Top Legal Eagles

Without the expertise and tact of the HRO market's leading outsourcing attorneys, many deals would never have been executed. To help you, the buyer, to select the appropriate firm, here's a look at the top global firms closely involved with outsourcing issues. By HRO Today Staff.

TOP OUTSOURCING LAW FIRMS

FIRM

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PHONF

www.biercekenerson.com 212-840-0080



Alston & Bird

Atlanta, GA www.alston.com 404-881-7000 Market segments advised on include IT outsourcing to business process outsourcing to global supply management and procurement activities. Alston & Bird has represented buyers such as ING Americas, Assurant, the Chubb Group, Ahold NV, MeadWestvaco, and Sabre. The Atlanta-based firm also represented Affiliated Computer Services, a service provider, in numerous IT and BPO transactions with General Electric, Lockheed-Martin, Spherion, Sprint, Symetra, and others. The firm takes a business-savvy approach to these deals that marry the transaction at hand with the overall strategy of the business. Alston & Bird lawyers take a less adversarial approach that has proven to lead to lasting relationships and therefore lasting transactions, as well as often enabling a more rapid transaction process.

URI



Mike Mensik.

Partner

Ford, Partner

Baker & McKenzie

Bierce & Kenerson

Chicago, IL

312-861-8000 www.bakernet.com With 70 offices in 38 countries, the firm offers experienced, locally qualified counsel in virtually every important financial and business center worldwide. More than 30 lawyers on three continents are recognized leaders in outsourcing and related technology practices, ranked by leading journals based on references from clients and their professional peers. Baker & McKenzie's experience spans the full range of ITO as well as BPO such as HR administration, finance and accounting, procurement, and engineering. Recent engagements include representing a leading U.S. company in simultaneously negotiating five distinct global outsourcing arrangements with five different vendors. Also specializes in employee transfers in Europe; invoicing and VAT issues in Latin America; Sarbanes-Oxley issues in the U.S.; and data protection and privacy requirements around the globe.

With outsourcing clients ranging from \$100 million to \$2 billion in sales across several industry domains, Bierce & Kenerson provides added value in supporting clients' interests. Outsourcing has become an essential management tool for all businesses. Attorneys at Bierce & Kenerson, P.C. have been called on by both outsourcing customers and service providers to advise on structuring and negotiating contracts that manage the risks inherent in such relationships. The firm has close relationships with clients to understand and promote their particular needs, constraints, and goals. The firm also advises enterprise customers on how to use outsourcing to improve service delivery in their core business through multi-sourcing, partnering, and conversion of administrative

William Bierce, Principal



Cooley Godward Kronish, LLP

functions into spinoffs or ancillary businesses. Not having the same high overhead as larger firms enables more direct contacts with senior lawyers and significantly lowers transaction costs compared with some larger firms in this field.

New York, NY

Palo Alto, CA

www.cooley.com 650-843-5000 Cooley Godward Kronish is a national law firm for the converging worlds of high technology, high finance, and high-stakes litigation. The firm serves as counselors, strategists, and advocates for a wide variety of industries and in all major technology fields. Cooley has approximately 580 attorneys and represents clients in more than 20 industries. The firm has experience with the complex legal and business challenges posed by outsourcing transactions and uses practical and creative solutions addressing the needs of all parties. Areas of expertise include technology transactions, business, compensation and benefits, tax, and international issues. BPO practice includes call center, customer service and support, and online security.

John P. Brockland, Partner



Vincent Sanchez, Partner

DLA Piper US LLP Global www.dlapiper.com 312-368-4000 With 3,200 lawyers in 24 countries and 63 offices throughout the U.S., the U.K., Continental Europe, Asia, and the Middle East, DLA Piper can meet the legal needs of clients globally. The firm has nearly 150 attorneys who focus on business process outsourcing, advising companies in the procurement and sale of goods, technologies, and services for use in a company's operations, and negotiating and documenting the sourcing of services for IT, telecommunications, HR, real estate portfolios, finance and accounting, supply chain management, and other key business processes from third-party providers throughout the world. DLA Piper clients range from local governments, healthcare institutions, and universities to the largest multinational businesses.

Hughes & Luce LLP

TOP OUTSOURCING LAW FIRMS

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214-939-5500

404-888-4000



Hogan & Hartson

Washington, D.C.

202-637-5600 International firm Hogan & Hartson has a focused outsourcing team with significant, hands-on experience representing both customers and service providers in complex outsourcing transactions. The firm's work encompasses IT outsourcing, applications development and maintenance, and BPO, including human resources, product management, financial operations, telecommunications, and call-center operations. Working together, multi-disciplinary teams of lawyers in the U.S. and internationally are highly skilled in negotiating key issues that typically arise in transactions such as service-level agreements, intellectual property ownership, governance procedures, termination rights, limitations of liability, and indemnities. Labor lawyers across the U.S. and Europe advise on various legal and consultation issues that arise from issues specific to outsourcing.

