

RM6360 Legal Services Panel – Lot 2: Major Projects and Complex Advice

DLA Piper UK LLP



Crown
Commercial
Service
Supplier

VERSION 2 – SPRING 2026

Contents

Introduction	3	Pensions Law	27	Investment and Commercial Banking	50
Team Structure	4	Planning Law	28	Islamic Finance / Sukuk	51
Social Value	5	Projects / PFI / PPP	29	Life Sciences	52
Mandatory Specialisms		Public Law	30	Maritime and Shipping	53
Assimilated Law	8	Public Law Litigation and dispute resolution	31	Media Law	54
Commercial Litigation and Dispute Resolution	9	Public Procurement Law	32	Partnership Law	55
Competition Law	10	Real Estate and Real Estate Finance	33	Project and Asset Finance	56
Construction Law	11	Restructuring / Insolvency	34	Public Inquiries Support to Participants & Inquests	57
Contracts	12	Tax Law	35	Public International Law	58
Corporate Finance	13	Optional Specialisms		Sustainable Finance / Green Finance	59
Corporate Law	14	Aviation and Airports	37		
Debt Capital Markets	15	Education Law	38		
Employment Law	16	Environmental Law	39		
Energy and Natural Resources	17	Equity Capital Markets	40		
Finance and Investment	18	Fintech / Crypto Assets	41		
Financial Institutions Rescue & Restructuring	19	Food, Rural and Environmental Affairs	42		
Financial Services, Market & Competition Regulation	20	Franchise Law	43		
Grants	21	Health and Safety	44		
Information Law including Data Protection Law	22	Health, Healthcare and Social Care	45		
Information Technology Law	23	International Development / Aid Funding	46		
Intellectual Property Law	24	International Finance Organisations	47		
Merger and Acquisition Activity	25	International Trade	48		
Outsourcing	26	Investment and Asset Management	49		

Disclaimer notice: The use of information provided throughout is not commercially sensitive, and where it is not a matter of public record, appropriate permission has been sought for inclusion.

Introduction

What you can expect from DLA Piper

Breadth and depth: Whether it be dealing with protestor action, complex technology transformation programmes, strategic procurement litigation, response to urgent requirements, defence projects, complex infrastructure programmes such as HS2 or Lower Thames Crossing or your everyday requirements, we have the capability and capacity to meet your needs.

Attitude: With over 20 years' experience advising government, we understand what works for you; our job is to work as an extension of GLD and as a trusted advisor to clients. We bring practical solutions to complex problems through first class analysis.

We care about delivering outstanding legal services to Government and share the same ambitions as GLD's Strategy 2024-2027. Like 'a National GLD' and 'Rewarding Careers for All' we celebrate diversity and inclusion in our workforce, and are strong supporters of social mobility, winning Best Social Mobility Strategy at *targetjobs National Graduate Recruitment Awards 2024*. Aligned to 'Environment Fit for the Future' we are concerned about the challenge of climate change and are responding in a concrete way to this through our own science-based Net Zero Commitment. For more information see our Social Value page.

Investment: UK Government is our largest client in the UK. We have a dedicated client relationship team, executive team, pitching resource and pricing team, and have invested significantly in hiring new talent, continuous training of our team through our Government Academy and empowering our next generation through a multigenerational Steering Committee. We invest in our individual government clients, spending time to

understand their needs through our client listening programme. We share our knowledge internally and with our government clients through training and knowledge transfer.

Innovation: Our innovative approach is recognised. We won the FT Innovative Lawyers Awards Europe 2024 for Generative AI Strategy and won three awards at Law.com's Legal Innovation and Technology Awards 2024 (Future of Legal Services Innovation, Outstanding Training Innovation and Excellence in Litigation Technology). We recognise the continuing pressure on you to deliver value for money legal services. In response to this, our tools include legal project management, Business Process Improvement and volume legal service solutions. We use a range of legal technology including a document review platform, e-disclosure and e-preview tool, secure data management rooms, a transaction management platform and a legal document automation tool. We are ideally placed to support government to do more for less.

How are we different?

Our distinguishing feature is our ability to "get boots on the ground" quickly no matter the nature of the challenge and, sometimes, where other firms fail. Our collaborative, down to earth, "get the job done" approach puts government first; clients come back to us, clearly demonstrated by our 20 years supporting HMG.

What's next?

The last few years have been relentlessly challenging but also exciting. We look forward to being by your side over the coming years as we support you in meeting the many challenges ahead.

Sarah, Robert and Colette

Your dedicated relationship management team



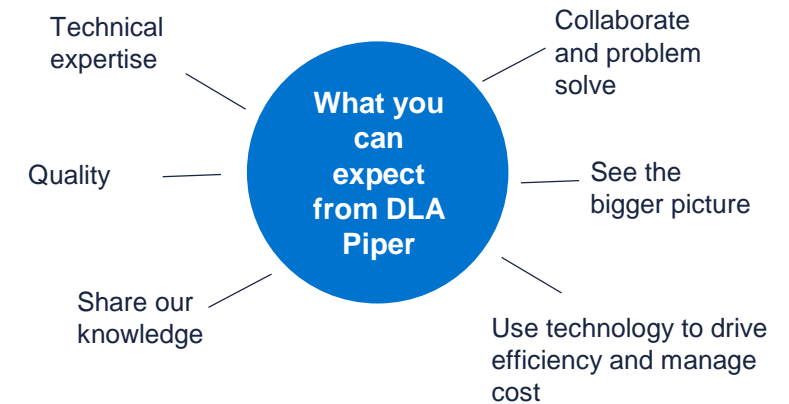
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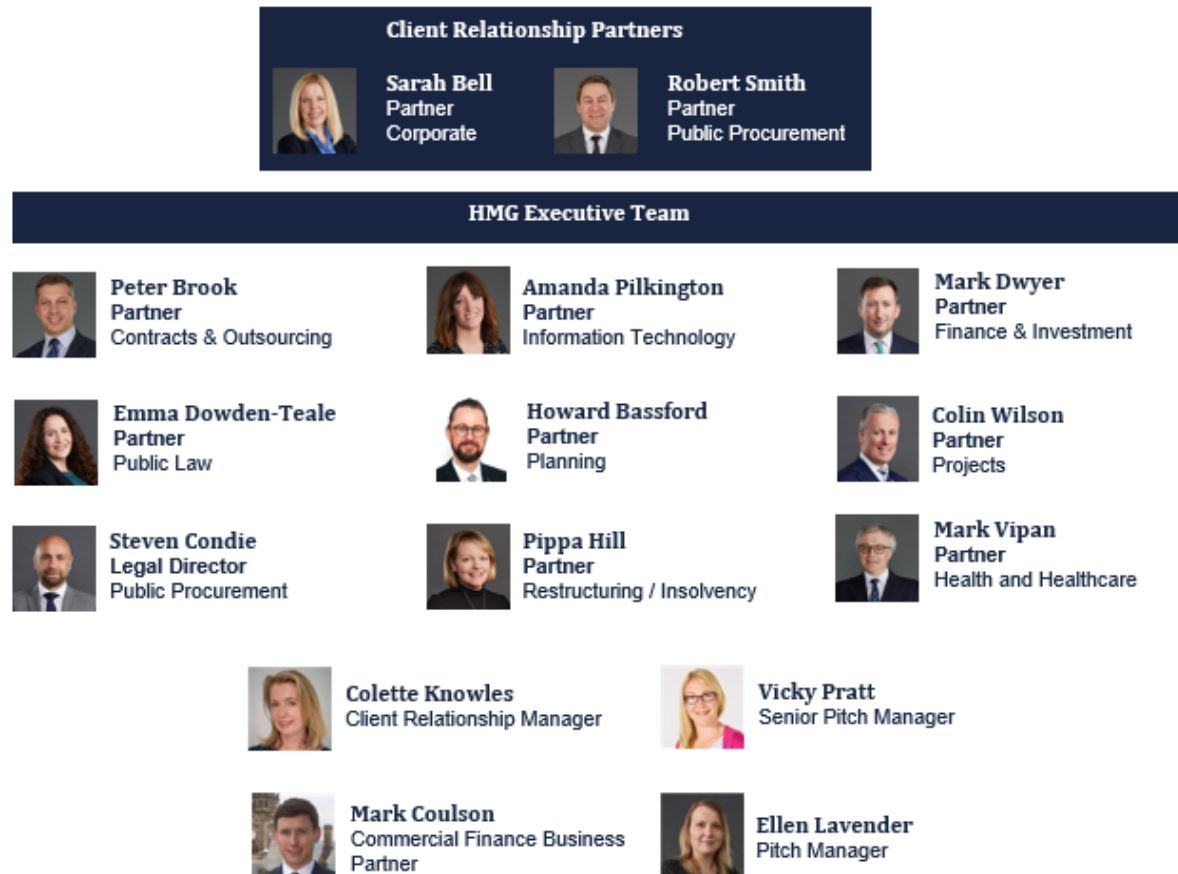


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Team Structure

Working with Government is often challenging yet always a privilege. Our dedicated Government team, which combines practitioners at all levels of experience across our seven UK offices, is enthused to work with Government departments and agencies. We have a reputation for our collaborative approach and look forward to the opportunity to working in partnership with Departments, with GLD and with other advisors to ensure all today's and tomorrow's challenges are met.



At a glance...

- 20+ years supporting HM Government
- 150+ Core Government team specialists, including previous GLD lawyers
- 400+ lawyers regularly undertaking Government work
- 1000+ lawyer capacity in the UK where needed
- 30+ lawyers who have security clearance
- UK offices in Birmingham, Edinburgh, Leeds, Liverpool, London, Manchester and Sheffield
- Global law firm located in 40+ countries



Proactive advice can only be provided by people who have done this before. As one of the largest UK (and global) law firms, we draw upon a team of over 150 government lawyers which means you will benefit from one of the largest and most experienced government teams in the UK. We can also call upon the strength of our wider pool of highly experienced UK and international lawyers across a range of practice areas, scaling to meet your demands.

Social Value

Our Responsible Business strategy focuses on understanding how our firm's operations impact our business and society from an environmental, social and corporate governance (ESG) lens. We are embedding sustainability and ESG into the fabric of the firm.

Tackling economic inequality

We're exploring what social impact means to the firm, how we can measure it effectively and how we can drive positive change. We want our business to reflect and represent our community.

When recruiting, we have a range of measures to avoid unconscious bias including anonymous applications.

To break down socio-economic barriers to quality education and professional development, we have a **Global Scholarships programme**, and our **'Head Start'** and **Break Into Law** programmes support talented young people who face barriers to entering the legal profession for social, economic or cultural reasons. These programmes include mentoring, work experience, CV and interview skills, workshops, research, events and scholarships.

We also run community outreach initiatives and partnership programmes to improve social mobility and address skills shortages in the community. Our **Business Accelerator Programme** with the Hatch Enterprise network links under-represented entrepreneurs with mentors for legal/business support, training, development and networking opportunities.

Our Level 7 solicitor **apprenticeship programme** offers a masters-equivalent qualification to post A-Level school leavers and career changers, offering an alternative route into the legal profession. We also have apprentices working in our business services functions, such as reprographics, document production, IT and administrative services.

Fighting climate change

Sustainability is embedded into everything we do – operationally, and in client servicing. Our Science Based Targets (SBTi) are to **halve emissions by 2030** and **reach net zero by 2040** (FY20 baseline, all scopes).

Our decarbonisation roadmap focuses on energy efficiency, renewable transition, sustainable procurement, low-carbon travel and stakeholder engagement. Our **Carbon Reduction Plan** can be seen on our website ([Sustainability Policies and Commitments](#)).

In FY25, our total emissions were 35% (30,786 tCO₂e) lower than our FY20 baseline, so we're on track to meet our near-term science-based target. We've achieved this through: moving to renewable electricity, LED lighting, HVAC optimisation, smart metering, and advanced building-management systems, low-carbon fit-out offices, diverting waste from landfill, largely eliminating single-use plastics, encouraging sustainable travel policies and embedding sustainability criteria into our major supplier contracts.

Looking forward to 2030, we're moving beyond operational decarbonisation, by integrating climate-related risks and opportunities into our business strategy, aligning reporting with the TCFD framework and developing a firm-wide **Net Zero Transition Plan** in line with Transition Plan Taskforce guidance. We're also piloting advised emissions reporting to support client engagement and sector-wide decarbonisation.

Highlights:

- First law firm to sign UK's Social Mobility Pledge (2020)
- 10th in the Social Mobility Foundation's *Top Employer Index* (2024)
- 203 young people supported through our community programmes in 2024

Our UK memberships:

- The 93% Club
- Social Mobility Pledge signatories
- Sutton Trust's Pathways Advisory Group
- PRIME members (and two Board positions)

Legal industry firsts:

- First law firm globally to sign a Corporate PPA to purchase energy directly from a UK solar plant.
- First Carbon Literate law firm, with a Bronze-accredited (Carbon Literacy Project) training programme.

Our UK certifications and memberships:

- ISO14001
- ISO50001
- UN Global Compact
- Legal Charter 1.5
- Race to Zero

Social Value

We are helping clients manage their impact on society and the environment and managing our own impact too. Contact us at governmenttenders@dlapiper.com for further information or support on ESG initiatives.

Equal opportunity

At our firm, we value different perspectives. We believe in the power of inclusion and positive social impact, and the influence it has on our people, our clients and the communities where we work.

We're dedicated to creating an environment where everyone feels they belong and can thrive, thus enabling us to provide exceptional service to our clients and communities. Our six **people-led networks** (for Gender, Race, ethnicity and faith, LGBTQ+, Disability, Families and Caregivers, and Social Mobility) are catalysts for meaningful change; helping us to strengthen inclusivity and support people across the firm by championing their communities and providing platforms for everyone to explore and share enriching experiences. This broadens our understanding of each other and strengthens our collective success.

We have two internal mentoring programmes, **Elevate** and **Momentum**, to support lawyers from under-represented groups. Elevate matches talented colleagues on the cusp of partnership with senior partners, helping them improve their networks and develop the skills needed to further their careers. Momentum provides earlier-stage support, helping talented lawyers for senior leadership.

Our **Inclusion and Culture Council** sets and oversees the delivery of our inclusion strategy, reviewing key metrics and approving budgets. We also have regional Inclusion and Culture committees. We publish our legally-required **gender and ethnicity pay gap report** each year and overall demographic statistics every two years. You can find our latest pay gap reports on our website.

Wellbeing

Law is a rewarding profession. But it's also a demanding one, often associated with a culture of long hours and heavy workloads, which can take a toll on the mental health and wellbeing of individuals.

Our vision is to create a firmwide culture where great work and great health and wellbeing go hand in hand.

Our strategy focuses on three key areas, which cover **physical, emotional, social and financial wellbeing**: greater wellbeing at work for all; provide support and care for our colleagues; and prevent health and wellbeing issues.

