 Governors
 - 50 Legislatures
 - 50 opportunities to impact policy
- State Government tends to be less divided
 - Policy items can move more quickly at the State level
- Where policy change at the federal level can take years, state level changes can occur in months and sometimes days.
- States have been the pilots or incubators for several national policy initiatives
 - Examples include Cannabis, Artificial Intelligence, social media restrictions

Conclusion

- Administration is more aggressive this term, using executive orders to pursue policy. Fighting courts as opposed to fighting in Congress.
- Republicans control Congress, for now. After two years, elections could change this. They will achieve much of Trumps' agenda if they pass the reconciliation package.
- States have and will continue to serve as laboratories for new laws and policies. This importance will be even greater in light of national politics..





PREPARING FOR AI: PRACTICAL CONSIDERATIONS FOR LAW FIRMS & CLIENTS

Panelists

- **Vanesa Alarcón > AGM Abogados (Spain)**
- **Brian McGinnis > Barnes & Thornburg (US: Indiana)**
- **Jason Vitullo > Patterson Belknap Webb & Tyler (US: New York, NY)**

GenAI / LLM in Legal Tech

Last update: 19 February 2025

AI Legal Assistant

Spellbook

Syllo

Spellbook

EYELEVEL

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AUTOMATISE

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ContractPod

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scissors

sarvam

Discover

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Clio

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FirstRead

JudyAI

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RoboLex

NEXLAW.AI

Ruli

Process Improvement

Autology

docato

Truth Systems

springbok

Neota

KLapper

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Lowdify

Connekt Stack

LEGA

Betty Blocks

Jylo

LUMINGO.AI

root signals

BRYTER

RASA

RoboLex

simplexio

Consultants

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TrueLaw

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Contracts

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Catylex

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Doctrine

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Clearbrief

JuristAI

Discover

ESCRIPTE

MATEY.AI

Parrot

prevail

DARROW

deposely

EVIDENCE REPLAY

Rhetorix

Skribe

Theo Ai

phaselab

bench iq

trellis

eDiscovery

Nebula

Consilio

epiq

Beagle

for Review

reveal

Everlaw

CounselAI

opentext

fileread

DISCOVERY

HAYSTACK

Legal Research

VINEVAI

Lexata

Wolters Kluwer

Lexis+ AI

paxton

QURA

responsiv

trellis

JURISAGE

alexi

blueJ

bench iq

JUS MUNDI

Bloomberg Law

Doctrine

DOCKET ALARM

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bench iq

moonlit

Predictice

trellis

alexi

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plural

Data

SigSaw

StructureFlow

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273

Pitchly

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Transaction Mgt

Literra Kira

Simply Agree

Datasite

BREVIA

Luminance

DealClosr

Sfando

MARVERI

Robo AI Reports

Tower

Legal Ops

docato

Poppy

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LexisNexis

Syntheria

SlataDoc

CONTRACTBEN

BRYTER

Corpora

Dimension AI

StructureFlow

IP Mgt

patsnap

NLPatent

TANGIBLY

PatentPal

Added Matter

Amplified

CarefulAI

DeepIP

Edge

& AI

Legal Point Solutions

SigSaw

BeringLab

MANTLE

SmartEsq

Juristic

Atticus

Syntheria

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Dimension AI

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BRYTER

LAYERUP

Norm AI

People

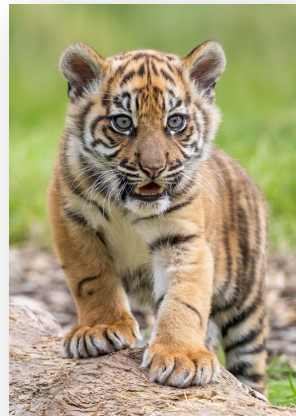
lowline



Godfather of AI Geoffrey Hinton warns AI could take control from humans: **"People haven't understood what's coming."**

"The best way to understand it emotionally is we are like somebody who has this really cute tiger cub.

"Unless you can be very very sure that it's not gonna want to kill you when it's grown up, you should worry."