URL

www.hhlaw.com

www.hughesluce.com

www.mayerbrown.com

Nicola Walker, Partner. London Office



John Howell, Partner

Hughes & Luce has provided legal support for outsourcing transactions since 1975, longer than any other law firm, it claims. It has represented both service providers and customers in more than \$100 billion worth of outsourcing transactions, including some of the largest and most complex outsourcing arrangements in the industry. It has advised clients in connection with the outsourcing of information technology services, human resource services, financial back office services, food services, and a variety of other business processes. Its industry experience includes technology, travel, insurance, financial, manufacturing, energy, telecommunications, shipping, healthcare, education, retail, and government. Outsourcing service providers represented by Hughes & Luce include BearingPoint, CGI, EDS, Ernst & Young, Fujitsu Consulting, Hewitt Associates, Lockheed Martin, and Worldspan. Hughes & Luce has also assisted many customers in establishing outsourcing relationships.



Karen Sanzaro.



Jones Day



David Guedry,





Gregg Kirchhoefer, Partner



Dan Masur. Partner

Mayer, Brown, Rowe & Maw Chicago, IL

Mayer, Brown, Rowe & Maw LLP's Business & Technology Sourcing practice has more than 50 lawyers in eight global offices, who have handled more than 250 outsourcing transactions with an aggregate contract value of more than \$70 billion. The practice represents clients in all phases of sourcing, from outsourcing through re-sourcing through insourcing, and sourcing both with outside service providers and through captives, virtual captives, and other hybrid structures. The firm helps clients govern existing sourcing arrangements and, where necessary, restructure or exit those arrangements. Their success stems from a large international team of experienced lawyers and extensive market knowledge. BPO areas served include the outsourcing of human resources, employment, benefit administration, payroll, and other HR functions.

Richmond, VA

Global

Dallas, TX

Hunton & Williams LLP www.hunton.com The Global Technology and Outsourcing Practice at Hunton & Williams offers clients depth and breadth of experience, with more than 20 core outsourcing lawyers and outsourcing-savvy subject-matter experts in labor, employee benefits, intellectual property, and other disciplines. The firm also operates the Center for Information Policy Leadership, a globally recognized think-tank, to stay at the leading edge of developments in the international transfer of data, a critical issue in successful BPO deals. Clients include those involved in large-scale and strategic BPO and ITO transactions, ASP arrangements, and technology transactions. The firm has a significant international presence, with more than 850 attorneys in 18 offices serving clients in more than 100 countries around the world.

www.jonesday.com

214-220-3939

312.782.0600

Jones Day is one of the largest international law firms with more than 2,200 lawyers in 30 offices around the world. It represents more than half of the Fortune 500. Leveraging Jones Day's global footprint, the outsourcing practice offers a one-stop approach to successfully completing and restructuring outsourcing transactions anywhere in the world. Jones Day's internationally recognized outsourcing team has a long history of advising customers and some of the industry's largest service providers in complex business process and information technology outsourcing transactions, many with multi-country, multi-tower scope and off-shore solutions. Together with P&A Law Offices, its India associate firm, Jones Day regularly represents clients in outsourcing transactions involving Indian BPO and IT firms.

Kirkland & Ellis 312-861-2000 Chicago, IL www.kirkland.com Since the early 1980s, Kirkland & Ellis LLP lawyers have handled hundreds of outsourcing transactions, including some of the largest, most comprehensive outsourcing transactions in history. Kirkland's experience in outsourcing matters predates the use of the term "outsourcing" (i.e., facilities management) and dates back to the late 1980s for both BPO and offshore transactions. The firm's experience covers all aspects of IT and telecommunications outsourcing, BPO (human resources, recruiting process, procurement, finance and accounting, research and development, clinical trial, engineering, call center, risk management, logistics, and other functions), and contract manufacturing and supply chain management. Kirkland lawyers have represented both service providers and customers in manufacturing, services, financial, and other businesses that seek to outsource critical functions. More than 50 Kirkland lawyers from various disciplines work on outsourcing transactions.