Our health and wellbeing strategy is overseen by our **Health and Wellbeing Steering Committee**. The committee consists of leaders from across the firm, who meet regularly to review progress and discuss strategy implementation. The committee also helps gain executive sponsorship where necessary, ensuring that health and wellbeing remain part of the boardroom agenda. The chair of the committee is a senior partner and sits on our **Inclusion and Positive Social Impact Council** to ensure our health and wellbeing and inclusion strategies align.

As a signatory to the **Mindful Business Charter**, we ask clients and other stakeholders to share best practice, work to embed the principles internally and help drive change across the legal sector.

Our targets:

- 40% female partners by 2030
- At least 50% of internal partner from under-represented groups
- Tracking our business services population to ensure it remains inclusive and representative

Our partnerships:

- General Counsel for Diversity & Inclusion (GCD&I)
- Business Disability Forum
- Investing in Ethnicity
- Circle In

Our certifications and memberships:

- ISO45001 (occupational Health & Safety)
- Mindful Business Charter signatories

Some of our initiatives include:

- Mental health first aiders
- Awareness-raising events
- Sabbaticals and flexible-working schemes
- Intranet pages with tips, guidance and services
- Free, confidential, expert support
- Workshops to understand colleagues' challenges

Mandatory Specialisms



Assimilated Law

We have extensive experience in EU and post-Brexit regulatory work throughout the UK and EU offices of DLA Piper. As an all-services law firm, EU and assimilated law informs almost every sector in which we advise, notably product liability (health and safety, environment), technology, competition, trade, employment, energy, financial services, procurement, life sciences, manufacturing, media, sport and entertainment, data protection, taxation, sanctions and export controls.

For each of these sectors we can cover both non-contentious and contentious advice in the UK and EU.

UK

Our Trade and Government Affairs team in London specialise in regulatory advice in respect of assimilated law and the Trade and Cooperation Agreement (TCA), working closely with DLA Piper's sector specialists. This team is led by Paul Hardy, who is a former EU civil servant and senior EU legal adviser to the Commons and the Lords. Paul joined the firm in 2017 as the Brexit Director and specialises in post-Brexit regulatory advice.

EU/Europe

Our Global Government Relations team in Brussels has significant EU policy and regulatory experience, supported by the wider Belgium office and the European network of offices. This team is led by Richard Sterneberg, who joined the firm in 2020 after 25 years of working in Brussels. DLA Piper's network of European offices have strong expertise in commercial and regulatory EU law and are well-versed in managing complex legal, regulatory and policy files with an EU dimension.

At a glance...

- Depth of expertise in assimilated law in the UK from providing specialist post-Brexit advice to all sectors.
- Depth of expertise in EU law and navigating the EU Institutions from one of the leading law firms in the EU capital.
- Being able to utilise dedicated sector specialists who have deep knowledge of their sector and the regulatory landscape in which they operate.
- Ability to provide the above as part of a seamless service.

Our track record

In the UK and EU, we have a proven track record of providing complex advice in the context of high-value projects or fact-patterns, including the following:

- Teams in London, Edinburgh, Manchester and Vienna are advising a **central UK government department** on their preparations for negotiations with the EU in relation to the potential linking of sector-specific markets. This has required the teams to map the divergences between assimilated law (as since amended) and EU law (as since amended) including a detailed analysis of not only the legislative regimes, but also related policy, guidance and proposals to provide a comprehensive assessment of the areas which will need to be addressed in the forthcoming negotiations. The team have worked within tight deadlines, providing specialist sector and industry knowledge and adapted to changing priorities and requirements.
- Our trade and customs teams advised **an international retailer** on the scope and application of customs valuation rules post-Brexit. Given ambiguities and inconsistencies in post-Brexit legislation and guidance, this advice required a complex review of post-Brexit case law, and assimilated EU case law to identify the elements to be included and excluded

from the customs value when items were imported into the UK, and an assessment on how various elements could be apportioned when the customs value was calculated. This was a major project that related to a large number of imports which were made over the last three years with significant financial implications for the retailer.

- Advising **an international agro-chemicals company** on a prospective challenge to a government decision to remove the domestic approval/authorisation for the use/sale of mancozeb, a broad-spectrum fungicide, using powers under retained (i.e. assimilated) EU law. This mandate required a complex assessment under EU assimilated law, sector-specific advice involving agro-chemicals, as well as expertise in international trade law, public law and environmental law.
- Our competition team advised on the negotiation of significant agreements subject to EU block exemptions that were retained (i.e. assimilated) law – particularly the block exemptions on technology transfer and vertical agreements, (the latter until it was replaced by a domestic block exemption order on its expiry on 1 June 2022).
- We advised **a recipient of funding** on a significant dispute with a UK public body responsible for funding scientific research concerning the interpretation of the R&D Block Exemption (Commission Regulation No 1217/2010 of 14 December 2010 on the application Article 101(3) to categories of research and development agreements) before its replacement by the R&D Agreements Block Exemption Order on 1 January 2023.



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Commercial Litigation and Dispute Resolution

DLA Piper offers litigation expertise in all the major sectors – we have in-depth experience of working with government lawyers in a wide variety of contentious contexts.

Our full-service offering is broad in its coverage, and we can provide a complete solution to your dispute and regulatory needs, through risk assessment, investigations, defence, crisis management, media relations, regulatory representation, mediation, arbitration, dispute resolution and strategic litigation.

Often our support entails pre-dispute or contract management work, working with our non-contentious colleagues and government clients to understand options, assess risk and support renegotiation or reset of failing projects and settlement of disputes.

We are mindful of potential litigious activity when reviewing contracts or advising on procurements and can advise our government clients of potential pitfalls before they happen.

At a glance...

- Deep understanding of how government litigates and how it decides when not to litigate.
- Subject matter experts across all relevant fields and sectors.
- Provide seamless advice with our commercial and contracting colleagues.

Our track record:

- In the last five years, our national Property Litigation team has supported GLD in advising **National Highways Limited**, **Department for Transport** and **HS2 Limited** in seeking and enforcing civil injunctions to restrain unlawful protest activity across National Highways' and HS2's infrastructure and projects. In doing so, legal firsts have been achieved in terms of the geographical spread of the injunctions successfully

obtained. Both mandates have been widely reported in the media, led to several successful appeals in the Court of Appeal and have developed the law on unlawful protestor activity generally in England and Wales.

- **Ofgem** (The Gas and Electricity Markets Authority) in defence of GBP40 million TCC proceedings issued by Havant Biogas Limited and three other claimants. The claims arose out of prior judicial review proceedings, in which it was held that Ofgem had unlawfully refused the Claimants' applications for registration to the Renewable Heat Incentive Scheme (which relates to the production and injection of biomethane into the national gas grid). The TCC proceedings were claims for damages under Article 1 Protocol 1 of the Human Rights Act arising out of the unlawful refusal of the Claimants' applications. The claims raised complex and difficult points of law, which are capable of wider application in relation to claims against regulatory bodies.
- **GXO** in *the Unipart Group Ltd and another company v Supply Chain Coordination Ltd* proceedings: Three applications were made to lift the automatic suspension preventing the NHS entering into a £4.4bn contract which goes to the heart of NHS logistics, ensuring medicines, devices, blood/organs and other suppliers are where they need to be, when they need to be and envisaged support to reorganisation and optimisation of NHS operations in this connection. We acted for the winning bidder, GXO, in supporting the Application to Lift the automatic suspension, which was successful, meaning that the contract could begin without further delay
- A **government department** resolve a series of related disputes with a value of more than GBP150m arising out of its telecoms and IT services contract. Resolution of those issues required detailed investigation and subject matter expertise, combined with a deep understanding of the Department's commercial priorities. Ultimately, the department was able to negotiate a combined settlement and contract variation,

which secured continuity of services on more favourable terms whilst at the same time avoiding the Department making any financial payments in respect of the disputed claims against it.

- **NHS England** on various contract and dispute management issues relating to its contract with a major supplier in relation to its provision of IT services and in particular on the management and strategy of a remediation process in relation to various technical breaches and advice in relation to threatened injunctive action.
- **Cubic Transportation Systems Limited v Transport for London**: We act for the claimant in this procurement challenge to Transport for London's decision to award the £1.2bn fare collection contract for the London public transportation network to another supplier. It is a high profile and technical case in relation to the provision of a service used by millions daily, having been provided successfully by the claimant for decades.
- **Central government** on supplier performance issues arising out of a complex, high profile outsourced services contract approaching the end of its life. Our support has included the review of detailed contractual documentation to determine the position of the parties, supporting with government's strategy for engagement with the supplier to ensure the continued provision of the services and support with ongoing correspondence with the supplier to reserve government's position.



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Competition Law

We are a truly global network of specialist competition practitioners. This differentiates us from many other international firms and ideally positions us to handle the most complex and high-profile matters, whether on a national or cross-border basis. The team works closely with DLA Piper's Government Relations and Global Trade teams, which gives us a unique perspective on the workings of governments and policy makers, as well as the DLA projects team that work on significant UK energy, transport and infrastructure/construction projects. We have a significant presence in EU and Competition law in London, Washington DC, Brussels and throughout the rest of the firm's global network.

We act on a full range of non-contentious and contentious Competition/Antitrust matters, including: Commercial agreements; Abuse of dominance; Behavioural and strategic advice; Multi-jurisdictional and national merger control; Competition investigations and enforcement, including cartel related work; Compliance audits and programs, including dawn raid training; Competition litigation, competition regulatory matters; UK subsidy control law and EU state aid; UK National Security & Investment Act 2021.

At a glance...

- UK team of three partners and five associates, with over 60 Competition lawyers globally.
- Relevant experience of advising government on a number of issues with a potential competition law implication.
- On-point technical advice that is both commercial and practical.
- Unique perspective on the workings of government and policy makers.

Our track record – advising:

- **Ministry of Defence (MOD)**, alongside MOD's in-house lawyers, on the original procurement of three Fleet Support Ships, where the government's policy is to ensure UK shipyards are used as much as possible, and which required detailed Bidding Guidelines to ensure compliance with competition law, whilst allowing for the possibility of cooperation between bidders, and more recently advice on UK subsidy law and the Northern Ireland Protocol. We've also advised the MOD on transactions raising merger control, subsidy control and National Security and Investment Act issues including the MoD's acquisition of Octric Semiconductors from its former parent, Coherent Inc. and ongoing issues arising post the acquisition
- The **Greater Manchester Combined Authority** on defeating a challenge before the Competition Appeal Tribunal to subsidies for property development alleged to have been granted by the Authority (only the second to have been brought under the SCA). The applicant has now been given permission to appeal by the Court of Appeal and we are advising the Authority regarding the appeal.
- The **Department for Transport** on the subsidy control aspects of the competition to encourage companies to develop sustainable aviation fuels and on other initiatives to support this policy objective.
- **Merseytravel** and **Liverpool City Region Combined Authority** on the subsidy control aspects of a long-term trial of hydrogen powered buses.
- **DESNZ** on the subsidy control aspects of the delivery of its policy for civil nuclear power generation projects throughout Britain and sponsorship of Great British Nuclear.
- **Ordinance Survey** on subsidy control aspects of various projects.
- **Birmingham City Council** on the restructuring of their road

project under the then new UK subsidy regime.

- The **Scottish Government** on the proposed sale of Prestwick airport, which involved merger control and subsidy advice.
- **An engine manufacturer** on the sale of part of its business, which raised merger control and national security issues in UK, France and Brazil.
- One of the **key contractors on the HS2 project** on compliance with competition law as the Government sought to get the various different contractors (many of which are competitors of each other) to collaborate more closely to deliver the project.

The team has also experience in assisting organisations with strategic responses to government proposals, including advice on lobbying strategy and prospects for challenging proposals. This gives us additional depth and breadth of experience in dealing with any potential issue that might arise for government in this area. For example, we assisted a **global beverage company** with its strategic response to the Government's proposal to effectively abolish tied pubs in the UK, advising on the engagement strategy and prospects for challenging the proposal.



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Construction Law

The construction team has extensive experience in advising on complex construction projects at all stages of their lifecycle.

We have a track record of success providing proactive commercial legal advice in relation to the most appropriate strategy for the successful delivery of a project (ranging from alliancing and partnering to more traditional methods of delivery, whether on a single or two stage basis), providing practical, operational and risk management advice and where required, in connection with dispute resolution (a number of our partners are qualified Adjudicators, Mediators and Arbitrators).

Our approach is to work with stakeholders to understand the project requirements, develop a strategy and advise to achieve your objectives in considering the public procurement rules and governance framework applicable throughout.

We have extensive experience in advising clients on all the standard industry forms of contract including the NEC suite of contracts, (the ECC and PSC) in all the Main Options (A, B, C, D and E). In addition, over recent years we have been involved in developing cutting edge commercial models for some of the largest infrastructure projects in the UK.

These innovative models seek to move away from the often-adversarial nature of construction contracting, where the emphasis can be on contractor claims, with a view of the parties working together to achieve the “best for project” outcome. This can include bespoke incentivisation mechanisms (both positive and negative) and rewards for meeting key project objectives.

At a glance...

- Extensive experience of advising central and local government on minor projects to nationally significant multi-billion-pound contracts (based on JCT, NEC or otherwise).
- At the forefront of promoting “best for project” solutions and cutting-edge commercial models and incentivisation.

Our track record – advising:

- **National Highways** on its circa GBP7bn Lower Thames Crossing scheme, which will create one of the largest bored tunnels in the world, connecting the counties of Essex and Kent. The scheme is being procured in several stages and under various contract packages – all using NEC3 or 4, including the ECC Main Option C, the PSC (Options E and G), the short form ECC and PSC and the TSC. Given the split of contracts and the number of stakeholders involved, there is significant emphasis on the integration of the contracts in order to achieve the construction of a single asset - something that is looking to be achieved through several different mechanisms, such as a scheme wide incentive and innovative commercial model.
- **DCMS** on its procurement of an NEC4 Term Services Contract for state ceremonial events and state visits. One of the key requirements for this contract was the flexibility to call off the contractor on short notice with the option to use any one of the NEC4 payment models.
- A **central Government department** on the construction elements of a multi-phased project relating to national security. A number of phases of the project have already been successfully delivered on programme and budget. Our role has included:
 - Drafting client specific ‘Z’ Clauses to supplement the

standard NEC4 ECC Prime Contract.

- Drafting of specific Forms of Bond, Warranties, Guarantees etc. for inclusion in the NEC ECC Prime Contract.
- Support and advice on contractual drafting implications on proposed contract terms and condition elements of the NEC4 ECC Prime Contract documents to provide assurance that the Contract delivers the contractual intent defined in the Procurement and Commercial Strategies.
- Review of ITT documentation prior to issue for contractual integrity.
- Support in preparation and review of final contract documents for conclusion of contracts.
- Support and advice in preparation and issue of Contract Award notification letters to successful and unsuccessful tenderers.
- **Scottish Ministers** on all aspects of the GBP1.3bn Queensferry Crossing near Edinburgh, Scotland. The design and construction elements included advising on legal issues arising from the construction contracts - all based on the FIDIC Silver Book – for the main crossing, a new junction on the M9 motorway and the installation of a new intelligent transport system.
- On ‘Government specific’ provisions for inclusion in template construction contracts (NEC and JCT), merging our work in advising government over many years on core contracting templates.