#RAPIDiNSIGHT NORMALIZING UNCERTAINTY

Judith Jacob
Client Lead
Forward Risk



Forward 

Navigating Uncertainty: Geopolitics in 2025

Mid-Year Strategic Risk Outlook

16 May 2025



**US Economic
Policy
Uncertainty**

**Limited Conflict
Resolution**

**Broken
Humanitarian
Assistance**

US Economic Policy Uncertainty

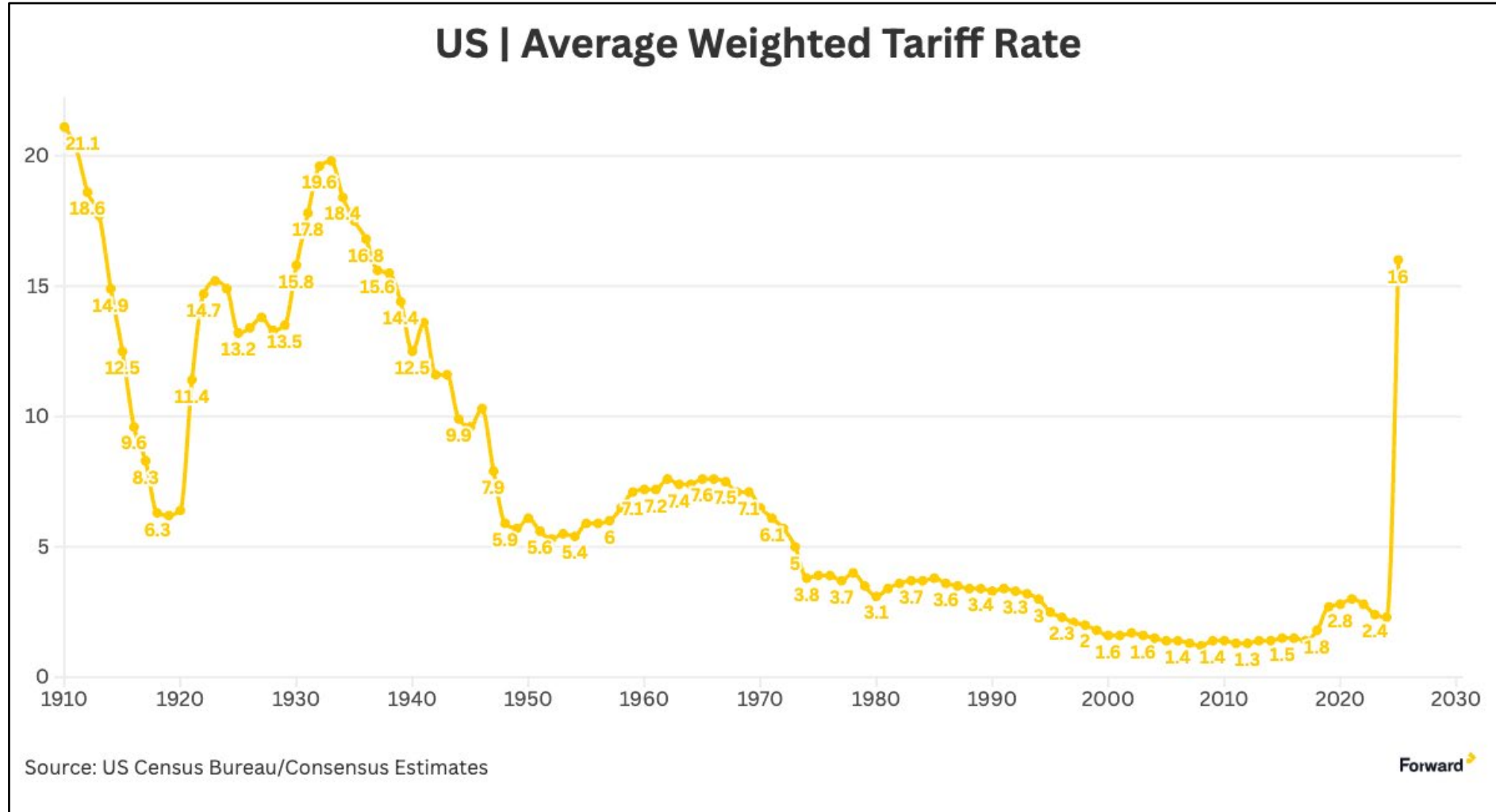
Highest US
tariff rate since

1936

IMF predicts global
economy will lose

**USD 500
billion** in
potential growth

10% tariff
will persist in
long term

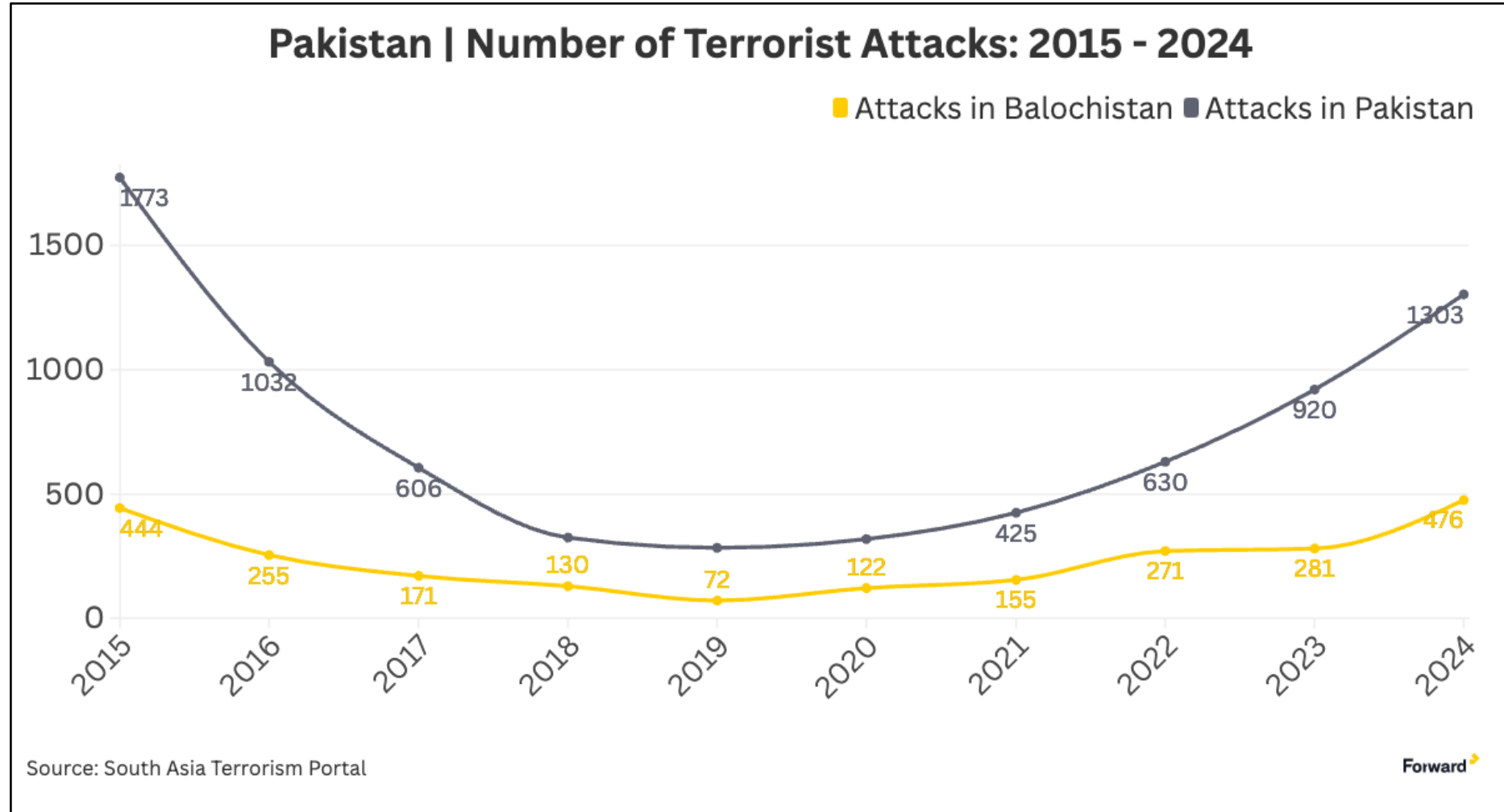


Over **50** active
armed conflicts

66 countries
recorded at least
one terrorist
attack in 2024

Terrorist attacks
increased by
63% in the
West from 2023 to
2024

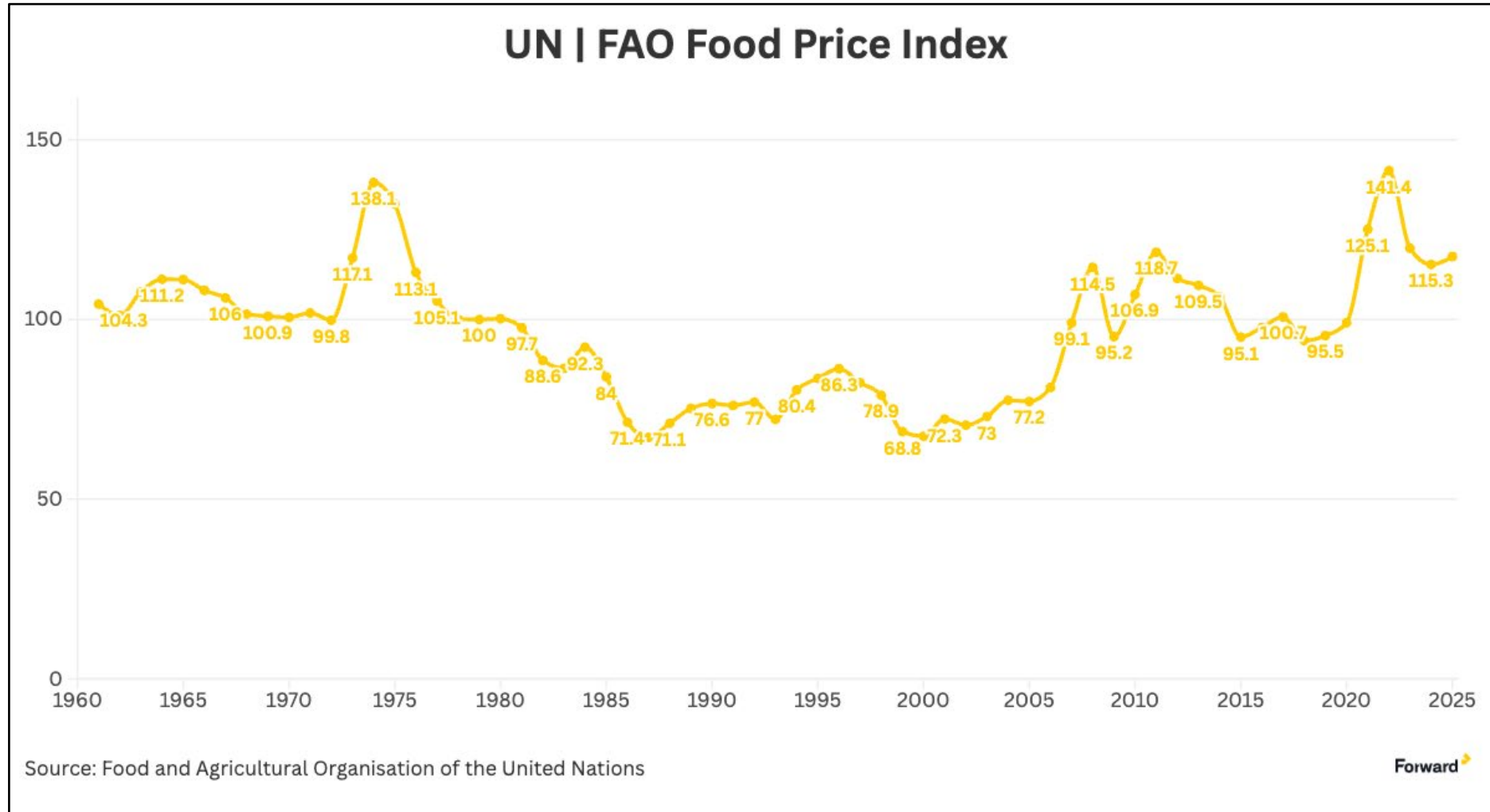
Limited Conflict Resolution



Broken Humanitarian Assistance

Global food
prices remain
27% above
pre-pandemic
levels

16% of
critical mineral
mines are in
water-stressed
locations



Mitigating Risk

Building Resilience and reducing uncertainty

- Forecasting
- Scenario Planning
- Flexibility



An aerial photograph of a beach and ocean. The beach is composed of reddish-brown sand with some darker patches. The ocean is a deep teal color. A person is surfing on a wave, leaving a white wake. In the background, a red kite surfer is visible against the ocean.