TOP OUTSOURCING LAW FIRMS



John K. Halvey, Partner



Michael Pillion Akiba Stern Barbara Melby, Ed Hansen



Vivian Hanson, Partner



James Alberg, Practice Chair



J. Ross Docksey, Partner



Ken Adler Partner



Jeffrey Osterman, Partner

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Milbank, Tweed, Hadley & McCloy Established in 1986, Milbank, Tweed, Hadley than 350 significant outsourcing transactions partners and associates in the group possess and offshoring deals. Milbank has assisted cl care/pharmaceutical, consumer products and mercial services sectors. Milbank, Tweed, Had nation of complex outsourcing agreements.	& McCloy LLP's Strategic Sourcin in more than 90 countries with deep expertise in the legal and t ents in virtually every industry, ir services, chemical/energy, transp	a combined deal value that exce pusiness issues surrounding ITO, including the finance/insurance, n portation/logistics, telecommunica	1000 clients in more eds \$100 billion. The BPO (HRO and FAO), nanufacturing, health- ations/media and com-
Morgan Lewis & Bockius LLPPhiladelphia, PAwww.morganlewis.com215-963-5000The Morgan Lewis Global Outsourcing Group includes more than 30 lawyers in nine offices spanning the North American, European, and Asia-Pacific markets, making it one of the most globally diverse outsourcing practices in the world. The firm has advised clients on more than 100 outsourcing transactions in the past five years and is an integrated part of an international law firm with nearly 1,350 attorneys in 22 offices. In the recent 2006 survey of "Who Represents America's Biggest Companies" by Corporate Counsel magazine, Morgan Lewis was the firm most often mentioned by <i>Fortune</i> 250 companies. Morgan Lewis outsourcing attorneys have published several books on technology and business process outsourcing transactions.			
Morrison & Foerster Morrison & Foerster is one of the largest int firm's Global Sourcing Group has more than tors (including financial services, pharmaceu tion, payroll, finance & accounting, IT, and b Morrison & Foerster's practice in recent year BPO, HRO, and ITO transactions. Recent HRC PNC Financial Services, Royal & SunAlliance,	60 lawyers in the U.S., Europe, ticals, government, and healthca ack-office administration). HR o s. The firm's lawyers have been and BPO clients include AIG, He	and Asia, with sourcing experie are) and business functions (incl utsourcing has been a very activ involved in some of the most c	nce in all industry sec- luding HR administra- ve sector of the omplex and high-profile

Pillsbury Winthrop Shaw Pittman Global www.shawpittman.com Pillsbury Winthrop Shaw Pittman's Global Sourcing Practice is one of the largest and most experienced sourcing practices in any law

firm. The firm advises on complex business process and transformation outsourcing initiatives through a unique integrated model comprised of both top-ranked lawyers and seasoned technical and business consultants. Its integrated model provides guidance through the full outsourcing continuum-from formulation and vendor analysis, to contracting and execution. Advisors have supported many clients in the design and execution of various landmark arrangements for outsourcing of their human resources, finance and accounting, facilities management, procurement, supply chain, and IT functions.

Chicago, IL Sonnenschein Nath & Rosenthal

With 700 attorneys and other professionals in nine U.S. offices and a global reach throughout Europe, Asia, the Middle East, Latin America, and Canada, Sonnenschein serves many of the world's largest and best-known businesses, nonprofits, and individuals. Founded in 1906, the firm is a leader in innovative legal services, serving its clients through integrated, inter-office cooperation and teamwork among practice groups to provide efficient, effective, and timely legal services and business counseling. The firm provides legal services to customers and providers of outsourced human resources services. Having worked on transactions ranging in size and scope from a \$750-million multi-function global HR outsourcing contract to a \$5-million, single-function contract, Sonnenschein has extensive experience representing both vendors and customers.

Thelen Reid Brown Raysman & Steiner New York, NY

www.thelen.com

www.weil.com

www.sonnenschein.com

212-603-2000

202-663-8000

312-876-8000

The recent merger of Brown Raysman Millstein Felder & Steiner with Thelen Reid & Priest further enhances the firm's established presence as a preeminent outsourcing law firm. With more than 650 lawyers worldwide (with offices in the U.S., the U.K., and China), the combined firm has the global capability to advise on all types of outsourcing transactions, including U.S., multi-national, offshore, and multi-sourced transactions. The firm has represented clients in outsourcing transactions worth tens of billions of dollars and offers a keen understanding of key business issues and market trends. With extensive labor and employment and benefits practices, the firm is particularly well suited to address HRO transactions. Versed in all aspects of BPO. ITO, and other outsourcing arrangements, the firm provides assistance in RFP development, proposal review and supplier selection, term-sheet preparation and negotiation, contract drafting and negotiation, and post-closing assistance.

Weil, Gotshal & Manges

New York, NY

212-310-8000

Weil Gotshal is a leading global firm with more than 1,200 attorneys in 18 offices around the world. The firm has represented both customers and service providers, gaining insight into the issues important to both sides. Weil Gotshal has experience in all degrees of outsourcing, ranging from limited-scope, targeted outsourcing to cross-border transactions and matters involving outsourcing all of a company's information technology operations. Weil Gotshal represented GE in its sale of a majority interest in its captive offshore outsourcing business, Genpact, with an ancillary agreement for GE to continue acquiring services from Genpact for eight vears. HRO