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Contracts

With a team of over 500 lawyers, our contracts specialists combine intimate knowledge of contract law and sector specialism with strength and depth to allow real focused knowledge pooling. The best contracts are ones you can put away and not think about but know, if needed, they are robust, appropriate and clear. Our experts help you find win-wins, plan for all eventualities and help you avoid and mitigate future risks to achieve best outcomes. We know the risks and opportunities from both the public and private sector side and have acted on some of the most complex and innovative commercial arrangements that government departments have undertaken in recent years.

At a glance...

- Experience of writing some of the key standard contracts for government, with a deep understanding of their nuances and history.
- A win-win situation is always best, but if complexities arise we advise on optimal commercial position with support from our contract dispute team where needed.

Our track record – advising:

- **DfT** on the M6 Toll Concession Contract and on variations to the M25 DBFO Contract in its capacity as Guarantor.
- **Synergy (DWP, Defra, HSE, HO, ONR, EA)** and **Cabinet Office** on the extensions and amendments to their ISSC2 contracts with Shared Services Connected Limited to allow for phased exit and transition to ERP/SI and BPS replacement suppliers.
- **Ministry of Defence**, alongside MOD's in-house lawyers, in relation to its GBP1.8 bn Cat A Programme to deliver a single common tri-service recruiting process for the Armed Forces, and on a GBP460m contract with Boeing Defence UK, extending existing arrangements for a logistics system critical to UK Armed Forces operations worldwide.

- **NHS England** and the **Department of Health and Social Care** on various transactions to procure and roll out cloud hosting and suites of Microsoft and AWS collaboration products and services (including Azure, Windows 10, cyber protection and Office 365) to over 1.7m users, taking a key role in the negotiation of commercial and data privacy terms, and creating the terms of licence participation for various Trusts and health organisations.
- Bespoke contracts: Advising the **Department for Transport (DfT)** on a contract for a one-off purchase of specialised equipment. This included advice on base contract terms (we wrote the template recommended by Cabinet Office), provisions to acquire new (and wide licence to existing) IP, exit strategy and clauses, protection against insolvency risk and unusual provisions to acquire related regulatory rights where our specialist aviation team provided key input.
- Template contracts: We have worked on many template contracts for government including the creation and drafting of previous versions of the “**Model Services Contract**” and have advised on a key schedule within it. We advised **Cabinet Office** on the creation of the “Public Sector Contract” and the recommended template of standard terms to be used by government for the purchase of goods and services. As follow-on work we advised Cabinet Office and HMRC on the creation of a new version of the “Mid-Tier Contract”. This links and adds to previous work for HMRC where we advised on its suite of standard terms for the purchase of technology.
- Frameworks and DPS: We help clients create and call off contracts from frameworks and DPS' including selection of the best framework vehicle. Our work includes advising **Department of Work and Pensions** on the first DPS under the PCR 2015, advising **CCS** on the pilot framework which used the Public Sector Contract and advice for **Ministry of Justice** on establishing a linked framework and DPS for education services in English prisons and 18 call-offs.
- Collaborations and Joint Ventures: These arrangements require careful balancing of rights and obligations. Our years of experience in material collaborations and JVs, including drafting the recommended template contracts, means we are well placed to support you. We have advised a **central government department** on multiple joint ventures over time, we also regularly advise departments on collaborations with each other, NDPBs and the private sector.
- Changes/Novations/Assignments: For a **Government department**, we have advised on the interpretation of a key supply contract leading up to change of ownership of the supplier including assessment of contract protections (and addition of new provisions enhancing and anticipating a future exit) and organising the transfer of the contract including potential impact on an associated guarantee.
- Events and sponsorship: Alongside the need for usual clear drafting on requirements, price, duration and liability these agreements need clarity on what rights are being taken / granted and any associated service levels. We have advised several government departments on the hosting of major events including advising **FCDO** on the G7 and COP26.
- International contracts: We've advised **FCDO** and other government departments on bespoke contracts in Europe, Africa and other parts of the world.
- Regulated contracts: A key **public utility provider** on its network upgrade and managed network services, including consideration of Critical National Infrastructure elements and key issues concerning managed fibre access for maintenance purposes, and consideration of the directions issued by Ofcom under the Communications Act relating to access to land and facilities.



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Corporate Finance

Our Corporate Finance team advises market participants on all aspects of corporate finance transactions including banking and debt and equity capital markets transactions and complex structured finance matters. We have expertise across the full range of products and for all sectors including financial services, healthcare, infrastructure, industrials, technology and telecoms. Our team provides holistic strategic advice to our clients aligned with their longer term financial and management plans, as well as with their regular, day-to-day financing requirements.

Banking and credit facilities: We advise our clients on bank and credit fund facilities for clients across the credit spectrum – from investment grade to leveraged term and revolving facilities – and have extensive experience in advising on event-driven transactions including acquisition finance facilities and certain funds facilities for public takeovers.

Private debt capital markets: We advise our clients on private placements of notes and bonds and loan participation notes, including listings where required or beneficial.

Derivatives: We advise on all hedging requirements from loan-linked interest rate hedging to FX and commodities hedging and work closely with our energy team on energy and commodities derivatives and contracts for difference. We frequently work on equity derivative matters and have extensive credit derivatives expertise.

Structured finance: We have extensive experience helping our clients with domestic and cross-border structured finance transactions including securitisations, asset-based lending, supplier finance and structured solutions for pension liability transactions.

Day-to-day treasury: We also advise on day-to-day treasury arrangements including on ancillary facilities such as overdrafts, bonding lines, cash-pooling and cash management arrangements, letter of credit and discounting and guarantee facilities.

At a glance...

- Full service banking and finance team, part of our global Finance group comprising over 700 lawyers.
- Offering global reach incorporating the wider capability of the global DLA Piper network, with offices in all the key financial centres.
- Global coverage means we provide advice on current market trends to ensure clients get the optimal financing structure and terms for their specific needs.

Our track record – advising:

- **Amber Infrastructure, the Investment Adviser to International Public Partnerships Limited (INPP), and La Caisse** (formerly CDPQ), on their commitment to invest in Sizewell C, the UK's 3.2GW nuclear power station being developed under the UK Government's Regulated Asset Base model.
- **Concord**, a leading independent music company, in its US\$1.765 billion music securitization (ABS), issuing a series of new five-year, seven-year, and ten-year senior notes. The ten-year tranche was privately placed and represents the longest duration ABS issuance at scale in the music sector.
- **Preem AB** on USD2.1 billion refinancing of borrowing base facility and high-yield notes.
- **Warner Bros. Discovery** and its subsidiary, Discovery Communications, on the latter's entry into a USD6 billion multicurrency revolving credit agreement with a syndicate of international banks.
- **Merlin Entertainments plc** on the refinancing of its bank facilities including an increased and extended GBP600million revolving credit facility and the English law aspects of its issue of USD400million 5.75% Senior Notes due 2026.
- **Azrieli Group**, on the refinancing of its USD850m acquisition

of Norwegian data centre provider Green Mountain, and the financing considerations of Green Mountain's expansion into the United Kingdom.

- The **Department for Transport** on the financing aspects of Heathrow Airport Limited's proposals for the development of new runway capacity.
- **INEOS** on its circa USD1.5 billion TLA/TLB refinancing under a New York law credit agreement, acting as English counsel and coordinating counsel. DLA Piper represented INEOS in 13 out of the 15 countries involved in this transaction.
- The **Hungarian State** (acting through the Hungarian National Asset Management Inc.) on the EUR905 million repurchase of all structured bonds issued by the Hungarian State exchangeable into the shares of Gedeon Richter Plc, a blue chip on the Budapest Stock Exchange. The governing law of the bonds and the repurchase process was English law.
- **VEON** and members of the VEON group on over USD5billion of financing facilities, including its USD2.1125 billion term and revolving credit facility and in relation to its derivatives arrangements including in relation to amendments to deal with Brexit with a range of financial counterparties.
- **Heineken UK and Punch Taverns Finance plc** in Punch's make-whole redemption of sub-investment grade notes, refinanced with approximately GBP978 million of fully subordinated debt.



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Corporate Law

As the law firm that year-after-year advises on countless global M&A deals, we translate that experience into actionable insight to ensure we deliver what Government wants. We are trusted advisers to Government, having acted on some of the most complex and innovative public-sector transactions in recent years. We also bring our extensive private-sector experience to bear to anticipate issues early, benchmark terms and ensure deals are 'on-market' from strategy to close.

Our comprehensive regulatory advice and guidance on corporate governance best practice includes advising on the implementation of new laws and regulations, auditing compliance, analysing reporting and disclosure issues, and conducting independent governance reviews and investigating allegations of wrongdoing. We also provide directors duties advice and board-level training programmes, including to HMG's Non-Executive Directors, and devised the HMG directors' appointment letter. We developed (and now maintain) HMG's standard shareholder documentation suite in partnership with the Cabinet Office and GLD. The Cabinet Office deploys this suite across Government for joint ventures, and, with adaptation, elements are also used for GovCos.

At a glance...

- DLA Piper's global corporate lawyers support the world's leading enterprises, who benefit from a valuable combination of global insight and local knowledge that allows us to handle all aspects of complex corporate transactions.
- The 'go-to' firm for government JVs and GovCos.
- Innovative and low-cost tools to ensure value for money.

Our track record – advising:

- **A FTSE 250 business** horizon-scanning for trending boardroom-centric issues to allow planning for regulatory change; and a 40 jurisdiction education program for the

directors of all major operating subsidiaries across Asia, MENA and EU.

- Undertaking a corporate governance review for a **major UK utilities business**, including in relation to whistleblowing and board succession planning and implementation.
- **National Grid Electricity System Operator** on its separation from National Grid and GBP630m sale to the UK Government, becoming the **National Energy System Operator (NESO)**. Advised on the establishment of NESO as an independent system operator, including drafting constitutional and shareholder instruments, and designed governance mechanics and board documentation to deliver Day 1 operational independence and robust public sector governance.
- The **Ministry of Defence**, alongside MOD's in-house lawyers, on the acquisition from Coherent Corp. of Oetric Semiconductors (UK), a critical domestic specialist semiconductor manufacturing facility in Newton Aycliffe, County Durham, essential for UK defence applications.
- **Sciontec Developments**, a vehicle for growth and investment established by the University of Liverpool, Liverpool John Moores University and the Royal Liverpool Hospital, on its formation, appropriate structures, grant funding, procurement, trademarks and employment and contractual matters.
- **Discovery Corporate Services** on its entry into a joint venture with British Telecommunications.
- A **consortium of investors** led by **MEAG** and **Infranity**, along with funds affiliated with DigitalBridge Group, on the formation of an investment partnership with Vantage Data Centers, a leading global provider of hyperscale data centre campuses.
- **Biffa**, a UK-based integrated waste and recycling firm, on its acquisition by ECP, an energy transition-focused investor

with a nearly two-decades-long track record of investments in the electricity, clean energy, renewable and sustainable solutions sectors.

- **Statkraft Hydrogen UK Holdings** in relation to the Grenian Hydrogen joint venture with Progressive Energy and Foresight relating to the development of a Hydrogen facility in the North West.
- A **central government department** on the establishment of an NDPB by utilising a dormant GovCo with a similar statutory footprint. Our work included carrying out corporate due diligence, advising on conflicts of interest, articles of association, and framework agreements, as well as advising managing public money.
- An **NDPB** on its interests in various spin out joint venture companies and on its strategy for exit from the same. We supported the NDPB with protracted exit negotiations and the structuring of the ultimate route to exit, which resulted in drafting documentation for and completing multiple share buyback transactions.
- A **central government department** on its interest in a company set up to preserve rights of access to land and, in particular, in connection with an overhaul of the company's governance documentation (Articles of Association and Shareholders' Agreement) in advance of a planned exit from the company by government. We also advised on the process and necessary documentation for government's exit from the company and led on communications with all related legal advisors.



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Debt Capital Markets

Our global Debt Capital Markets group represents issuers, underwriters and trustees in debt capital transactions, including offerings of investment grade, emerging market, cross-over and high-yield bonds on a Reg S only, Rule 144A and private placement basis, EMTN, GMTN and CP programme establishments and USPP issuances and liability management transactions, including tender offers, exchange offers and consent solicitations. We also advise on Islamic MTN programmes and standalone sukuk issuances. We offer integrated securities advice on complex, cross-border transactions to issuers, underwriters, selling shareholders, sponsors, arrangers, lead managers, originators, dealers, trustees and depositories on a broad range of securities offerings. Companies, underwriters, and placement agents rely on us to deliver global advice and unmatched local, on-the-ground resources to support public and private debt capital raising transactions.

We are familiar with the topical issues and trends in the debt capital markets, regularly advising on issues such as Environmental, Social and Governance (ESG) bonds, advising on a number of 'firsts' including the first ever green bond issue by the Belgian state, the first Kenyan green bond to be listed on the International Securities Market, Eithad Airways as the first international airline to secure funding based on the Sustainable Development Goals of the United Nations, Teollisuuden Voima Oyj (TVO) on its issue of an EU Green Bond meeting the European Green Bond Standard and the first ever green bond issued by a European steel manufacturer (voestalpine AG).

At a glance...

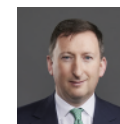
- We have built a strong global platform based on deep industry knowledge in key growth sectors.
- Access to global funding sources through relationships with the business and funding communities, including investment banks, private equity and venture capital providers and hedge funds.

Our track record – advising:

- **MagyarFejlesztésiBank Zrt.** (MFB, the Hungarian Development Bank) as issuer in relation to an issuance of EUR1 billion 4.375% Notes due 28 June 2030.
- **Banco Santander** as lead manager on the update of Adif AV's EMTN Programme.
- **Frontera Capital Group Limited** as arranger on the update of a multi-billion debt issuance programme for Zambezi B.V. and the issuance of credit-linked notes providing credit exposure to sovereigns and corporates in emerging/frontier markets.
- **Optima Bank S.A.** on the establishment of its EUR500 million EMTN programme and issuance of EUR150 million T2 notes thereunder.
- **Bank of Palestine** on its debut USD 30 million AT1 regulatory capital issue with the Japanese government development agency, JICA, as investor.
- **Municipality Finance Plc** on their EUR 50 billion Programme for the issuance of debt instruments, including biannual updates to the programme, supplements and issuances under the programme.
- Each of **Stthree plc**, **Keller Group plc** and **Bodycote Finance Limited** on the establishment of commercial paper programmes for the purpose of participating in the joint HM Treasury and Bank of England Covid Corporate Financing Facility.
- On a successful exchange offer by **Sacyr SA** for two series of outstanding notes issued under its English law EMTN programme listed on the regulated market of Euronext Dublin. We have also advised Sacyr SA on various updates of and drawdowns under its EMTN programme.
- The **Hungarian State** (acting through the Hungarian National Asset Management Inc.) on the EUR 905 million repurchase

of all structured bonds (English law governed) issued by the Hungarian State exchangeable into the shares of Gedeon Richter Plc.