Forward

Dr. Judith Jacob

Director – Geopolitical Risk, Forward Global

E-mail : Judith.Jacob@forwardglobal.com

#RAPIDiNSIGHT
THE GLOBAL REACH OF U.S. TECH POLICY

Duane Pozza
Wiley
(US: Washington, DC)



wiley

THE GLOBAL REACH OF U.S. TECH POLICY

Duane Pozza, Wiley (Washington, DC)

**SCG Global
Barcelona
16 May 2025**



AI: Trump Administration Policy

- Trump Administration issued Executive Order Removing Barriers to American Leadership in Artificial Intelligence on Jan. 23, after repealing Biden AI EO
 - Declares that U.S. policy will “sustain and enhance America’s global AI dominance in order to promote human flourishing, economic competitiveness, and national security.”
 - Orders review and revision of agency actions under the Biden AI EO
 - Orders revision of OMB guidance on federal agency use and procurement – now issued
 - Orders development of “action plan” by July 22
- Released Request for Information on Feb. 6 on “highest priority policy actions” that should be included in the AI Action Plan – including on procurement, privacy, security, regulation, and national security and defense

AI: Key Federal Approaches

- AI-specific approaches have been developing in addition to generally-applicable laws
- Examples include:
 - AI Voluntary Risk Management Framework – began development under first Trump Administration.
 - The [NIST AI Risk Management Framework \(AI RMF\)](#) a voluntary framework to organizations manage risks to individuals, organizations, and society associated with AI
 - AI Executive Orders – directing federal agency action, in different sectors
 - [Biden AI EO](#) (10/30/2023) – The EO directed dozens of agencies to take action related to AI policy and procedure.
 - [Trump Recission EO](#) (1/20/2025) – President Trump revoked the Biden AI EO.
 - [Trump AI EO](#) (1/23/2025) – The Trump Administration announced new guidance.
 - The Federal Trade Commission (FTC) has [taken enforcement actions](#) against companies using AI unfairly or deceptively.
 - Chairman Andrew Ferguson is likely to focus on deceptive conduct, and may look at competition questions.
 - Sector-Specific Approaches: For example, Treasury issued [RFI](#) re AI in financial sector.



AI: How Will States Affect U.S. AI Policy?

- **Comprehensive state AI laws**
 - The [Colorado Anti-Discrimination in AI Law \(ADAI\)](#) focuses largely on high-risk AI systems and interactive AI; imposes obligations for both developers and deployers.
- **Privacy laws and regulations**
 - Several [state comprehensive privacy laws](#) create: (1) opt-out rights for certain automated processing/profiling; and (2) data protection assessment requirements for certain automated processing/profiling.
- **Laws that establish disclosure/transparency requirements**
 - The California Bot Law creates chatbot disclosure requirements.
 - The [Utah Artificial Intelligence Policy Act](#) creates generative AI disclosure requirements.
 - New laws adopted in California in 2024 ([AB 2013](#) and [SB 942](#)) establish transparency requirements for certain generative AI systems.

AI and U.S. Tech Policy: Key Government Actors and Workstreams

Federal

White House

Federal Trade Commission
(FTC)

Department of Commerce

Sector-Specific Regulators –
HHS, FDA, FCC

National Institute of Standards
and Technology (NIST)

Congress

States

Legislation targeting specific
AI and tech platform use
cases

State-by-state privacy laws

International

EU AI Act

Organization for Economic
Cooperation and Development
(OECD) AI Principles

Other International Ventures



Restrictions on U.S. Data: Department of Justice Rule on Preventing Access to U.S. Sensitive Personal Data and Government-Related Data

- The Rule prohibits or restricts U.S. individuals or entities from engaging in transactions involving **bulk U.S. sensitive personal data** or **government-related data** with **countries of concern** or **covered persons** (including entities that are related to countries of concern, for example, foreign entities that are 50% or more owned by a country of concern).
- **Effective:** April 8, 2025
- Certain due diligence, reporting and audit procedures delayed until October 6, 2025
- **Enforced:** July 8, 2025 (provided making good faith effort to comply or come into compliance)



Some Key Tech Policy Questions

- How will Administration approach competition issues involving technology platforms, including in emerging tech areas?
- How will Administration approach EU and other efforts to regulate U.S.-based tech platforms?
- How will Administration use trade regulations to try to shape non-U.S. tech development (e.g., in China)?
- What will be the impact on EU-U.S. Data Privacy Framework?

Questions?



Duane Pozza
dpozza@wiley.law

FIRESIDE CHAT
PARTNERING FOR SUCCESS WITH CLIENTS:
CROSS-BORDER COLLABORATIONS &
MATTER MANAGEMENT OPPORTUNITIES

Host

Tatiana Sainati, Wiley (US: Washington, DC)

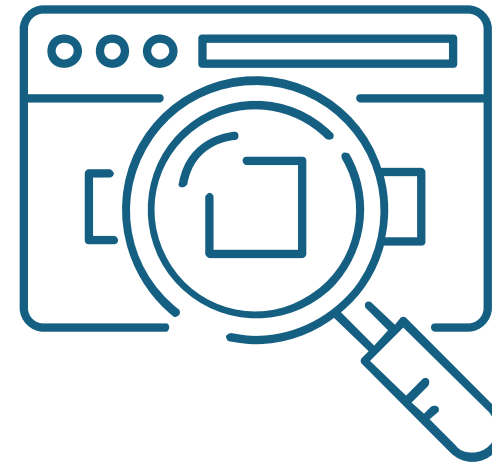
Guest

Ana Morales Ramos > Senior Counsel | Aramco Overseas Company

#RAPIDiNSIGHT

LEVEL THE LEGAL PLAYING FIELD: AI, AGILITY & ACTUAL VALUE

Al-Karim Makhani
VP, EMEA & APAC
TRANSPERFECT
LEGAL



About TransPerfect Legal

The global leader in legal technology and advisory services

Founded in 1992, TransPerfect operates in 140+ cities worldwide, serving Am Law 200 and Global 100 law firms as well as corporate legal departments. Through our proprietary Reef Technology platform, AI tools, and domain-specific language engines, we empower legal professionals to streamline their cross-border matters.

Our legal solutions help teams defensibly collect data, quickly locate critical information, significantly reduce processing costs, and seamlessly manage multilingual search and review.

Our global team stands ready to support your next litigation, arbitration, investigation, or dispute resolution project

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**Managed Services
& Litigation Support**



**Technology
Assisted Review**



**Managed Review
& Legal Staffing**



**Paper Discovery
& Production**



**Deposition &
Trial Support**

FIRESIDE CHAT

LEGAL FINANCE LITIGATION FUNDING: UNLOCKING FINANCIAL OPPORTUNITIES FOR LAW FIRMS

Host

Frederik Kromann Jespersen, Skau Reipurth (Denmark)

Guest

Stefan Kirsten > Founder | KRD Kirsten. Risk & Disputes (Germany)

M&A PANEL: **NAVIGATING OPPORTUNITIES IN A SHIFTING MARKET**

Moderator

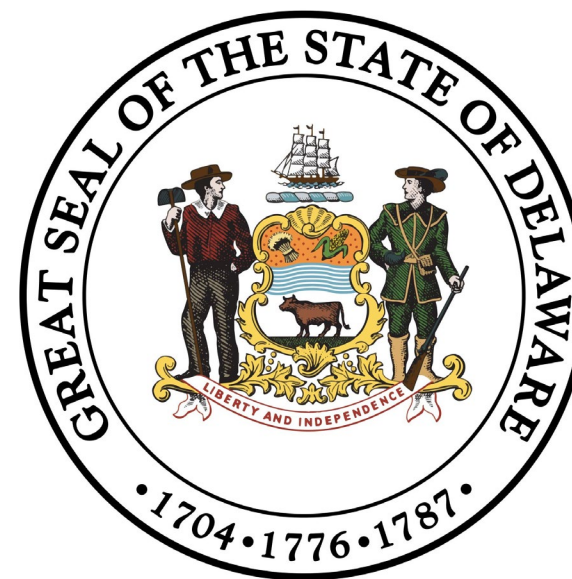
- **Maxime Colle, Lydian (Belgium)**

Panelists

- **Alex Carbonell, AGM Abogados (Spain)**
- **Massimo Di Terlizzi, Pirola Pennuto Zei & Associati (Italy)**
- **Kate Newman, Mills & Reeve (UK)**
- **Michael Wirvin, Robinson+Cole (US: Massachusetts)**

#RAPIDiNSIGHTS
UNDERSTANDING SB21:
DELAWARE'S IMPACT ON GLOBAL BUSINESS

Mark Kurtz
Richards, Layton & Finger
(US: Delaware)