- **Neqsol** on transactions including market buybacks of debt issued by VF Ukraine and announcement obligations and ongoing liability management advice in relation to managing the impact of the Ukraine moratorium on foreign exchange payments.
- **Instituto de Credito Oficial** on its EUR 50 billion GMTN programme guaranteed by the Kingdom of Spain.
- **Polenergia S.A.** on the establishment of a PLN1 billion green bond issuance programme.
- **Teollisuuden Voima Oyj** (TVO) on the issue of EUR 500 million EU Green bonds and related tender offer for its Eurob
- **CACIB, Santander, UniCredit Germany, Erste Group Bank AG and Raiffeisen Bank International AG** (as dealers) on the issue of a EUR 500 million green bond under voestalpine AG's EUR 1 billion debt issuance programme - the first ever green bond issued by a European steel manufacturer.
- **BM Development AG** on its EUR 65 million green hybrid bond.



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Employment Law

Our highly experienced Employment law team works on the full range of public sector projects and advice for our government clients. Our depth of expertise enables us to take a strategic approach to challenges faced by government on people issues, and we are often consulted by GLD. We add essential insight into priorities and commercial considerations of private sector providers because we also act for the private sector.

We advise and negotiate on TUPE and workforce change across a range of service and infrastructure projects. Our approach is tactical and commercial: identifying how the employment law issues best work alongside commercial and financial considerations. We give our public sector client a commercial edge in negotiations, implementation and TUPE compliance. We field senior lawyers to deliver TUPE tactical training to public bodies, on all aspects: from commercial strategy, to COSOP.

We are used to dealing with a high level of employee, trade union and media scrutiny – helping government to navigate these topics with skill and discretion. We offer strong experience in handling industrial relations issues in pragmatic, commercial ways, focused on outcomes, against a backdrop of determined negotiation and robust use of industrial relations law. We act in contentious cases, including Employment Tribunal and High Court litigation. We facilitate effective risk management and advise on risk in line with the AG guidance and understand the restrictions on settlement for many public bodies. We have acted in high profile cases leading to changes to the laws on redundancy consultation, holiday pay calculation, TUPE assignment and employment status.

Our track record – advising:

- A **group of central Government departments** on a Programme involving multiple service lines preparing for re-procurement envisaging major transformation. We negotiated an extension to incumbent arrangements alongside adaptations to facilitate future transition and transformation,

employee data, trade union engagement, management of and redundancies and related costs, and secondments to support transition. This was a complex project requiring creation of clarity in an uncertain situation involving temporary disaggregation of services and staff transfers in waves with potential reorganisation, redundancy and reputational risk. Working collaboratively with other firms advising on other aspects of the Programme was also key.

- The **Armed Forces Recruiting Programme for the Ministry of Defence:** combining several service lines in a large outsourcing and tender exercise to create a single outsourced service with one provider and various subcontractors. Numerous potential permutations of TUPE transfers. We supported throughout on all elements: employment law aspects of the procurement, contract drafting, employee data, pensions, employment and pensions law issues in dialogue, advice to ministers, trade union engagement, negotiation, consultation with stakeholders, and TUPE compliance by all parties. Also ensuring that bidders' military recruitment solutions comply with diversity and other laws.
- **UK Export Finance:** advice on the conduct of a complex senior investigation and appeal, for another public body.
- The **Ministry of Justice**, on the TUPE aspects of its large re-procurement of electronic monitoring services. We advised on all aspects of TUPE dialogue, submissions and contract.
- **National Grid:** insourcing, outsourcing and change-of-provider advice and negotiation, on various core IT activities, delivered in the UK, US, EU and India.
- **Transport for Wales** on options to manage staff transfer in the move to a franchise scheme for bus services including the option of bespoke legislation.
- Training on TUPE tactics and other employment law training for **The Cabinet Office, UK Export Finance** and **GLD**.
- A **government arms-length body** on a complex claim and DSARs by a group of employees alleging unfair constructive

dismissal, sex and disability discrimination and victimisation involving large volumes of documentary and witness evidence spanning a five-year period. Through our fair and professional management of a very challenging litigation environment we ultimately obtained a strike-out and partial cost recovery.

- A **public body** on a sensitive investigation into behaviours and relationships within the executive team and subsequent negotiated exit with the required authorisations.
- A **public corporation** on exit payments and developing employment contracts from a public law perspective.
- A **Government department** on the application of the public sector equality duty to senior appointments.
- A **Government department** on employment issues arising out of the implementation of a change of provider to a key cross public sector service including implementation of TUPE and related consultation, workforce terms and conditions and the impact of industrial action.

At a glance...

- Broad, long-term experience of advising government on strategic, ground-breaking public sector projects.
- Our private sector experience brings essential insight to our advice to government.
- Tactical and commercial advisors – equipping government clients to understand and respond skilfully to the commercial positions taken by bidders and incumbent service providers.



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Energy and Natural Resources

DLA Piper's Energy and Natural Resources team includes legal professionals in the detailed, multi-layered and often complex frameworks that apply to projects in the sector. Our unique selling point that differentiates us: we advise clients across the entire value chain, over a project's full life cycle; and across the globe. We advise from planning and consenting onwards to construction, operation, investments, financing, offtake, repowering and disputes. We consider our firm to be one of the leading sustainability legal practices in the market with multiple awards and recognitions in this space spanning several years.

At a glance...

- #1 law firm advising on more energy transition deals and projects globally than any other (inspiratia 2021-2024)
- Law Firm of the Year: Renewables – Inspiratia Energy and Sustainability Awards 2024, 2023, 2022
- #1 law firm advising on more corporate power purchase agreements in GB and Europe than any other (inspiratia 2021-2024)
- Legal Adviser of the Year – Wind Investment Awards 2025
- ESG Law Firm of the Year: Europe – IJGlobal ESG Awards 2024

Our track record – advising:

- **National Grid Electricity System Operator Limited** on its separation from National Grid for sale to the UK Government, becoming National Energy System Operator.
- **National Grid Plc** on the sale of their gas transmission and metering business to Macquarie Asset Management.
- **Ofgem / GEMA** on the development of a new GB supplier levy for biogas (Green Gas Levy), introducing mandatory supply quotas.

Renewables, Energy Storage and Corporate PPA's

- The **mandated lead arrangers and lenders** on the GBP150 million financing of the 81 MW Pencloe onshore wind farm in

Scotland.

- On a partnership to establish a new industrial energy transition platform with an expected investment capacity of up to EUR800 million, aimed at supporting emission reductions in some of Europe's most energy intensive industries and hard-to-abate sectors.
- **Enlight Renewable Energy** on the EUR 310 million financing of Spain's largest hybrid renewable energy project, integrating wind, solar, and storage (554 MW total capacity, 220 MWh storage).
- A **consortium of lenders** on the USD 4 billion financing of the 3.6GWh Rumah 1 and Nairyah 1 Independent Power Producer (IPP) projects in the Kingdom of Saudi Arabia, operated by ACWA Power, Saudi Electricity Company (SEC), and Korea Electric Power Corporation (KEPCO).
- **Statkraft** on the Thornton Greener Grid Project in England, advising on the 200MW battery storage supply and commissioning agreement, long-term service agreement and associated contracts.
- **Manchester City Council** on its landmark public procurement of clean energy via a long-term offtake virtual power purchase agreement (vPPA) with AGR. MCC were one of the first local authorities in the UK to enter into a vPPA.

Hydrogen, Carbon Capture and Carbon Markets

- **National Grid Ventures** on its joint venture with BP, Shell, Equinor and Total on the Humber and Teeside Carbon Capture Use and Storage Project.
- **Verbund** on competition law aspects related to long-term hydrogen purchase agreements, including market definition, abuse of dominance concerns, and merger control issues, ensuring the viability of customer-revenue through secure, long-term contracts.
- **National Grid** on its withdrawal from the Northern Endurance Partnership, a proposed pipeline in the Humber to transport CO2 emissions to the North Sea for CCS purposes.

- **DESNZ** on a comprehensive review of the regulatory regime for offshore hydrogen production in Great Britain.

Nuclear

- **Amber Infrastructure**, the Investment Adviser to International Public Partnerships Limited, and La Caisse (formerly CDPQ), on their commitment to invest in Sizewell C, the UK's 3.2GW nuclear power station being developed under the UK Government's Regulated Asset Base model.
- **Sellafield Ltd** on the £4.6bn Decommissioning and Nuclear Waste Partners Procurement.
- **Nuclear Waste Services** on the Geological Disposal Facility.
- **DESNZ** on the establishment of Great British Nuclear (GBN), the nuclear projects delivery vehicle established to meet the British Energy Security Strategy (BESS) which set out the Government's nuclear ambition.

Energy Efficiency, Networks and Energy-as-a-service

- **Vital Energi** in relation to the GBP1 billion South Westminster Area Network Project, through which Westminster will become one of the UK's first heat network zones.
- **Noventa Energy** in respect of their acquisition of three power and heat from wastewater assets from Scottish Water, located in Glasgow, Stirling and Campbeltown.
- **SNRG**, a leading clean infrastructure developer, on its exclusive agreement with Harwell Science and Innovation Campus to design, fund, and operate a commercial SmartGrid.
- **Ofgem / GEMA** on the procurement of a new GB Smart Meter Communications Licence holder and handover arrangements.



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Finance and Investment

With more than 150 finance lawyers in the UK, we work as an integrated practice with dedicated knowledge and skills across:

- Government and local authority financing arrangements (including NWF)
- Project finance and energy and infrastructure finance
- Asset/receivables finance
- Real estate finance
- Acquisition finance
- Venture capital
- Derivatives and structured finance
- Financial markets and regulation
- Restructuring and insolvency

We advise on all product types (e.g. loans, public and private bonds and private placements), both domestic and cross-border as well as associated guarantee and security arrangements.

DLA Piper's Finance team is entrusted with the most challenging, unusual and/or high value transactions for its clients. Our clients include clearing banks, investment banks, challenger banks, alternative debt providers, equity investors, investment funds, corporates, offshore banks and central and local governments and sovereign wealth funds. We work closely with our colleagues in our technology practice to develop the law in new areas, such as FinTech and data centre funding.

In addition, we have a long track record of advising across the energy and infrastructure sectors in both non-distressed and distressed capital raisings. Our clients are frequently sponsors and funders, but we have also had important, relevant public

sector roles. We also have very longstanding experience supporting the public sector on financings in PFI/PPP

Our finance expertise is complemented by large teams of lawyers with deep sector knowledge across energy, power and renewables, infrastructure and various new and established technologies as well as industrial expertise, with support from real estate, planning, tax, intellectual property and litigation team. In particular our finance teams work closely on public sector financings to involve our teams specialising in subsidy control, procurement, public law and litigation to managing the associated risks.

Our lawyers are recognised by law firm directories as leaders in our respective areas of specialism.

At a glance...

- Trusted Government lawyers, familiar with all the lending/guarantee/security issues which commonly arise on Government projects.
- A team with real strength in depth – over 150 lawyers in the UK and part of an international finance group of nearly 800 lawyers in more than 40 countries.
- Expertise in asset finance, debt finance, energy and infrastructure finance, financial markets, real estate finance and structured trade and receivables finance.
- Clients benefit from a valuable combination of local knowledge and global insight, allowing us to handle all aspects of domestic and cross border financing and investment transactions and disputes.

Our track record – advising:

- **Amber Infrastructure**, the Investment Adviser to International Public Partnerships Limited (INPP), and La Caisse (formerly CDPQ), on their commitment to invest in

Sizewell C, the UK's 3.2GW nuclear power station being developed under the UK Government's Regulated Asset Base model.

- **Foreign Commonwealth & Development Office** on UK government support to provide regulatory capital support to the Asian Development Bank in the form of the Innovative Finance Facility for Climate in Asia and the Pacific (IFCAP).
- **NWF** (ongoing) on a financing of a new pyrolysis technology project.
- **HMG** on financing and restructuring of a nationally significant UK infrastructure project (confidential).
- **Quickline** on a financing provided by NWF on a covered facility basis to fund the roll-out of fibre across various UK regions backstopped by BDUK contract support.
- The shareholders in relation the acquisition of an interest in **Tideway**, which benefits from the Government Support Package (on which members of the team originally advised Defra) and associated financing arrangements of >GBP4bn.
- The **Department for Transport** on the financing aspects of Heathrow Airport Limited's proposals for the development of new runway capacity.
- **VEON** and members of the VEON group on over USD5billion of financing facilities, including its USD2.1125 billion term and revolving credit facility and in relation to its derivatives arrangements including in relation to amendments to deal with Brexit with a range of financial counterparties.



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Financial Institutions Rescue, Restructuring and Insolvency

DLA Piper is a global leader in financial restructuring and insolvency, offering innovative, tailored solutions to financial institutions facing distress and their counterparties. With over 200 dedicated restructuring lawyers across key jurisdictions, working alongside financial services regulatory and debt capital markets colleagues, the firm delivers seamless, cross-border support for complex financial challenges. While there has been minimal distressed resolution in recent years in the UK. Our team in the UK and in Europe has advised governments and regulators such as the Single Resolution Board on a number of high profile resolutions.

At a glance...

- Largest global restructuring team with presence in over 40 countries.
- Advised HM Treasury on banking industry support including on diligence process on UK banks and the drafting process for the Banking (Special Provisions) Act 2008.
- Strong relationships with financial advisors and insolvency practitioners.

Our track record – advising:

- **Foreign Commonwealth & Development Office** on UK government support to provide regulatory capital support to the Asian Development Bank in the form of the Innovative Finance Facility for Climate in Asia and the Pacific (IFCAP).
- The **Belgian Government** in successfully defeating litigation brought by shareholders relating to Fortis Bank. The Belgian Government took a stake in Fortis Bank, which was in financial difficulty following the global financial crisis, and subsequently sold its stake to BNP Paribas.
- An **EU resolution authority** in connection with the resolution and sale of Banco Popular to Santander and the subsequent litigation before the European Courts.

- A **German Landesbank** in its restructuring and potential resolution.
- The **US parent of Lehman Brothers (LBHI)** on all matters relating to the Bankruptcy involving multiple jurisdictions over more than ten years.
- The **Joint Administrators of MF Global**, the first use of the Special Administration regime for investment banks.
- **One of the world's largest asset managers** in creating and structuring a pan-European investment platform. Its primary purpose is to help European banks manage their exposure to non-core and underperforming assets, such as corporate loans, real estate, and shipping.
- The **Joint Provisional Liquidators** of the collapse of the largest Private Equity funds in the Middle East.
- The **administrators of LBIE (UK)** in respect of aspects related to the insolvent German Lehman Bankhaus.
- **Austrian financial markets regulator** on winding-down a multibillion balance sheet of an international bank in Europe's first ever case under the BRRD.
- A **leading private equity firm** on the potential acquisition of Novo Banco, the largest transaction in the Portuguese financial market. The bank resolution with the capitalisation of Novo Banco and sales process was unprecedented in the European Union and was the result of the first resolution measure taken by a Supervision Authority after BRRD.
- An **issuer** in a Part 8 claim and subsequent appeal regarding early redemption premiums on fixed-rate notes, with GBP169 million at stake. The case tested contractual interpretation in the context of financial restructuring.
- On the first successful Part 26A restructuring plan involving EUR1 billion of German law-governed debt instruments. This innovative use of UK restructuring tools for foreign debt highlights our cross-border capabilities.
- A **former member of the Resolution Committee of**

Kaupthing Bank, Iceland's largest bank before its collapse, in litigation brought by Robert Tchenguiz in the English High Court. The case involved allegations of unlawful means conspiracy and regulatory investigations by the Serious Fraud Office.

- A **major European bank** in connection with a high-profile, multi-jurisdictional money laundering investigation valued at approximately EUR200 billion.
- The **Hungarian National Bank** alongside J.P. Morgan on the sale of MKB Bank, the fifth largest Hungarian bank, following the successful restructuring of MKB Bank within the framework of the BRRD, involving the spin-off of MKB Bank's EUR750 million NPL portfolio and the approval of the state aid granted to the bank by the European Commission.
- The **Central Bank of Cyprus** in relation to the resolution of FBME Bank Ltd following regulatory action by the US Department of Treasury's Financial Crimes Enforcement Network (FinCEN) based upon alleged money laundering and terrorist financing activities.
- One of our partners worked on the drafting of the CCP resolution regime as a secondee into Treasury Legal Advisors working alongside TLA, policy and OPC colleagues (Schedule 11 of the Financial Services and Markets Act 2023).



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Financial Services, Market and Competition Regulation

We provide legal advice and support to some of the world's largest financial services companies and institutions. In today's uncertain economic climate, companies require legal strategies that address regulatory and enforcement risks and compliance costs. Our Financial Services Regulation, Enforcement and Litigation group is a multi-disciplinary global team that meets the legal and compliance needs of our clients, including banks, lenders, FinTechs, digital payment companies, consumer reporting agencies, loan servicers, and other financial services providers. We also assist and defend clients in high-stakes enforcement actions and class action litigation.

Our UK and EU Competition team advises public sector clients on all aspects of competition law issues, including anti-competitive agreements, abuse of dominance, merger control, information exchanges, investigations and litigation, as well as national security/FDI filings and state subsidies.

Our global network of specialist Regulatory practitioners is well-positioned to handle the most complex and high-profile matters, whether on a national or cross-border basis. We work closely with our Government Relations and Global Trade teams, which provides us with a unique perspective on the workings of governments and policy makers. We also have experience in helping organizations with strategic responses to Government proposals, such as advice on lobbying strategy and prospects for challenging proposals. This gives us the additional depth and breadth of experience necessary to handle any potential issue that may arise in the government regulatory arena.

Our track record – advising:

- Multiple industry bodies including **UK Finance**, **FCA**, **FLA**, **ISDA**, **FIA** and **CityUK** in reviewing, assessing, and advising on new Financial Services regulation.
- **UK Finance** on its responses to the Financial Conduct Authority (FCA) consultation papers on the new consumer

duty, involving stakeholder/workshop calls with UK Finance members, reviewing stakeholder views on policy and drafting of the proposals, and drafting response to the FCA's first consultation paper.

- **FCA** on a large authorisation project, working with and assisting FCA's Authorisations Department and dealing with the outsourcing of change in control cases. Our work included: reviewing approximately 600 change in control applications for the regulator over a six-month timeframe; delivery of training on FCA change in control processes and systems to a specialist review team; conducting quality assurance processes on reviewed applications; preparation of procedural and instructional material for the review team; and ongoing discussions with the FCA with respect to training, timing requirements and clarification questions.
- On major EU cross-border financial services legislation and approaches driven by global financial services bodies, such as the **Financial Stability Board**, the **Bank of International Settlements**, **IOSCO** and the **IAIS**.
- The **London Stock Exchange** group to provide regulatory advice in the UK and across the non-US jurisdictions in relation to the London Stock Exchange Group's USD325 million acquisition of the Tora Group.
- A **European bank** in relation to money laundering allegations and the bank's overall AML policies/procedures and dealing with the European Central Bank (ECB) on such matters.
- On the impact of all UK and Irish payment schemes, including card schemes, on the ring-fencing plans of a **major UK bank** and advising on how to implement them in such a way as to conform with market regulation.
- On cross-sectoral data, payments and consumer regulation, including an **international payments firm's** controls for customer on-/off-boarding.
- An **international banking institution** on applicability of

regulatory requirements in the UK CRR, and CRR and BRRD-related rules in the PRA Rulebook, assisting with navigating the various amendments and proposed amendments to the UK CRR and related technical standards as part of the Smarter Regulatory Framework, and the UK implementation of Basel 3.1.

- The **Competition Markets Authority (CMA)** on the first draft working paper on information exchange, intended to feed into CMA's replacement of EU horizontal guidelines, and the legal review of ex-post evaluation of previous CMA vertical merger decisions undertaken by external economists.
- A **central government department** on the application of the Subsidy Control Act 2022 to the largest UK inward investment currently under consideration by central government.
- The **Greater Manchester Combined Authority** on a challenge before the Competition Appeal Tribunal to a subsidy alleged to have been granted by the Authority.
- **British Steel** on subsidy control issues arising from assistance it is seeking from HM Government relating to proposed investments for environmental reasons.

At a glance...

- Decades of experience providing day-to-day advice to financial services clients – covering the entire range of regulatory, risk management and compliance statutes and regulations around the world.
- We have a significant presence in London, the EU, Brussels and throughout the firm's global network.



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Grants

With a dedicated team of public sector specialists, DLA Piper has advised on some of the most complex and innovative grant programmes delivered by HM Government in recent years.

We advise on all aspects of the grant funding process, including public law advice on powers, the design and running of competitions, subsidy control, and grant agreements.

Our breadth of expertise means that we design grant funding competitions and agreements that you can trust and that stand up to scrutiny when challenged.

Our approach focuses on:

- **Clarity and accountability** – ensuring grant agreements are geared to incentivising the delivery of outputs and outcomes, whilst providing the right levers for funders if they are at risk.
- **Flexibility and innovation** – designing agreements that respond to funders' policy objectives and risk appetite whilst ensuring they meet minimum UK Government requirements.
- **Risk management** – anticipating potential challenges, including on subsidy control and funding awards, and embedding safeguards to protect public money.

We understand the landscape from both a funder and recipient perspective and use this 'rounded' experience to prepare grant agreements that are balanced, focus on the key issues and are accessible for non-legal audiences.

At a glance...

- Advised on some of the most complex and innovative Government grant programmes.
- Offer public law and subsidy control expertise to provide fully rounded advice.

Our track record – advising:

- A **Central Government Department** on an evaluation process and grant documentation for a new research programme. This included developing a new light-touch agreement that complies with minimum UK Government requirements but is c.70% shorter than the Model Grant Funding Agreement.
- **Defra** on all aspects of its Collection and Packaging Reform programme (CPR) including advising on managing potential conflicts of interest with existing contractors and grant recipients.
- **Cabinet Office** and relevant policy teams on handling the portfolio of mono- and multi-recipient EU grants across UK Government (total value c.GBP1bn) as part of preparations for a 'no deal' exit from the European Union.
- A **Central Government Department** on the negotiation of variations to its standard capital grant terms for a GBP1 billion+ award to accelerate advanced manufacturing.
- A **Central Government Department** in relation to a sustainable fuels grant scheme.
- **DCMS** on a grant agreement to support the delivery of a flagship event for the VE Day 80 celebrations.
- **DWP** on its Connect to Work grant programme to help disabled people, those with health conditions, and people with complex barriers to employment, to find sustainable work.
- **Defra** on its Landscape Recovery Scheme, which supports large-scale, long-term projects that restore nature, improve biodiversity and deliver environmental benefits across landscapes in England, funded by a blend of public funding (predominantly grant funding) and private sector investment.
- A **Central Government Department** on the competition and template grant agreement for its Green Fuels, Green Skies programme, aligning the agreement to the Model Grant Funding Agreement and the UK Government Functional Standards for General Grants.
- **DfT** on the multi-million Local Sustainable Grant Funding to the Lake District National Park Authority.
- **Defra** on various aspects of its multi-billion pound grant schemes for the Sustainable Farming Incentive and Countryside Stewardship.
- **UKRI** on updates to grant agreements from UKRI to the entities post 'spin out' and related public law implications.
- **Shared Rural Network** on grant funding, including the implications of Reg 13 of the Public Contracts Regulations 2015 (contracts subsidised by contracting authorities).
- A **potential grant recipient** on a very significant grant for the introduction of green manufacturing technology in a nationally-significant industry.
- A **contract development and manufacturing organisation** concerning a proposed grant to support the expansion of its existing pharmaceutical manufacturing operations.



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Information Law including Data Protection Law

In recent years we have had the opportunity to leverage our expertise for the benefit of HM Government on some of the highest profile data related projects impacting the UK public sector, as well as reforms to UK information law and policy following departure from the EU.

We take time to invest in resources that will help our clients to streamline compliance. Notable resources include **Data Protection Laws of the World Handbook** (a comprehensive online guide to global data protection laws, with 100+ country coverage), **Privacy Matters blog** (weekly updates on new developments in data protection laws), **Privacy Scorebox** (self-service privacy assessment tool) and **GDPR App** (iOS/Android app that gives searchable access to the UK and EU GDPR text). We have also developed **Transfer** (standardised methodology and country 'EEG' analysis to help carryout transfer impact assessments) and **Notify** (data breach notification assessment tool).

At a glance...

- Routinely working at the heart of government on the most challenging privacy issues of the day.
- Deep understanding of the policy landscape.
- Global outlook.
- Confident working under pressure on high profile time-critical projects (e.g. NHS COVID-app).
- Unique set of privacy law tools.
- Well known to regulators and data policy teams.

Our track record – advising:

- Undertaking complex analysis and providing easy to digest written advice to **central government** on the lawful basis/bases available to it under the UK GDPR when

processing special category personal data in relation to the operation of a third party supplier contract which supports a government function. We also advised on the interpretation of wording for a connected, revised government Data Sharing Agreement and have been providing responsive advice in relation to data protection and security issues arising in connection with the third party supplier contract.

- A **nuclear infrastructure organisation** on the application of the Freedom of Information Act (FOIA) and the provision of information/exemptions to the provision in relation to a number of requests.
- Data governance aspects of the **Ministry of Defence** Armed Forces Recruiting Programme, alongside MOD's in-house lawyers, regarding sensitive personal data for recruits, and a new governance framework.
- **NESO** in navigating complex data sharing arrangements arising from its recent transition from private to public sector body, including in connection with the FOI Act and GDPR requirements.
- The **Department for Science Innovation and Technology (DSIT)** policy team responsible for preparation of the data protection and digital information bill, developing in-depth analysis of options for legislative reform of the UK GDPR, DPA 2018 and PECR, up to and including preparation of instructions to parliamentary counsel for prospective legislative text.
- The **DSIT** International Data Transfers (ITR) team on design and implementation of 'ITR' manual which underpins the way the UK Government conducts adequacy assessments on third countries following the UK's departure from the UK. We have supported the ITR team in carrying out multiple third country assessments with local counsel across our

international privacy team, including in support of the decision establishing the UK-US data bridge.

- **NHS Digital** on information governance controls supporting fair collection and transfer of data within the NHS IT ecosystem, including preparing fair collection notices, drafting data sharing arrangements, aligning vendor management controls, conducting privacy impact assessment, etc.
- The policy team at the **Office for AI** in conducting an in-depth analysis of how the UK regulates AI and considerations for reform options in view of the risks posed by the emergence of increasingly sophisticated AI systems. Our work fed directly into HM Government's whitepaper "A Pro-Innovation Approach to AI Regulation" .
- The **Information Commissioners Office** on development of regulatory guidance in support of international data transfers, including drafting the international data transfer agreement (IDTA) and supporting toolkit.
- **Independent Parliamentary Standards Authority** in a long running defence of a group litigation action following the inadvertent disclosure of personal data on their website.
- The **Counter Disinformation Unit (CDU) at DSIT** on privacy related controls to support establishment of the work of the unit in connection with the review and oversight of harmful content online.



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Information Technology Law

Our pre-eminent UK Government practice offers bench strength, insight, track record and a reputation for working collaboratively with GLD, project teams and other advisors to get the job done.

We work in line with prevailing policy, using a mixture of GLS terms and call offs under CCS frameworks, including G-Cloud, Technology Services 3, DOS3 and Network Services 2.

At a glance...

- Leading global IT law advisor – we will bring you best global practice and insight.
- Trusted digital transformation advisor to UK.
- We are at the forefront of UK Government's digital transformation strategy.

Our track record – advising:

- **A central government department** on the re-procurement of core infrastructure contract. We advised on the end-to-end parallel procurements of the following contracts: Network services, End User services, Hosting and Support services.
- **UK central government security services** on key IT procurements, using vetted staff and dealing with security classification information.
- **National Grid** on multiple large-scale competitive IT procurements and re-procurements, including UK/US data centre services, UK/US managed networks, and creating new modular 'plug and play' template agreements adapted from CCS Model Contract.
- **NHS Digital** with several expedited procurements in response to the COVID-19 pandemic, including providing strategic procurement advice in relation to applicable routes to market including G Cloud, Technology Services 2 and 3 and bespoke procedures. Support has included advising and negotiating the terms of key contracts relating to IT

infrastructure critical to the testing, COVID App, COVID Status Certificate, NHS App and vaccination programmes whilst assessing and mitigating procurement challenge risk. The **Home Office** on the Emergency Services Network (ESN) programme, a replacement programme for the Airwave TETRA telecommunications network for the UK's blue-light services. The ESN is a GBP1.2bn programme, the re-set in ESN is projected to save the public purse GBP200m a year once it has fully replaced the original radio-based network, Airwave. This is a Critical National Infrastructure project and was the second most important issue on Cabinet Office's watch list. We supported HO in re-negotiating its contracts with Motorola and EE.

- The **Department of Work and Pensions** on the re-procurement of a replacement back office services via a shared service arrangement with other participating Government Departments and ALBs.
- A **public sector body** on the high-profile procurement to replace its financial transaction and electronic point of sale systems via to parallel procurements conducted using the Competitive Flexible Procedure.
- The **Ministry of Justice** on its electronic monitoring programme, two concurrent procurements for monitoring devices and filed monitoring services. We advised on all aspects of the procurements including the development of adaptations to the model services contract and collaboration arrangements between suppliers.
- A **multinational supplier to UK Government** on the establishment of a global multi source ecosystem for its core IT contracts, procured via concurrent procurements.
- A **central government department** on a range of projects to transform their legacy networks into a modern/agile/robust set of networks, this has included strategy for its new pan-

department contracts, sensitive special projects (using the model services contracts adapted as required). We have also advised on the purchase of complex physical technology materials, as well as on its sensitive re-procurement of its logistics technology support.