Understanding Delaware's Senate Bill 21: Delaware's Impact on Global Business

SCG Legal Midyear Meeting

May 16, 2025

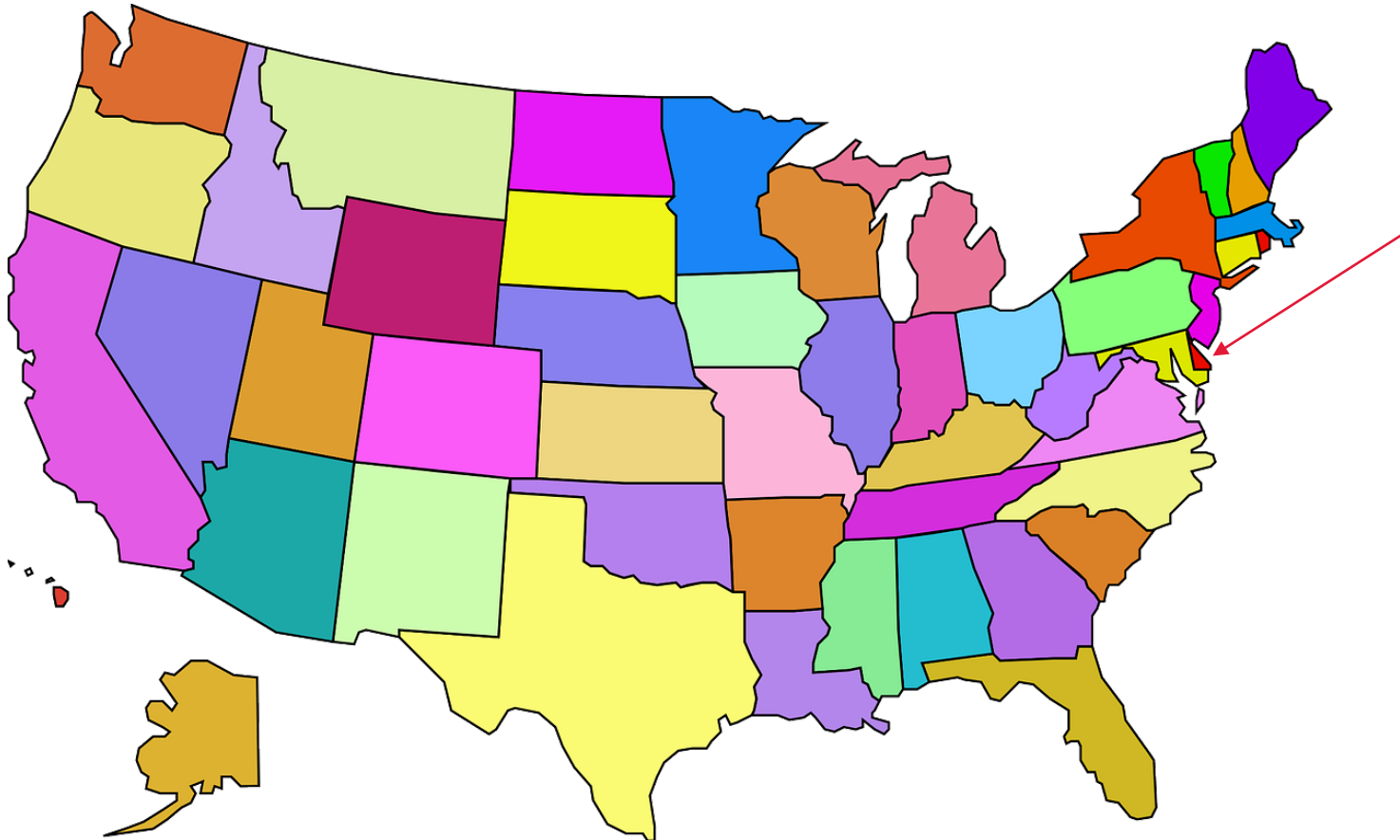


Mark A. Kurtz, Director

Email: Kurtz@RLF.com

Phone: 302.651.7596

Dela-where?



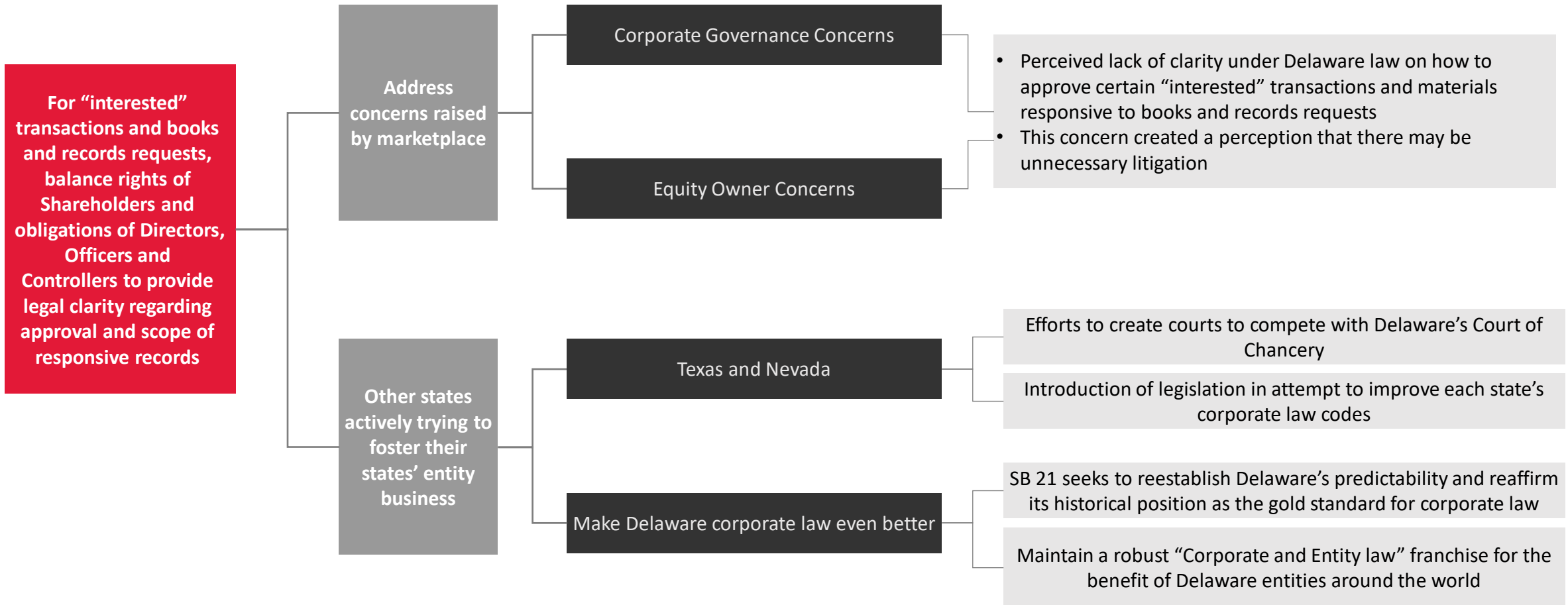
Reason for Delaware Attention

- In 2024, 81% of all US Initial Public Offerings were with a Delaware corporation
- 68% (338) of Fortune 500 companies are incorporated in Delaware
- In 2024, Tesla, and a limited number of other Delaware corporations, reincorporated from Delaware to Texas or Nevada, or announced they were considering reincorporating from Delaware to another jurisdiction
 - Many of these departures resulted in some media coverage and “X” tweets

Overview

- Reasons for Delaware's Senate Bill 21 ("SB 21") and its Expedited Enactment
- Delaware General Corporation Law ("DGCL") Landscape Prior to SB 21 for "Interested" Transactions and Stockholder books and records requests ("Section 220 Demands")
- DGCL Amendments provided for by SB 21
- Effect of the DGCL Amendments

Reasons for SB 21 and its Expedited Enactment



DGCL Landscape Prior to SB 21 for “Interested” Transactions

- Delaware has been known as the gold standard in corporate law
- Interested Transactions
 - Over thirty years ago, the Delaware Supreme Court clarified the entire fairness review standard in *Kahn v. Lynch Communication Systems, Inc.*, 638 A.2d 1110 (Del. 1994) (“*Lynch*”)
 - In *Lynch*, the Court held “that the exclusive standard of judicial review in examining the propriety of an interested cash-out merger transaction by a controlling or dominating shareholder is entire fairness.” *Id.* at 1117. The Court clarified that using an independent committee or a disinterested stockholder vote shifted which party had the burden of proof as to the entire fairness standard for cash-out mergers with controlling stockholders.
 - In 2014, the Delaware Supreme Court, in *Kahn v. M&F Worldwide Corporation*, 88 A.3d 635 (Del. 2014) (“*MFW*”), offered controlling stockholders a process to approve certain “interested” transactions without being subject to entire fairness review for cash-out mergers.
 - However, in recent opinions including *In re Match Group, Inc. Derivative Litigation*, 315 A.3d 446 (Del. 2024), *Salladay v. Lev*, 2020 WL 954032 (Del. Ch. Feb. 27, 2020), and *In re Sears Hometown & Outlet Stores, Inc. Stockholder Litigation*, 309 A.3d 474 (Del. Ch. 2024), the Delaware courts appeared to expand the applicability of the *Lynch* and *MFW* standards, and controlling stockholders’ duties, which created uncertainty as to how to properly approve certain “interested” transactions under Delaware law.