- A **government department** with cloud migration and hosting arrangements, together with ERP implementations and SI arrangements.
- A **major financial institution** in relation to its circa GBP3bn cloud transformation and outsourcing agreement, one of the largest such deals seen in the UK financial services sector.
- **NHS England** on the circa GBP800 million procurement of Microsoft collaboration licences using CCS Technology Products and Associated Services for use NHS-wide.
- **NHS England** on the re-procurement of the NHSmail Service Integrator and Collaboration Platform contract from pre-ITT stage to contract signature (expected in October following approvals). The contract covers a wide range of services including support and development of the entire NHSmail service used by the vast majority of NHS bodies and establishment of an 'Innovation Hub' to allow other vendors to propose innovative solutions for the future evolution of the NHSmail service.



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Intellectual Property Law

We have extensive expertise in negotiating and drafting IP licensing arrangements (including strategy and exploitation), and advising on issues concerning IP in software, in data, databases and copyright, trademarks, patents, confidentiality and non-disclosure. Having advised the public sector on IP issues for many years, we are experts in the public regulatory regime as it may impact upon IP. Furthermore, we extensively advise the private sector in intellectual property matters and so bring a range of expertise and best practice knowledge to our advice.

We are constantly developing and offering innovative IP solutions, such as our online product “Database Laws of the World”, “Trademarks guide” and “Patent Litigation guide”. We have developed precedent banks and toolkits and can work with our low-cost delivery centre in Leeds to provide cost-effective solutions to government.

At a glance...

- Full range of non-contentious and contentious IP matters supported.
- Track record of supporting government with some of its most innovative and challenging IP issues.

Our track record – advising:

- An **educational organisation** on its development and implementation of an AI EdTech Platform, providing advice on the copyright ownership of underlying materials used to train the AI model and suitable licensing arrangements. We also have been advising on response to the 2025 UK Government consultation on copyright and AI issues.
- On multiple **Ministry of Defence (MOD)** projects, alongside MOD’s in-house lawyers, including the Armed Forces Recruitment Programme and Boeing Defence UK logistics

project where IP ownership and licensing were key issues.

- The **Department of Health and Social Care** on all intellectual property and data privacy aspects of its 100k Genome Project. This involved complex issues around permissions to use genomic material, ownership of databases and ownership of resulting intellectual property.
- The **UK Research and Innovation Centre** (which is the leading UK public grant-giver for UK scientific research) on its IP portfolio arrangements subsequent to its recent statutory re-organisation (from the old Natural Environment Research Council), and on the IP aspects of its divestiture of The National Oceanographic Centre and the Centre for Ecology and Hydrology.
- The **Coal Authority** on its digital strategy and commercialisation of its core data sets and databases. The retainer involves highly complex issues at the interface between the regulation of public data (FOI, EIR, PSIR) and intellectual property (database rights, copyright).
- A **sustainability organisation** on its trademark strategy. This includes filing and prosecuting trademark applications successfully to register a nuclear brand.
- The **British Antarctic Survey** around the use of its logo.
- The **University of Sheffield** on its trademark and branding strategy, and in a dispute over an extremely valuable patent licence.
- A **plc licensee** on its largest-ever global licence deal from Porton Down, the UK Government research establishment, to the marketing and distribution of a highly-valuable cancer therapy. The licence involved complicated issues of public law as well as contract law, since the licensee is a government body, as well as a measured approach to risk that sought to balance risk between the parties.

- On the IP aspects of large-scale IT and workforce projects for a **national energy provider**.
- A leading **DIY tools manufacturer and supplier** regarding a complex network of IP licences covering multiple territories and dozens of new contracts.
- An **executive non-departmental public body** with its procurement of 7 laboratory hubs. The scope of the project included advising on public procurement, data protection, privacy, IT and IP ownership issues, complicated by the multiple parties involved and different ways in which IP can be generated under this project.
- On trademark portfolio management and brand protection advice to household names, such as a **leading global beauty manufacturer, leading financial institution, and treasured British clothing brand**.
- A **leading manufacturer** in multiple cross-border litigation cases concerning the sale of counterfeit products, including representation in the largest counterfeit case in Europe.
- A **leading firearms manufacturer** in its copyright and trademark infringement and passing off claims against sellers of imitation products in the UK and across Europe.
- A **leading industrial machines manufacturer** in its trade secret and IP infringement claims across various territories, from India to Turkey, co-ordinated from the UK.



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Merger and Acquisition Activity

Our market leading lawyers combines collective learning and experience to deliver next generation corporate legal advice. We are supported by our full-service philosophy to deals. Over the last 15 years, DLA Piper has done more M&A deals than any other law firm in the UK (Mergermarket, 2024). By choosing us, you benefit from this number one position in M&A transactions as we help anticipate relevant challenges and support you dealing with them, plus ensuring deals are 'on market' and consistent with your objectives. When working for you, we combine our expertise in M&A transactions and corporate law with our extensive public sector experience – it makes a real difference!

We are trusted advisors to Government, having acted on some of the most complex and innovative transactions undertaken in recent years, and so understand your key concerns and objectives.

At a glance...

- We combine extensive public sector experience with a No1 M&A position!
- We have deep sector expertise in sectors of interest to you, e.g., infrastructure, energy/renewables, technology and financial services.
- We can deploy innovative and low-cost project management tools to ensure value for money.

Our track record – advising:

- **Sizewell C** shareholder agreement and related arrangements between HMG, EDF, La Caisse, Amber and Centrica, including the governance structure designed to meet listed company equivalence, nuclear safety and security regulation, Economic License and HMG special interest requirements, and including management of conflict of interest for HMG given its multiple roles as shareholder and under the

Government Support Package, as regulator and party to decommissioning arrangements.

- **Digital Gravity Infrastructure Partners** and **BlackRock** in the acquisition of the first UK data centre asset for their £500m Gravity Edge data centre investment platform.
- **CVC DIF** and **Jersey Telecom** on their agreement to acquire Manx Telecom Group, the incumbent telecommunications provider on the Isle of Man, from funds managed by Basalt Infrastructure Partners LLP.
- **Universities Superannuation Scheme** on the £684m sale of a 7.90% stake in Heathrow Airport (alongside sales by certain other shareholders).
- A **bidder** for AGS Airports (owner of Aberdeen, Glasgow and Southampton airports).
- **Grant Thornton** on its groundbreaking majority investment by **Cinven**. The investment will be the first private equity majority investment into a large accounting firm in the UK.
- A **consortium of investors** led by MEAG and Infranity, along with funds affiliated with DigitalBridge Group, Inc., on the formation of a c.€2.5bn. Investment Partnership with Vantage Data Centers, a leading global provider of hyperscale data centre campuses.
- **Elgin Energy**, a leading international independent solar and storage developer, on the sale of a 100 MW portfolio of three solar PV projects across the UK to Pennon Group, an England-based water utility company.
- **Kelda Group (Yorkshire Water)** on the auction disposal of the entire issued share capitals of Kelda Water Services (Defence) and Kelda Water Services (Estates) to Ancala Water Services Bidco backed by Ancala Partners for an undisclosed sum.

- **nLighten / I Squared Capital** on the acquisition of Proximity Data Centres, a leading UK platform with 10 data centres.
- **Airbus** in connection with the GBP315 million disposal by Rolls Royce and Babcock of their shares in the AirTanker Joint Venture to funds managed by Equitix.
- **The National Grid Electricity Group** of the Electricity Supply Pension Scheme on its GBP1.7 billion pensioner buy-in transaction with Aviva. The transaction included transitioning the group's existing longevity swap with Zurich Assurance to Aviva, and insures the benefits for 5,800 pensioner members of the group.
- **Atmos Ventures** (one of the VC investors and shareholders in Oxford Ionics) on their USD1.075 billion sale to IonQ, combining IonQ's quantum compute and networking stack with Oxford's record-setting ion-trap-on-a-chip technology to accelerate the development of fault-tolerant quantum computers
- **Blackstone Real Estate** on the acquisition of Village Hotels, a hotel owner, operator and developer, from affiliates of KSL Capital Partners. The deal is [currently] one of the largest transactions in the UK's real estate and hospitality sector.
- **Jaguar Land Rover** on its strategic acquisition and development of new manufacturing premises to be used for its new multi-billion pound electric giga factory.



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Outsourcing

For our government clients we combine the heft and knowhow of one of the leading outsourcing advisory firms (winning the Global Sourcing Association law firm of year 2025) with a multi-decade track record in government outsourcing. To supplement our regular tools of the trade (the Model Services Contract (we wrote early versions), the Sourcing Playbook and related Guidance), we have developed our own Ascendant methodology adapting our global sourcing methodology to a UK Government context, with bespoke tools, trackers and ready-made schedules. Outsourced contracts also need to be extended and amended at times, and we have a wealth of experience in advising Government both on the applicable procurement regime as well as the commercial and legal implications and approaches to extending and varying contracts where required. This includes advising on TUPE and redundancy risk. Whatever the subject matter (first/second/third+ generation outsourcing, BPO, F&A, technology) we can guide Panel customers on what is “on market” and what will work.

At a glance...

- Advised on some of Government’s most strategic projects.
- Multi-strand, fast paced deals requiring innovation.
- World class expertise delivered locally to HMG utilising cost-saving innovative tools.

Our track record – advising:

- A **Central Government Department** on the procurement of hosting services and transformation of its hosting estate. Estimated contract value in excess of GBP 240 million. This included use of the competitive flexible procedure and use of the latest model services contract.
- **Ministry of Justice (MoJ)** on the two parallel procurements (competitive dialogue) to re-procure its electronic monitoring services. The requirement was split into two lots; 1) field services and 2) device supply. We advised on all aspects of

the procurement.

- The **Department of Health and Social Care** and latterly **UKHSA** on time sensitive, complex and high-profile mandates, including advising on the contracting of outsourced contact centre services for **NHS Test and Trace**, recruitment process outsourcing, warehouse management arrangements, and the outsourcing services to support the various IT platforms supporting NHS Test and Trace.
- **Disaggregation and supply chain revolution:** The story of the last decade as clients have moved way from monolithic prime contracts to disaggregated supply chains. We have guided clients including **MoJ, MOPAC, Defra, HMRC, NHS Digital** and the **Ministry of Defence (MOD)** throughout their journey. We have dealt with exit, transition, insourcing, collaboration models, and routes to market including frameworks and calls for competition, developing a unique set of solutions for clients breaking the habit of a lifetime. An example is our detailed analysis of past disaggregated procurements gathered through client interviews and setting out lessons learned and shared with clients through workshops to help them develop a model that works for them.
- **First and second generation outsourcing:** While many outsourcings are now multi-generational, there are still some first-generation outsourcings coming to market. For example, we supported MOD in relation to its GBP1.8 bn Cat A Programme, which will deliver a single common tri-service recruiting process for the Armed Forces. Our team has been a critical partner from inception, helping the MOD move from a model of mixed in house and outsourced recruitment services to an innovative tri service recruitment approach which will supply all the MOD’s recruitment services.
- **Restructuring outsourcing contracts:** Long-term partnering contracts sometimes needs restructuring. We are often called upon by clients such as **MOD, NHS England** (NHS Primary Care Services) and **Home Office** (ESN) to

step in and support the delivery of “re-set” contracts, working from agreement in principle through to the detailed stage of contract modification or restatement. This requires a strategic approach, an attention to detail and an element of dispute management to address historic performance issues and ensure options are kept open.

- **TUPE:** We are very familiar with the Model Services Contract schedule 9.1, COSOP and the application of TUPE in a central government context and can help Panel customers in whichever way suits, mindful of GLD’s retained responsibility in this area. For example, our work on **HMRC’s** Columbus and Technology Sourcing Programmes required us to work alongside GLD lawyers whilst in other cases such as the **NHS England Primary Care Services** first generation outsourcing, we provided the main advice on TUPE.
- We often come across connected outsourcing arrangements. For **MoJ**, we devised one of the first dynamic procurement systems under PCR 2015 to provide a flexible route to purchase education services for the English prisons. This required interpretation of novel rules and drafting of bespoke contracts and procurement documents. In parallel we helped create a series of 17 interlocking national framework agreements and associated call off contracts to outsource the provision of core education services. We were able to use newly created template contracts (that we had just drafted for Cabinet Office) and brought in our experience of weaving these contracts together.



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Pensions Law

With over 20 years of experience of being involved in large infrastructure projects, dealing with all aspects of pensions, acting for contractors and suppliers, we have in depth knowledge, appreciation and experience of supporting clients.

We help you to understand, decide and act in respect to issues/risks arising in relation to pensions, agreeing and implementing pension strategies into the procurement and documentation processes of projects and advising and supporting in contract management during service delivery. We provide our clients with pragmatic actionable solutions to their most pressing challenges.

At a glance...

- Long-term business partner to Government departments on standard positions and documentation relating to the pensions aspects of large-scale outsourcing projects, including the Ministry of Justice, Cabinet Office and Ministry of Defence.
- We have successfully acted for suppliers entering into similar contracts. We are adept at spotting opportunities for our clients as we are at protecting them from risks, including in respect of scheme administration and changes.

Our track record – advising:

- **A participating employer** in the Electricity Supply Pension Scheme on its departure from the scheme wide pension scheme. This has included advising the establishment of ESO's own pension scheme and the complications of ensuring protection of the protected pensions and other special members.
- **Transport for Greater Manchester (TfGM)** on pensions in relation to its bus franchising project. This included advising on the complexities of existing operators participation in the

LGPS and/or broadly comparable pension schemes, the implications of pensions in any procurement exercise and the risk exposures relevant to TfGM.

- **Merseytravel** on the pensions implications of its arrangements for new rolling stock and service support including negotiation and drafting of relevant documentation for a new section of the Railway Pension Scheme.
- **Crown Commercial Service** on the pensions aspects of the drafting of the Public Sector Contract, the template contract that CCS use for their framework contracts.
- The **Ministry of Justice** on the pensions aspects of the establishment of a framework and DPS contract for prisoner education services. These multi lot and multi supplier frameworks require terms that can be market acceptable and a lot of co-ordination to manage a complex and interlinking suite of documents.
- **Cabinet Office** on the creation of Shared Services Connected Limited. A JV between the Cabinet Office and Sopra-Steria, including New Fair Deal implications.
- **GLD Employment Team** to review the government's outsourcing contract which involved producing standard wording to comply with Fair Deal in respect of all the public sector pension schemes.
- **Department for Energy Security and Net Zero** on pensions powers for the Secretary of State to be added to the Energy Bill in relation to Great British Nuclear's role and future activities, which later became the Energy Act 2023.
- **British Council** on Beckmann indemnity for an outsourcing agreement.
- **National Highways** on Fair Deal implications, admission to LGPS and various contractual reviews.
- **NDA** on an internal employee transfer and the pensions

rights in respect of this transfer.

- The successful restructuring of **Westinghouse UK Limited** on a bulk transfer out of the Combined Nuclear Pension Plan. This included advising on the transfer out its DB/DC contribution liabilities from the CNPP to a new hybrid pension scheme and its remaining DC liabilities to a master trust.
- A **quasi-public utility provider in Scotland** on its IT outsourcing. This addressed the pensions issues arising from transferring employees pursuant to the Transfer of Undertakings (Protection of Employment) Regulations and the associated pensions funding requirements.
- The **Department of Transport (DfT)** in respect of pension issues on the transfer of rail franchises including a review of the franchise agreement and deed of participation to ensure continued participation.
- The **trustees of six Groups of the Electricity Supply Pension Scheme**, including the National Grid Electricity Group and the E.ON UK Group (each circa GBP4bn assets). These are sections of the industry-wide Electricity Supply Pension Scheme. Each of them is open to accrual (closed to new entrants). We provide day to day advice to the trustees on a wide range of matters.
- **Cabinet Office** on its transition from MyCSP as administrator to Capita, including advising on exit, data and other public law rights / duties in relation to the provision of pension benefits under the CSPS.



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Planning Law

DLA Piper is a pre-eminent firm in advising the public sector on high profile planning policy and projects. We advise across government in relation to projects under the Town and Country Planning Act 1990, Planning Act 2008 and others. Our lawyers advise on policy (including national policy statements and spatial strategies), strategic environmental assessment, environmental impact assessment, habitats assessment, development consent orders authorising development, compulsory purchase, complex planning agreements and CIL and planning applications. We defend judicial reviews and statutory legal challenges.

At a glance...

- Prevailed in some of the highest profile judicial reviews, including that against the Airports National Policy Statement and on housing land supply in the Hopkins Homes case.
- Supporting confident optioneering and key decision making.

Our track record – advising:

- The **Department of Energy Security and Net Zero** in relation to legislative change required in each of England, Wales and Scotland to enable the at-scale production of green hydrogen. The project included coordination of multiple legal disciplines in addition to planning law, such as environment, health and safety and real estate law. The work also entailed comparative law analysis in respect of other international jurisdictions where DLA Piper colleagues from our overseas offices provided real-life experience of other legal regimes. We liaised with legal and policy colleagues instructing the work, so our product was tailored for specialist readers with summaries and short-form outputs suitable for sharing with ministers.
- **High Speed 2** in relation to planning, compulsory acquisition and property matters in relation to Phase 1 of the project,

Case Study – National Grid

National Grid's assets throughout England require upgrade to meet the Government's Net Zero objectives, whilst managing environmental and carbon impacts, as well as meeting modern standards. DLA Piper is promoting projects by several DCO applications under the Planning Act 2008 and other procedures, which include:

- The Grimsby to Walpole scheme, which entails the construction of ~150km of new overhead power line, principally in Lincolnshire. Our role includes addressing impacts on internationally designated ecological sites, national landscapes and multiple statutory undertakers, including railway and solar farm undertakings. The project also involves management of the compulsory acquisition of numerous land interests and managing regulatory matters; and
- The Cotswolds Visual Improvement Project, which requires authorisation by submissions to the Secretary of State for Energy and Net Zero and a compulsory purchase order as well as dealing with the local planning authority and common land commissioners.

Our role includes identifying particular hot-spots for consultation and where consultation requires an increased effort; drafting the relevant DCOs, advising on EIA and other assessments; and drafting the case for compulsory acquisition in light of the differing business cases applying for each location.

which extends from Euston to Curzon Street in Birmingham. HS2 has put in place a scheme whereby homeowners (including owner-occupiers of agricultural/commercial properties) can claim for the effect of the project on their properties based upon proximity. We advise on complex compensation claims, certificates of appropriate alternative development, powers available to HS2 and discharge of environmental obligations.

Case Study – East West Rail Company

Established by the Secretary of State for Transport to bring forward a new railway linking Oxford and Cambridge, catalysing delivery in the Oxford Cambridge Arc. The main components of the project include the completed upgrade of the railway from Oxford to Bedford and a completely new railway from Bedford to Cambridge. Our advice included:

- Advising on the programme and statutory steps required for a development consent order application for the Central Section.
- Option selection, back-checking previous selection of options and considering strategic environmental assessment and Habitats Regulations Assessment considering litigation about the proposed Oxford Cambridge Expressway.
- Reviewing and contributing to consultation documents for two informal public consultations.
- Advising on key environmental constraints such as natural/ecological designations and possible interactions with Grade 1 Listed buildings and parks/gardens.
- The economic and housing related case for the project and its evolution and establishing procedures in relation to freedom of information and environmental information regulation requests.

We obtained designations under s.35 of the Planning Act 2008 to enable promotion as a DCO and managed several public consultations on the project, which is now proceeding towards an application.



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Projects / PFI / PPP

DLA Piper's Projects team is an award-winning team of specialist lawyers advising on market-leading energy and infrastructure projects in the UK and internationally. We have a track record of successfully delivering first-rate legal services in various sectors including defence, transport, renewables, nuclear, and social infrastructure. Our lawyers understand the commercial, strategic, technical, geographical and political factors that shape and impact these sectors, as well as the commercial issues and risks inherent to such sectors. Our team of dedicated and friendly lawyers strives to deliver the best advice for each project by applying high-quality technical legal know-how, sector knowledge, and specific geographical insight.

With circa 30 years' experience across various sectors globally, our Projects lawyers have depth and breadth of experience. We provide a full and aligned service on large-scale, complex infrastructure projects. We pride ourselves on advising a range of public sector contracting authorities, prime contractors and infrastructure / energy investors. We understand the expectations, challenges and opportunities that each stakeholder holds dear – we understand the market you operate in.

Pre-procurement, we can support you on procurement strategy and procedure, funding models and bankability, contracting models (including traditional PPP models such as BOOT and DBFM, and emerging models such as MIM and new uses for RAB), commercial structuring, risk allocation and contractualisation. We also support our clients closely on feasibility studies, business cases and balancing sheet treatment, as well as securing the necessary approvals.

Post-procurement, we provide comprehensive legal support during construction and operational phases, including on variations (including Net-Zero led), refinancings, potential operational issues, financial distress, disputes and dispute-avoidance, and termination. We take long-term, commercial

approaches in providing legal advice and find solutions that secure long-term results.

At a glance...

- We advise on all aspects of the project lifecycle: from procurement, to construction and operation, and right through to handback and expiry.

Our track record – advising:

- The **Department for Transport (DFT)** on the multi-billion-pound Heathrow Expansion programme in relation to the new runway at Heathrow and associated cargo, terminal, rail and road surface access schemes.
- **National Highways** on the GBP7bn Lower Thames Crossing project, the most ambitious road scheme project in the UK since the M25. The tunnel beneath the River Thames will be the largest road tunnel in the UK, with a cost of c.GBP2bn.
- The **Ministry of Defence**, alongside MOD's in-house lawyers, on its GBP1.6bn Fleet Solid Support Ships procurement of three new maritime vessels, including the procurement and evaluation process, large and complex maritime contracts.
- **Amber Infrastructure**, the Investment Adviser to International Public Partnerships Limited (INPP), and global investment group, La Caisse (formerly CDPQ), on the c.GBP2 billion investment commitment into the Sizewell C Nuclear Project.
- **Birmingham City Council** on the GBP2.7bn Birmingham Highways PFI Project.
- The **DFT** on various operational aspects on each of the M25 and M6 projects (ongoing advice).
- **UK Infrastructure Bank** on its first private-sector transaction, providing financing to the initial seed assets of NextEnergy Capital's subsidy free solar fund – comprising two major subsidy-free solar farms in the UK.

- The **Ministry of Defence**, alongside MOD's in-house lawyers, on its procurement of various infrastructure requirements forming part of circa GBP470m development programme at RAF Lossiemouth.
- **Sellafield** on procuring works, goods and services over more than 100 procurements in the last 3 years. We regularly advise on the development of procurement strategies, the drafting of procurement documents and the production and negotiation of commercial contracts.
- **The Welsh Ministers** on designing their Mutual Investment Model (MIM) and then on over GBP 1 billion of PPP projects, the A465 Roads Project, the Velindre Cancer Centre Project and the Welsh Education Partnership.
- **Agility Trains**, a consortium comprising Hitachi and John Laing for the multi-award-winning GBP5.7 billion replacement of rolling stock, maintenance depots and services for the Great Western Mainline and East Coast Mainline routes.
- Over **20 institutional investors** in connection with the EUR1.45 bn financing relating to the redevelopment of F.C. Barcelona Camp Nou. This is a novel deal involving the securitisation of ticketing revenues through a new Spanish securitisation fund.
- **BASF** on its significant GBP acquisition of 49.5% of the Hollandse Kust Zuid offshore wind farm in Netherlands, and subsequent project financing. It will be the largest wind farm in the world with 140 wind turbines and installed capacity of 1.5 GW, being the first fully merchant offshore wind farm in the world with no price subsidies for the power produced.



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Public Law

We have in-depth experience of advising public and private sector clients on high-profile, complex and novel public law matters arising from the policies, decisions and actions of central government, NDPBs and the devolved administrations. Our expertise covers the full range of contentious and non-contentious public law advice, including advising on defensible decision-making (e.g. developing policy, consultation requirements, compliance with duties under the Human Rights Act 1998 and the Public Sector Equality Duty (PSED)), governance matters, parliamentary scrutiny and accountability, drafting legislation, and conduct of public law litigation (for both claimants, defendants and interested parties).

At a glance...

- Expert public law practice, strongly linked to Procurement, Dispute Resolution and Litigation and Public International Law.
- Full range of expertise at all levels, our practice consists of lawyers with extensive relevant experience and includes those who have advised in in-house legal roles within government.

Our track record – advising:

- A **central government department** on the establishment of an NDPB. Our advice was included in a number of submissions and business cases prepared for the Prime Minister and other senior Government officials, as well as the bid to the Parliamentary Business and Legislation Committee. The NDPB was initially launched through re-use of a dormant GovCo with a similar statutory footprint in accordance with the original timetable, under interim framework agreements that we helped to prepare. We held the pen on the Instructions to the Office to the Parliamentary Counsel, in connection with which primary legislation then set out a clear statutory role for the NDPB, which is now operational.

- A **central government department** in respect of its role as sponsor for delivery a flagship policy. This has involved advice on governance structures to reduce legal risk (e.g. procurement, contract and investment decisions) in the context of a £multi-billion projects with international interest from other governments and related government financial support; the scope of statutory powers and preparing written advice for inclusion in ministerial briefings.
- A **central government department** on the development of new policy to support private financing of novel/emerging technologies in a high-risk sector. Working in conjunction with the Government Legal Department, we provided a detailed legal risk assessment at pace to meet political priorities identifying key judicial review risks and suggesting mitigations to ensure a framework to de-risk decision making whilst maintaining a rational approach to wider policy ambitions.
- A **central government department** on seeking to use existing regulatory frameworks to regulate novel technology. This included advice on the scope and extent of the existing frameworks, gaps in regulation, legal risk, the extent of devolved competency (including offshore) and a comparative analysis with other jurisdictions.
- A **NDPB sponsored by the Home Office** with statutory regulatory functions on a significant transformation project, which included advice on statutory interpretation, consultation, compliance with the PSED, and human rights legislation.
- The **Independent Parliamentary Standards Authority (IPSA)** on a broad range of matters in respect of operations within its statutory framework to achieve its regulatory goals. For example, we provided advice in relation to its work regulating MPs' pay and expenses.
- **NESO**, now a wholly owned Government NDPB with powers and functions conferred by the Energy Act 2023 on its transition from a private to public sector body, including interpretation of relevant provisions of the Energy Act 2023, the Transfer Scheme, a Framework Agreement with DESNZ, the application of public law (including public procurement and the *Carltona* principle), compliance with PSED and human rights legislation.
- **The Sea Fish Industry Authority**, a NDPB sponsored by Defra and the devolved administrations, in connection with its policy reform programme and to assist with drafting a new statutory instrument relating to the statutory levy which funds it. We have provided public law advice over multiple years on the scope of a reformed levy, including powers, consultation (voluntary and statutory) and statutory procedure, as well as drafting the statutory instrument.
- A **subsidiary of a NDPB** on its obligations under the Freedom of Information Act in relation to numerous requests including in relation to ongoing disputes between the company and an individual. This has included advice on exemptions (including national security and data protection), costs limits, vexatiousness, internal reviews and ICO complaints balanced with strategic advice in the context of the dispute.



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Public Law Litigation and Dispute Resolution

DLA Piper has a market-leading public law practice, advising both government bodies and private sector clients on contentious and advisory matters.

Our team brings a 360° perspective, having worked on policy development, legislative drafting, and defending decisions against legal challenge and, also, guiding corporates on compliance and bringing challenges where appropriate.

Our key capabilities include:

- Judicial review and appeals – acting for public authorities to defend decisions and for corporates challenging actions, as well as for interested parties.
- Public inquiries and investigations – advising on high-profile inquiries and regulatory reviews.
- Procurement and regulatory litigation – handling disputes over public contracts and compliance frameworks.
- Human rights and equality law – representing clients in complex claims and statutory appeals.

At a glance...

- Expert public law practice, strongly linked to Procurement, Dispute Resolution and Litigation and Public International Law.
- Full range of expertise at all levels, our practice consists of lawyers with extensive relevant experience and includes those who have advised in in-house legal roles within government.

Our track record – advising:

- **Disclosure and Barring Service** in defending statutory appeals to decisions to include individuals on the Children

and Vulnerable Adults Barred Lists, made to the Upper Tribunal. These appeals include detailed factual and public law grounds, including the careful balance of human rights. We have now represented DBS in approximately ~500 appeals.

- **Ofgem** in defending claims for compensation in respect of its alleged infringement of Article 1, Protocol 1 rights.
- A **Train Operating Company** in relation to a prospective judicial review challenge to the UK government's approach to nationalising the railways.
- **Cubic Transportation Systems Limited v Transport for London**: We act for the claimant in this procurement challenge to Transport for London's decision to award the £1.2bn fare collection contract for the London public transportation network to another supplier. It is a complex and highly technical case in relation to the provision of a service used by millions daily, having been provided successfully by the claimant for decades.
- **Unipart Group Ltd and another company v Supply Chain Coordination Ltd**: applications were made to lift the automatic suspension preventing the NHS entering into a £4.4bn contract which goes to the heart of NHS logistics, ensuring medicines, devices, blood/organs and other supplies are where they need to be, when they need to be and envisaged support to reorganisation and optimisation of NHS operations in this connection. We acted for the winning bidder, GXO, in supporting the Application to Lift the automatic suspension, which was successful, meaning that the contract could begin without further delay.
- **NHS England** in defending a procurement challenge in relation to a framework with a value of £300 million.