DGCL Landscape Prior to SB 21 for Books and Records Requests

- Stockholder Books and Records Requests
 - The Court of Chancery’s docket has been increasingly filled with a high volume of Section 220 Demands
 - As a result, Delaware corporations have recently expressed concern about how to respond to a stockholder’s Section 220 Demands

DGCL Landscape Prior to SB 21: Recent Case Law

- *In re Match Group, Inc. Derivative Litigation*, 315 A.3d 446 (Del. 2024)
 - The Delaware Supreme Court held that entire fairness is the presumptive standard of review for any transaction in which a controller stands on both sides and receives a “non-ratable” benefit.
 - The Court’s decision highlighted the importance of a fully independent committee to meet the *MFW* requirements to avoid entire fairness review.
- *Salladay v. Lev*, 2020 WL 954032 (Del. Ch. Feb. 27, 2020)
 - The Court of Chancery applied the *MFW ab initio* requirement to a majority-conflicted board transaction despite no controller.
- *In re Sears Hometown & Outlet Stores, Inc. Stockholder Litigation*, 309 A.3d 474 (Del. Ch. 2024)
 - Controllers owe certain fiduciary duties, and need to act in good faith when exercising certain stockholder-level voting power.
- *NVIDIA Corp. v. City of Westland Pol. & Fire Ret. Sys.*, 282 A.3d 1 (Del. 2022)
 - The Supreme Court ordered production under a books and records request to include certain emails.

DGCL Amendments Provided for by SB 21: Section 144

- The SB 21 amended Section 144 of the DGCL to provide safe harbor approvals for transactions in which a director or officer, or a controlling stockholder or control group, may have a conflict of interest.
 - “Controlling stockholder transactions” (other than a going private transaction) may be approved by a majority of disinterested directors on a board committee delegated with authority to negotiate and reject such transactions, or a majority of the disinterested stockholders.
 - “Controlling stockholder transactions” that are going private transactions may be approved by a majority of disinterested directors on a board committee delegated with authority to negotiate and reject such transaction, and a majority of the disinterested stockholders.
 - Revised Section 144 provides statutory definitions of “controlling stockholder,” “controlling stockholder transaction,” “disinterested director,” “disinterested stockholder” and other terms necessary to implement and apply the statute.
 - “Controlling stockholder” definition includes a person that has at least 1/3 of the voting power to elect directors.
 - “Disinterested director” means a director who is not a party to the act or transaction and does not have a material interest in the act or transaction or a material relationship with a person that has a material interest in the act or transaction.

DGCL Amendments Provided for by SB 21: Section 220

- SB 21 amended Section 220 of the DGCL to specify the core corporate documents that a corporation is required to produce in response to a Section 220 Demand that a stockholder makes with a “proper purpose.”
- SB 21 amended Section 220 of the DGCL to expressly permit corporations to impose reasonable restrictions on the confidentiality, and use or distribution of books and records, and to redact information not specifically related to the stockholder’s purpose.
- Stockholders seeking records beyond those listed in the statute (such as emails or text messages) must show a compelling need and demonstrate that such records are necessary and essential to further the stockholder’s purpose.

DGCL Amendments Provided for by SB 21: Section 220, continued

- “Books and records” means all of the following:
 - The certificate of incorporation and bylaws, and any agreement or other instrument incorporated by reference in the certificate of incorporation or bylaws.
 - Stockholder meeting minutes and signed stockholder consents, and written communications and electronic transmissions to stockholders for the 3 years prior to a Section 220 Demand.
 - Board and committee meeting minutes and related records, including board materials, for actions taken by the Board or committee.
 - Annual financial statements of the corporation for the 3 years prior to the Section 2020 Demand.
 - Any stockholder agreement entered into under § 122(18) of the DGCL.
 - Director and officer independence questionnaires.

Effect of Amendments on the Marketplace

- Companies that were considering leaving Delaware, such as Meta, have not left.
- In late 2024 and in very early 2025, before SB 21 was proposed, there was a lot of discussion of reincorporation. Since SB 21, this chatter has been more limited.
- Companies that were considering including an item in their 2025 proxy statements addressing whether the corporation should consider reincorporating out of Delaware determined not to include such item.
- Since SB 21, Delaware corporations and their lawyers have been spending less time responding to Section 220 Demands.

Delaware's Edge

- Delaware has over 100 years of corporate case law.
- Delaware's judiciary
 - Delaware judges' expertise is best in class and the Delaware courts are efficient and can provide expedited decisions.
- Delaware's Secretary of State is efficient and responsive, with the ability to process filings within 24 hours or as fast as 1 hour.
- The corporate franchise is important to Delaware's legislators.
 - Delaware legislators benefit from Delaware's Corporate Law Council and its amendment drafting process.
 - SB 21 was proposed on February 17, 2025, and adopted on March 25, 2025.
 - Delaware's General Assembly approved SB 21 by unanimous Senate vote (20 to 0 margin) and with a decisive House of Representatives vote (32 to 7 margin).
- No other state in the US can compete with these unique Delaware benefits.

This presentation and the material contained herein are provided as general information and should not be construed as legal advice on any specific matter or as creating an attorney-client relationship. Before relying on general legal information or deciding on legal action, request a consultation or information from a Richards, Layton & Finger attorney on specific legal needs.

EMPLOYMENT LAW IN A CHANGING WORLD: ADAPTING TO NEW REALITIES & EMERGING RISKS

Moderator

- **Lea Dearing, Berman Fink Van Horn (US: Georgia)**

Panelists

- **Minu Dwivedi, JSA Advocates & Solicitors (India)**
- **Christof Kleinmann, GvW Graf von Westphalen (Germany)**
- **Aaron Makovka, Dunton Rainville (Canada: Quebec)**
- **David Mills, Mills & Reeve (UK)**
- **María Royo, AGM Abogados (Spain)**

#RAPIDiNSIGHTS

**CYBER THREAT & CYBER RESILIENCE IN THE LEGAL SECTOR:
A STEP-BY-STEP PRESENTATION ON HOW TO NOT GET HACKED**

Marek Laskowski
Domański Zakrzewski Palinka
(Poland)



*Cyber threat and
cyber resilience in
the legal sector –
step by step how
not to get hacked*

In a complex market environment, comprehensive, effective solutions are needed. Access to information and know-how brings real benefits only if the decisions you make are based on various business aspects and nuances.

This is what "more than law" means to us. Our clients place their trust in us because we take into account the ecosystem of the sector and market in which they operate. Our Law Firm offers highly effective legal solutions developed jointly during project performance.

Krzysztof Zakrzewski, Managing Partner

We are the largest of the Polish law firms. Since 1993 our experts have advised both Polish and foreign clients from almost all business sectors. We currently have 180 experts in various specialisations.

11 practices and 40 specialisations | Offices in Warsaw, Poznań & Wrocław

Numerous recommendations and high positions in international rankings

Over 90 countries in business relation network

Today's agenda

Cybersecurity is vital to business stability and success in the professional legal services sector.

- As a market leader and trusted custodian of confidential client data, DZP has implemented a unique cybersecurity ecosystem beyond legal industry standards.
- Our ecosystem is supported by state-of-the-art solutions based on cybersecurity artificial intelligence, focusing on generative AI.
- I will give you an overview of the practical aspects of creating a strategy and building an AI-based technical approach to cybersecurity.
- You will see how our innovative approach safeguards sensitive client data and supports day-to-day legal operations, ensuring the highest protection and efficiency.

Why is...

Is cybersecurity an essential
concern for law firms?

All sensitive **client data** has been **consolidated**. Law firms play a crucial role in the essential infrastructure.

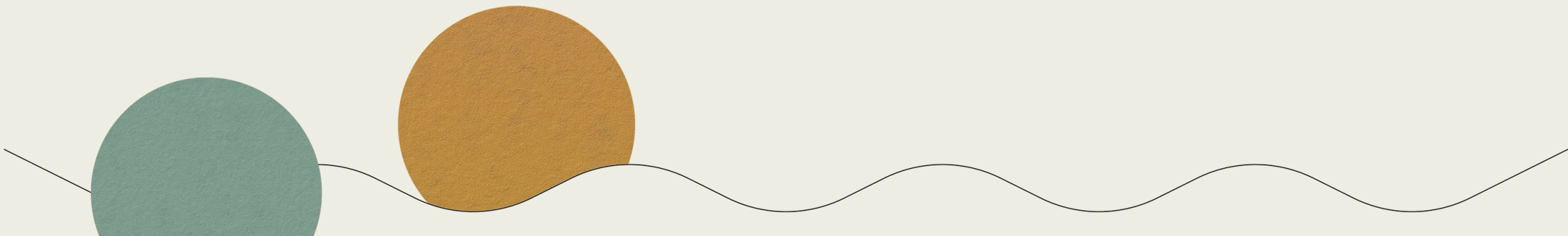
Cybersecurity threats often view **law firms** as a **straightforward target for attacks**.

Critical cybersecurity **debt** in legal firms.

Reputation is a crucial factor that impacts the **business** of a law firm.

Insufficient understanding of cyber risks within the legal community.

The **legal industry** is currently undergoing **digital transformation**.



Cyberattack Statistics for the Legal Industry in 2025

- In 2024, law firms experienced an average data breach cost of \$5.08 million, representing a 10% increase from the prior year. ([Clio](#))
- Cybersecurity is becoming increasingly important, with 37% of legal clients in 2025 willing to pay a premium for firms that offer enhanced security measures. ([Integris](#))
- A recent survey indicated that 56% of law firms that encountered a data breach last year lost sensitive information belonging to clients. ([Arctic Wolf](#))
- As of 2023, 80% of law firms had obtained at least one technology insurance policy; however, only 34% implemented an incident response plan. ([ABA](#))

- Phishing continues to be a significant cyber threat for law firms, with **80% of firms relying on spam filters** as their primary cybersecurity strategy in 2023. ([Tech Advisors](#))
- The year 2023 experienced a rise in ransomware attacks targeting law firms, resulting in over **45 incidents that compromised more than 1.5 million records**. ([Cyber Security Tribe](#))
- In 2024, **42% of data breaches** were identified internally, while 34% were discovered by external sources, and 24% were disclosed by the attackers themselves. ([IBM](#))

- Per the **American Bar Association's Model Rule 1.6(c)**, attorneys are required to implement reasonable safeguards to protect client information from unauthorized access. ([ABA](#))
- Merely **43%** of law firms conduct online data backups. ([ABA](#))
- For small law firms and solo practitioners, the average cost of a data breach is notably lower than that of larger firms, estimated at **\$36,000**. ([Tech Advisors](#))
- Typical [cyberattacks targeting law firms](#) encompass [phishing](#), ransomware, [DDoS](#), and insider threats.

More than 100 law firms have reported data breaches; 2 BigLaw firms affected

BY DEBRA CASSENS WEISS

OCTOBER 18, 2019, 9:48 AM CDT

Post Share



Image from Shutterstock.com

More than 100 law firms have reported data breaches since 2014, according to an analysis by Law.com.

Two of the largest law firms affected were Proskauer Rose and [Law.com](#) reports. The publication obtained information from records requests.

Many of the breaches were attributed to phishing and vendor security lapses.

Ransomware Demands \$42 Million From Celebrity Law Firm

REvil Gang Ups Ransom Ante After Releasing Data on Lady Gaga

Akshaya Asokan (@asokan_akshaya) • May 16, 2020

Share Tweet



The operators of the REvil ransomware strain are attempting to ratchet up the pressure on a high-profile New York law firm to pay a \$42 million ransom, threatening to release more data on the firm's roster of celebrity clients, according to multiple reports and security experts.

[Biggest Legal Industry Cyber Attacks | Arctic Wolf](#)

GozNym Malware Attack Hits Two Law Firms for Over \$117K in Losses

May 31, 2019

LinkedIn Facebook X Send Embed

Two law firms were among the latest victims of the GozNym malware attack that caused a combined loss of more than \$117,000. Law enforcement authorities recently announced the dismantling of a cybercrime network that used this GozNym malware to attempt to steal an estimated \$100 million from victims in the United States and around the world. GozNym malware was designed to steal personal and financial information from victims, as well as send phishing emails to the affected companies.

WRITTEN BY:
Robinson+Cole
Robinson+Cole Data Privacy
& Security Insider
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PUBLISHED IN:
Cyber Attacks
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Overhouse Proskauer exposed clients' M&A data

4:05 PM GMT+2 • April 6, 2023

Comment

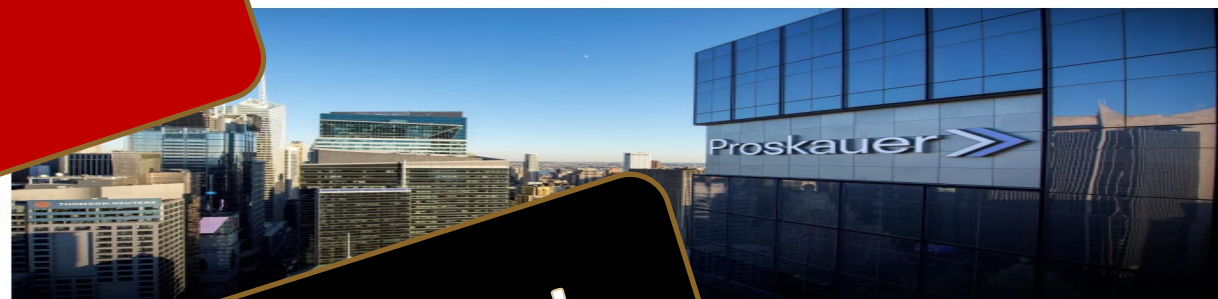


Image Credit

A security breach at Proskauer Rose, a New York City law firm, exposed sensitive client data for its merger and acquisitions business, according to a report from a source familiar with the matter.

The breach, which occurred in New York City, exposed sensitive client data for Proskauer's merger and acquisitions business, which was left vulnerable to hackers.

The breach exposed approximately 184,000 files total, the person told us. The files included client names, addresses, phone numbers, email addresses, financial deals and files relating to high-profile clients.

Law Firm HWL Ebsworth hit linked ransomware attack

The attack resulted in hacking of 4TB of data including IDs, reports, accounting data, client documents and credit card information.

- Follow our Australia news live blog for the latest updates
- Get our morning and afternoon news emails, free app or daily news podcast



The ALPHV/Blackcat ransomware group, one of the top three groups targeting Australia, posted late last week that they had hacked law firm HWL Ebsworth. Photograph: Thomas Trutschel/Photothek/Getty Images

The Top 3 Legal Industry Cyber Attacks

April 30, 2024 *by Arctic Wolf*

- **Orrick, Herrington & Sutcliffe:**
 - Unknown data exfiltration.
 - **637,000 previous breach victims**
- **Proskauer Rose:**
 - Attack type: Data breach
 - Data accessed: 184,000+ files
- **Jenner & Block and Proskauer Rose**
 - Attack type: **Phishing**
 - People affected: 2,359

Why Law Firms are at Risk of a Cyber Attack

- Only **26% of law firms** believe their firm is “very prepared” to respond to cyber incidents
- **60% of firms** identified the sophistication level of threats and attacks as the biggest challenge they face in reducing cyber risk
- The **average ransom** for legal organisations was

\$1 million USD in 2023

Experts On Campbell Conroy & O'Neil, P.C. Discloses Data Breach

Expert(s): ISBuzz Staff | July 19, 2021

Campbell Conroy & O'Neil, P.C. (Campbell), a US law firm counseling dozens of Fortune 500 and Global 500 companies, has disclosed a **data breach** following a February 2021 **ransomware** attack. Campbell's client list includes high-profile companies from various industry sectors and some of its current and past clients include Exxon, Apple, Mercedes Benz, Boeing, Home Depot, British Airways, Dow Chemical, Allianz Insurance, Universal Health Services, Marriott International, Johnson & Johnson, Pfizer, Time Warner, and many others.

The most valuable data at a law firm is certainly not PII as disclosed by the law firm in question. Smart cybercriminals are chasing for sensitive dossiers of wealthy or politically exposed customers, looking for attorney-client privileged information or other sensitive litigation-related data. Modern cyber gangs are well aware of it, moreover, **in the Dark Web, there are dedicated channels to buy and sell data from compromised law firms.**

Worse, in some jurisdictions, stolen data, especially related to serious tax fraud, can be admitted in court proceedings both in civil and criminal cases. If such data was compromised, the criminals will almost certainly try to extort the law firm and its clients in parallel. Payment of a ransom will not, however, eliminate the risk of subsequent data disclosure: we witnessed hundreds of high-profile cases when racketeers leaked or sold stolen data after being paid the full amount they had asked. Victims of the disclosed data breach may have a wide spectrum of legal claims against the breached law firm with damages ranging from a couple of thousands to tens of millions per victim.

Currently, law firms enjoy a very modest data protection regulation regime compared to such industries as banks or healthcare institutions, while processing data of the same or even higher sensitivity. We should expect a steady growth of sophisticated attacks against law firms in the near future.

Kill Chain: The 7 Stages of a Cyber Attack

1. Reconnaissance

Scanning the environment or harvesting information from social media.



3. Delivery

Transmission of weapon/malware to target (e.g. via email, USB, website).



5. Installation

The weapon installs malware on the system.



7. Action on objectives

With hands on access the attacker and achieve their objective.



2. Weaponization

Pairing malicious code with an exploit to create a weapon (piece of malware).

4. Exploitation

Once delivered, the weapons/malware code is triggered upon an action. This in turn exploits the vulnerability.

6. Command and Control

A command channel for remote manipulation of the victim.

We are not defenceless!

Modern best practices

Revising passwords or using biometrics (biometric template stored on the device), **multi-factor authentication (MFA)**

Not sending sensitive data via public email boxes. Encryption of IT equipment, especially mobile equipment (BitLocker solutions, etc.).

Advanced **account protection** through, e.g. USB keys, shared authentication, segregation of duties, etc.

Performing periodic (at least once a year) **"penetration tests"**, including socio-technical ones.

Use of **external monitoring** and response services for cyber incidents

Backup and test recovery, use of snapshots, among other functions, cloud backup, and replication.

Periodic **user training** at least once a year.

Setting up additional audit mechanisms for privileged accounts, including email inboxes

Avoidance of deviations from the IT infrastructure standard.

Conduct the Supplier's **cybersecurity evaluation** and carry out regular **cybersecurity audits for them** (even based on a statement).

Regarding file (document) protection, **RMS solutions** and modern privileges management systems,

Manage **data leaks** originating from the tools of **AI agents**. Advanced **analytics** of **users** involved the **utilisation of AI agents**.

Real case, step by step, how they tried to hack us

Target goals have been chosen! – One of the most significant M&A transactions in the Polish market!

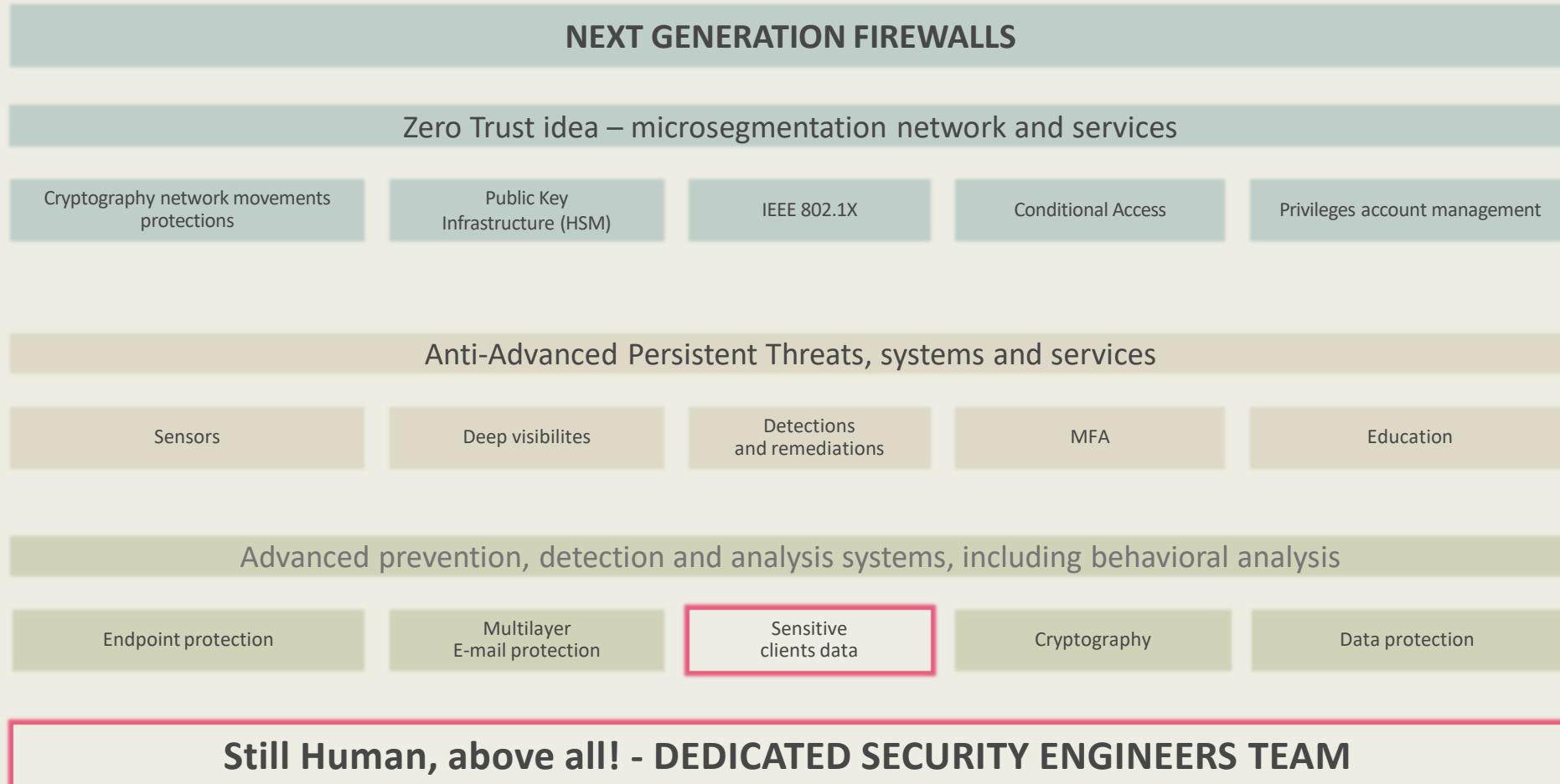
- Open-source intelligence (OSINT techniques).
- Fake business contact and relations (min. three months before).
- Pre-vector checking attack.
- Finally, make corrections and prepare for final actions.
- Final strike!

What Happened After!

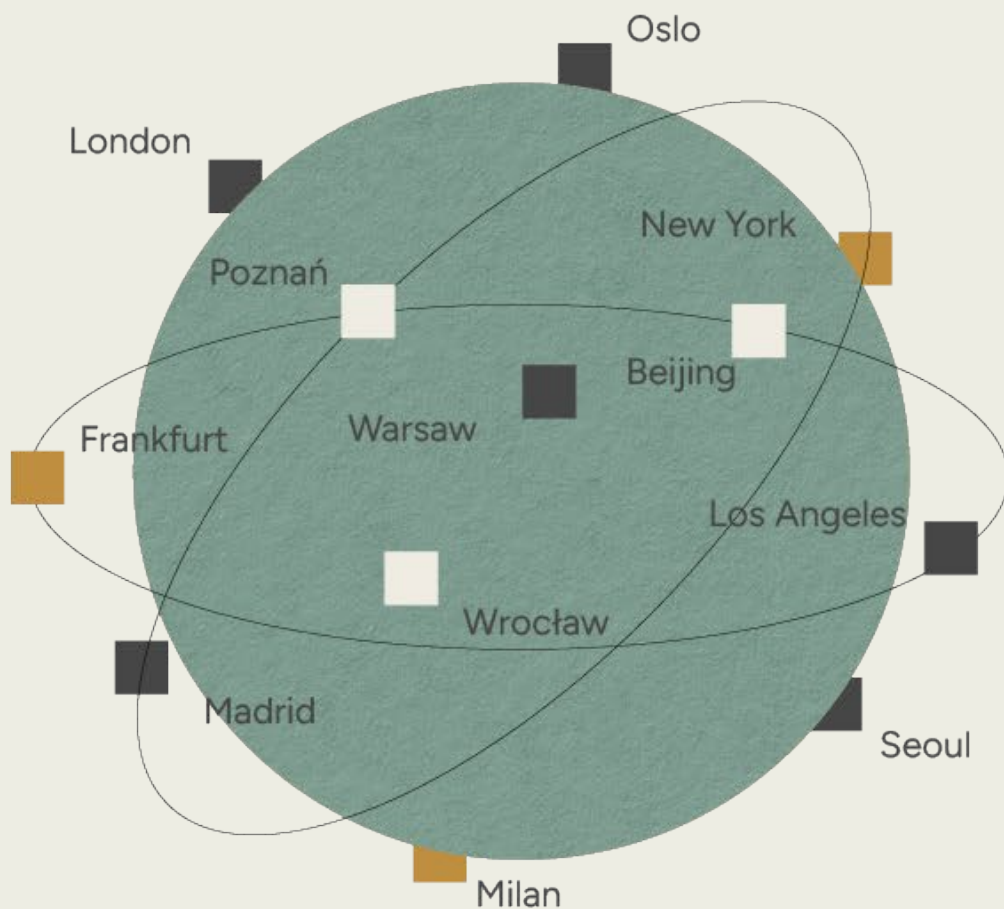
- Our security systems (endpoints one of many) detected!
- User furious at us! „I will lose a million dollars because of you.” and strong languages ;-)
- We scrutinised issues and found what happened. The user still calls us, using „uncensored words” ;-)
- Investigations are ongoing. We added a „Manual” scrutinising based on OSINT techniques, too.
- We are explaining issues, and the user tries unsuccessfully to lock eyes with the potential client.
- Many thanks to the security team, and „I beg your pardon.” ;-)

If you are the CISO, you must be highly resistant!

Infrastructure and data center geographical colocated



Thank you for your attention!



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IT Director at DZP

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FIRESIDE CHAT

SHIFTING ESG PRIORITIES: REGULATORY COMPLIANCE & SUSTAINABILITY IN A CHANGING LANDSCAPE

Panelists

- **Marta Salvador, AGM Abogados (Spain)**
- **Diana Shaw, Wiley (US: Washington, DC)**

FIRESIDE CHAT
**SHIFTING ESG PRIORITIES: REGULATORY COMPLIANCE
& SUSTAINABILITY IN A CHANGING LANDSCAPE**



Diana Shaw
Governance, Risk & Compliance
Wiley (US: Washington, DC)



Marta Salvador Mateo
Head of ESG & Regulatory Compliance
AGM Abogados (Spain)

- Provide overview of evolution of ESG principles in business context
- Discuss most significant shifts in ESG space in US and EU
- Explore risks, challenges, and opportunities arising from these shifts
- Consider implications for cross-border deals and transactions
- Share considerations for preparing for/mitigating related risks and tips for identifying and seizing emerging opportunities

ESG: What It Is and Why It Matters

- Evolution progressed over several decades
- Reflects incorporation of additional factors into assessment of long-term business sustainability (not just about financial performance)
- In recent years, ESG has become central to investment and corporate strategies, driven by consumer awareness, regulatory pressures, and evidence linking strong ESG performance to long-term profitability



Shifts in ESG Space: U.S.



- This year, significant changes in U.S. affecting each element of ESG
- Changes reflect a material divergence from direction ESG has taken in E.U.

Environmental

- Administration formally reconsidering GHG emission endangerment finding
- SEC no longer defending climate disclosure rule
- Rise in “greenwashing” cases


Social

- Executive Orders seek to eliminate DEI programs in both government and the private sector
- Equal employment opportunity apparatus dismantled, requiring unwinding of corporate programs

Governance

- “Pause” on FCPA enforcement and a shift in focus to bribery facilitating drug cartels and transnational criminal organizations
- Refusal to enforce Corporate Transparency Act against US businesses

Shifts in ESG Space: EU

- Recently, we have seen major ESG Shifts in the EU Regulatory and Strategic Environment.
 - European Commission's Omnibus Package adopted on February 26, 2025, introduces significant changes to the EU's ESG regulatory framework, aiming to simplify compliance and enhance competitiveness.
- 
- **CSRD Implementation (2024+)**: Expansion from NFRD; impacts 50,000+ companies with granular reporting requirements.
 - **EU Taxonomy Rollout**: Defining "green" economic activities; focus on climate, biodiversity, circular economy.
 - **Double Materiality Principle**: Emphasis on both financial and impact materiality (EU differentiator).
 - **Corporate Sustainability Due Diligence Directive (CSDDD)**: Human rights and environmental due diligence along value chains.
 - **Greenwashing Directive (Adopted Early 2024)**: Amends EU consumer protection laws to ban misleading environmental claims; prohibits vague labels like "climate neutral" unless substantiated. Sets clear penalties for greenwashing.
 - **ESG Enforcement & Litigation Risk Rising**: NGOs, investors, regulators increasingly active.

Risks, Challenges & Opportunities

- ESG shifts in U.S. give rise to a host of risks but also some opportunities for companies

Main Risk: conflict between federal and state/international laws & regs

Environmental

- **RISK:** accusations of both “greenwashing” and “greenhushing”
- **RISK:** use of AI to scour vast amounts of disclosed data will identify conflicting disclosures
- **OPPORTUNITY** to develop global approach to ESG disclosures

Social

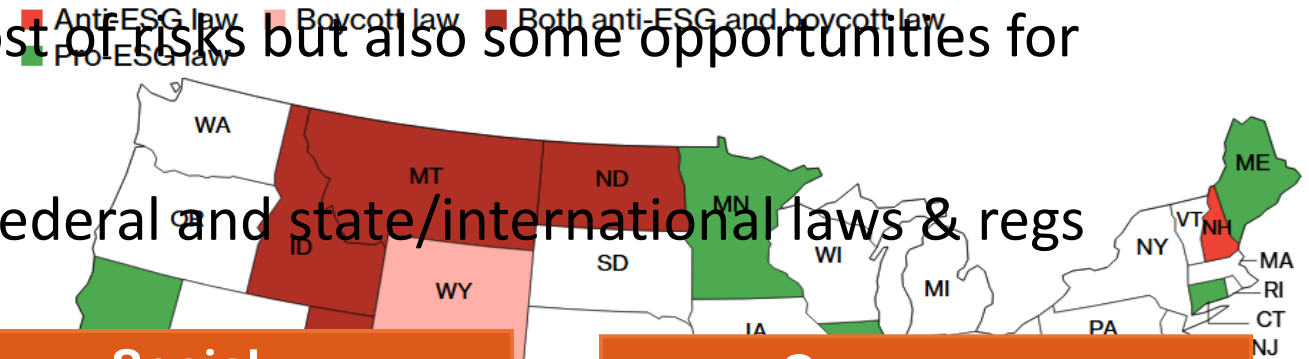
- **RISK:** increased government oversight and enforcement
- **RISK:** rise in whistleblowers and litigation alleging “illegal” DEI
- **OPPORTUNITY:** embrace trajectory of movement, which in recent years has focused increasingly on inclusion and engagement

Governance

- **RISK:** significant uncertainty – laws still on the books, just not being enforced, yet SOL > 4-year term
- **RISK:** difficulty in maintaining culture of compliance in face of contrary signals from US gov’t
- **OPPORTUNITY** to reinforce business case for good governance

Anti-ESG Laws Blanket the US

Another wave of state-level anti-ESG policies is likely to hit in 2025



Note: Anti-ESG laws prevent financial institutions or other investors from considering ESG factors when making investment decisions. Boycott laws prohibit financial institutions from doing business in that state. Pro-ESG laws include divestment laws. As of Feb. 3, 2025.

Risks, Challenges & Opportunities

- Europe's Expanding ESG Rules: A Growing Compliance Burden—and a Strategic Advantage
Main Risk: Regulatory uncertainty and divergent timelines challenge preparedness and alignment

Risks and Challenges	Opportunities
<ul style="list-style-type: none">• Fragmented and rapidly evolving EU ESG rules (CSRD, SFDR, Taxonomy, CSDDD).• Compliance fatigue & reporting burden for mid-sized firms.• Data quality, supply chain complexity, and reporting alignment.• Risk of litigation, greenwashing, and reputational damage.• Talent & knowledge gaps in sustainability teams	<ul style="list-style-type: none">• Access to sustainable finance and investor capital.• Competitive differentiation through credible ESG action.• Innovation in clean tech, circularity, supply chain resilience.• Enhanced stakeholder trust and license to operate.

Implications for Cross-Border Deals

- Navigating conflicting or inconsistent policies, regulations & laws
 - Conduct risk assessment at deal initiation to determine degree to which ESG issues/risks are likely to arise in deal
 - Carefully review contract to identify provisions that may create risk/liability due to conflicting federal, state, and international laws
- Corporate acquisitions may trigger reporting obligations under climate disclosure laws (e.g., CSRD and California laws)
- E.U. Corporate Sustainability Due Diligence Directive (CSDDD) requires companies to (a) perform due diligence in supply chains to prevent human rights and environmental violations and (b) take appropriate measures to address due diligence objectives in supply chain
 - Could influence cross-border deals as more is required to be known about suppliers and may bring to light problematic conduct thereby limiting pool

Some best practices/practice tips we're sharing with clients include:

- **ESG Disclosures**
 - Consider performing audit of existing public ESG disclosures to ensure compliance and assess potential risks (incl. risk of inconsistent disclosures)
 - Centralize ESG data globally (where feasible) to ensure consistency in public disclosures
 - Create a small internal cross-functional ESG advisory team (e.g., legal, comms, finance, procurement, sustainability, etc.) to inform public disclosures
- **Recruiting/Hiring**
 - Continue to recruit broadly to obtain best job candidates and continue with programs meant to create an inclusive environment and fair pay
- **Governance/Compliance**
 - Good governance is good business; assess opportunities to make compliance program more efficient, but remember that maintaining strong culture of compliance and ethical business conduct (both domestically and abroad) remains one of the best ways to mitigate various legal, political, and reputational risks a company may face

Some best practices/practice tips we're sharing with clients include:

- Integrate ESG into Governance: Embed sustainability considerations into corporate governance structures for cohesive decision-making.
- Map regulatory exposure across jurisdictions (especially CSRD/CSDDD readiness).
- Stay Informed: Regularly monitor regulatory updates to ensure compliance with current requirements.
- Enhance Transparency: Maintain clear communication with stakeholders about ESG goals and progress, reinforcing trust and accountability.
- Build ESG governance and internal control systems.
- Ensure third-party and supply chain due diligence systems are in place.

Questions?



2025 CANADA REGIONAL MEETING

19-20 June | Calgary, Alberta



2025 ASIA & PACIFIC RIM REGIONAL MEETING

10-11 July | Kuala Lumpur, Malaysia



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