- **Birmingham City Council** in respect of its successful judicial review (worth approximately £600 million) against the Department for Transport, in relation to its decision to stop further PFI credits which were part of a 30-year project agreement to manage the highways network.
- **Halton Borough Council** as claimant in judicial review proceedings brought against the Road User Charging Adjudicators in relation to the road user charging scheme in operation for the Mersey Gateway Bridge, the largest infrastructure project promoted by a public authority outside of London. This judicial review sought to clarify the law of road user charging schemes, including on grounds of procedural impropriety, delegation by public authorities and the fettering of discretion.
- **Department of Health and Social Care, NHS Test and Trace** and the **UK Health Security Agency** on various litigation brought by the Good Law Project, a high-profile public interest campaigning group. This included advising on the duty of candour, and support in respect of challenges concerning the so-called 'Moonshot' and the Deloitte LLP contract awards. This litigation was either unsuccessful and/or did not result in disruption to the delivery of the UK Government's efforts to tackle the COVID-19 pandemic.



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Public Procurement Law

We work on some of the most innovative and complex public procurements in the UK. We also advise on public procurement litigation, including working with GLD on the record and indirectly with very positive results.

Our non-contentious and contentious teams adopt a risk-based and holistic approach, dealing with procurement risk through its lifecycle from business case to award (including challenge) and regulatory advice associated with contract change.

We work closely with clients to develop policy and translate policies into workable and meaningful procurement outcomes, including reviewing and revising client documentation. Most recently this has included developing procurement templates, process and contracts for clients across the public sector to enable effective implementation of the new processes under the Procurement Act 2023.

At a glance...

- Deep procurement capability in the defence, infrastructure, technology, services, healthcare and nuclear energy sectors.
- We work shoulder-to-shoulder with our clients to support them at every step.

Our track record – advising:

- **Ministry of Defence (MOD)**, alongside MOD's in-house lawyers, in relation to the Armed Forces Recruiting Programme, a GBP1.8bn Cat A Programme, which will deliver a single common tri-service recruiting process for the Armed Forces. We advised on the negotiation of contract terms, procurement laws and commercial strategy, day-to-day assistance through many months of competitive dialogue, handling of bidder clarification questions and internal/ministerial communications.

- **Cabinet Office** on two significant changes to their model contracts. These model contracts are used by all major government departments and are widely used throughout the public sector. They comprise a short-form contract, the public sector contract, a framework version of the public sector contract and the model services contract. We provided new schedules for intellectual property rights and information security matters. The new security schedules provide a clear and consistent framework for the management on information security risks across all central government contracts.
- **Royal National Orthopaedic Hospital NHS Trust** on the procurement of an electronic patient record (EPR) solution.
- **National Highways** in relation to the Lower Thames Crossing project, the most ambitious road scheme project in the UK since the M25. The team is advising on the procurement of the c. GBP9 billion, publicly funded tunnel and link road project including the three main works contracts, as well as advice on procurement of ancillary agreements, including low carbon hydrogen supply, owner-controlled insurance and ancillary works.
- **Defra** on a change of ownership of, and the renewal of its contract with, Fera Science Ltd (FSL), a joint venture between Defra and Bridgepoint Group. We advised on the ability for Defra to directly award a contract to FSL without the need for an open competition (as no other organisation could provide the required services, except in certain limited areas). No challenge, or suggestion of a challenge was received.
- **Seven local authorities** comprising Hartlepool Borough Council, Darlington Borough Council, Middlesbrough Borough Council, Redcar & Cleveland Borough Council, Stockton-on-Tees Borough Council, Newcastle City Council and Durham County Council (together the Authorities) in relation to their joint procurement for the design, build, operation and

financing of an energy from waste facility (EfW) in the Tees Valley.

- **Kent and Medway Fire and Rescue Authority** on one of the largest procurements globally for the provision of personal protective equipment (PPE) for firefighters.
- **Sellafield Limited** on establishing five frameworks for decommissioning and nuclear waste services.
- **Northern Trains Limited** on a pathfinder project to replace up to 450 new trains, which will incorporate and benefit from the latest technologies, including multi-modal units which will be capable of conversion to battery or electric-only operation during their lifetime, in line with the government's commitment to deliver a cleaner, greener railway as part of its net-zero objectives.
- **Birmingham City Council (BCC)** on one of the largest local authority procured PFI projects in Europe, the GBP2.7 billion Highway Maintenance and Street Lighting Project. We continue to advise BCC, having supported them through significant litigation, the high-profile exit of the original service provider, the procurement of interim contracts to ensure continuity of maintenance and operational services, the subsequent re-procurement of a long-term replacement contractor, and successful litigation with the Department for Transport following its decision not to support that re-procurement.



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Real Estate and Real Estate Finance

DLA Piper's Real Estate team has considerable experience in advising government clients. With seven offices in the UK, including Scotland, we are also well placed to advise globally. We are an acknowledged centre of excellence, providing fully integrated property advice, ranging from non-contentious transactional real estate advice (sales, lettings, acquisitions, grant of easements/wayleaves), including development work, to contentious work, and advising on all aspects of formal lease renewals and lease terminations, such as the service of section 25 and section 26 notices and the exercise of break rights. We have specialist property tax lawyers and public procurement specialists who have advised on regulated public procurements via the different procedures.

In addition to our 'core' Real Estate practice, we also have a nationwide Real Estate Finance (REF) team, which deals with property-backed lending and security. Our REF team acts for property lenders including local authorities (such as GMCA), pension funds, insurers (such as Aviva), banks and credit funds, as well as (on the borrower side) developers, private equity investors and real estate investment funds.

At a glance...

- Large UK team, with expertise in England and Scotland.
- Full service real estate team with considerable bandwidth.
- Includes real estate finance and tax specialists.

Our track record – advising:

- **United Kingdom Research and Innovation (UKRI)** on the property aspects of the UK Geoenery Observatories project, which aims to stimulate research on underground energy technologies.
- **UKRI** in respect of two research centres funded by UKRI becoming private companies. The National Oceanography Centre and the UK Centre for Ecology and Hydrology now operate as research facilities funded by UKRI.

- **Medical Research Council** on the decommissioning and subsequent sale of the former National Institute for Medical Research to Barratts. The site was being developed for residential housing and Andrew advised in respect of the overage arrangements which apply to the site.
- **Homes England, Network Rail, City of York Council** and the **National Railway Museum** in connection with arrangements agreed with the Trustees of Leeman Road Millennium Green to facilitate the intended York Central development, which is the largest redevelopment/regeneration scheme in Europe.
- The **Maritime and Coastguard Agency** on its Scottish property portfolio which includes a number of industrial units and cabins, in many remote and coastal locations.
- A regulated **Authority** in the acquisition of a site in Scotland, critical for them to acquire to provide environmental mitigation in relation to another client site in the vicinity.
- **National Highways Limited** in response to protests by Insulate Britain which began in September 2021.
- **High Speed 2** on Phase 1 of the High speed rail route including the vesting approach in conjunction with strategic land registry team; the diversion of major infrastructure; the relocation of displaced businesses; the structure for leasehold arrangements with Birmingham City Council (landowner) for Curzon Street Railway Station including the risk associated with public sector funding and shared overage; acquiring sites for temporary possession to facilitate development; and temporary and permanent relocation of utility providers for Phase 1.
- **Department for Transport** on issues related to the redevelopment of Old Oak Common and wider public estate including: reporting on public sector land holding using AI assisted reporting tools; land pooling; identification of potential barriers to development and land coordination with stakeholders.
- **Department for Environment Food & Rural Affairs** on the

Landscape Recovery Project including risk and options for securing public funds and ensuring delivery of outputs across different land ownership structures and potential use of conservation covenants.

- **Government Property Agency** across its portfolio.
- **Birmingham City Council** in connection with the GBP500m Paradise Circus mix use regeneration project including: phased land assembly; use of CPO powers to clean title and complete land assembly; negotiation with developer with development obligations and requirement for enhanced public realm; use of prudential borrowing to pump prime large scale infrastructure works secured by a rates guarantee from the developer the first such use of quasi tax increment financing (TIF) in England. Structure was OJEU and state aid compliant and the TIF arrangement has all appropriate approvals.
- **Birmingham City Council** on the Eastside mixed use regeneration scheme. A partnership with Advantage West Midlands facilitated land assembly and saw public funds being used to drive economic regeneration and to mitigate viability issues by reducing likely S106 payments. The structure contained complex rolling overage arrangements and phased redevelopment kickstarted by the removal of a large elevated highway and tunnel to break the "concrete collar" and broaden the city core and create a new education and leisure quarter and a new City Park, the first for more than 40 years.
- The **Land Trust** a charity who acquires open space for public benefit including a listed fort; former collieries, flood defences and quarries.



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Restructuring / Insolvency

Our Restructuring Group is one of the largest in the world. We act for a diverse range of stakeholders, including debtors, lenders, shareholders, directors and investors. We have a strong track record advising Government and other public sector bodies in the UK, as well as overseas. Our advice covers all matters relating to companies in underperforming and distressed situations, managing assignments from the mid-market to the largest and highest profile national and international restructurings and insolvencies, including investigation, enforcement, litigation and asset recovery, on a multi-jurisdictional basis. We have advised on more than half of the Part 26A restructuring plans put forward in the UK since the process was introduced in 2020, including recent names such as Poundland, Fitness First and Deep Ocean.

At a glance...

- A large, dedicated UK-wide and global team with 12 YJ partners and over 40 UK specialist lawyers.
- Proven track record of dealing with very large, high profile and complex restructurings.
- Strategic advice maximises recoveries, minimises risk.
- Geographic spread (national and international) means that focused local advice can be given where needed.

Our track record – advising:

- **An HMG Department** on ongoing solvency issues relating to a major utility provider, including advising on the provider's restructuring plan (and role HMG should take in RP proceedings) and contingency planning for the first use of a special administration process in the sector.
- **Ministry of Defence (MOD)**, alongside MOD's in-house lawyers, on the Fleet Solid Support naval ships procurement, including advising on the insolvency of Harland & Wolff (the contractor) and transition of the contract to a new contractor to ensure continuity of the build and of ship building capacity within the UK.

- **CQC (Market Oversight team)** on the restructuring plan of the Lifeways group – the first to be put forward by a regulated entity within the adult social care sector. We advised CQC on its engagement with the process as well as ensuring continuity of service would be preserved.
- On multiple reviews for government departments and NDPBs of supply contracts and/or financial structures of suppliers, including taking security, to ensure financial stability, continuity of supply in the event of default and preserving the financial and commercial interests of government.
- The **Official Receiver and Special Managers (EY)** of UKCloud, a data hosting company providing cloud based services under the G-Cloud framework to multiple HMG departments and NDPBs, including ensuring continuity of service to provide a managed transition of data.
- The Plan Company on the groundbreaking **Aggregate Holdings** restructuring plan which provided the first successful use of the restructuring plan process for a German real estate development asset, with more than EUR1 billion of German law governed debt instruments restructured pursuant to the Plan.
- The **Ministry of Commerce and Industry of a GCC state** on the creation and implementation of insolvency legislation in a jurisdiction that has previously had no workable insolvency and restructuring regime. Involved from the outset, we've designed and carried out a stakeholder engagement and consultation process, advising on the development of policy, drafting of primary and secondary legislation, and advising on implementation and capacity building.
- **Rational Foreign Exchange Limited (in special administration)** Advising the special administrators of RFX on the urgent filing, hearing and appointment of administrators in a PESAR, and further in respect of identification and reconciliation of funds, creditor management, and realisation of assets.

Case study – NMC Health PLC:

- We advised appointment takers from Alvarez & Marsal as the **Joint Administrators of NMC Health plc**.
- Prior to a USD5bn fraud, NMC been the largest private healthcare operator in the Middle East, as well as having undertakings in multiple jurisdictions. NMC Health plc was listed in the UK.
- Our headline role on the matter as lead legal advisers to Alvarez & Marsal has involved mobilising a multi-disciplinary and multi-jurisdictional team of over 120 lawyers at speed, to advise on debt mapping, corporate and debt restructuring, distressed asset sales, data protection, investigations, litigation and employment issues, as well as cross border issues and overseas recognition.
- The complexity of this case was compounded by timing, as NMC entered administration within a month of the UK entering its first Covid lockdown meaning our team had to adapt to (and help the joint administrators' team adapt to) a substantial high value and high risk trading administration carried out remotely, where usually we would have had face to face stakeholder access and an on the ground approach to the business being traded.



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Tax Law

The DLA Piper Tax group has significant bench strength with over 300 tax lawyers and economists globally.

Our UK Tax group advises on a wide range of tax issues, including in relation to inward and outward investment, structuring for corporate and real estate acquisitions and disposals in the public and private sector, projects, outsourcing, employee compensation packages and employee benefit trusts.

The group's expertise covers all aspects of the Panel requirements, including considerable experience of advising on direct and indirect taxation and VAT.

At a glance...

- Deep experience of all aspects of the Panel requirement.
- Experience advising both Government and the private sector.
- Large global team.

Our track record

Corporate tax

We offer a full range of Corporate Tax advisory services, including structuring of business operations, mergers, acquisitions and reorganisations, group financing structures, IP development and exploitation strategies and the design and implementation of domestic and cross-border tax solutions.

We have advised on the tax aspects of several public sector projects, including advising:

- On joint ventures entered into by the **Cabinet Office**.
- A **government department** on tax aspects of an acquisition

of a technology supplier.

- A **consortium** in connection with the construction of a new nuclear plant.
- **Shareholders in a private company** in connection with the proposed sale of a group operating transport franchises.

Real estate tax

The structuring of property acquisitions, investment and development is heavily influenced by tax considerations.

We have significant experience in relation to the direct and indirect tax aspects of all types of real estate and real estate-related transactions. Advising:

- A **local government body** in connection with the extension of its local tram network.
- A **local authority** in relation to a substantial city redevelopment.
- A **group of local authorities** in relation to a VAT tribunal case dealing with the VAT treatment of sports and leisure facilities.

VAT and indirect tax

We advise on all VAT issues, including in relation to IP, real estate, financial services, cross-border goods and services, health and education and electronic services. For example:

- VAT issues arising for a **facility provider** in connection with the termination of a private finance initiative project.
- Historic VAT compliance issues for an **insolvent**

development company.

- Potential structuring for student accommodation and related facilities at a **major UK university**.

Employment-related tax issues and Equity Incentives

We offer a wide range of employment related tax advisory services, including advising on tax issues relating to remuneration packages and termination payments, status disputes, supply chains and the use of employment intermediaries and global mobility, providing cost-efficient value-added advice and solutions. Examples of our work in the public sector include advising:

- A **public body** on tax policy issues relating to winding-up and loss of office payment and international travel expenses;
- A **government department** on labour supply chain issues, including complex tax risks and issues relating to the use of umbrella companies.

Tax disputes

We have extensive experience advising on tax disputes involving corporate taxes, transfer taxes, employment taxes, transfer pricing, indirect taxes, operational tax compliance and international tax transparency initiatives.



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Optional Specialisms



Aviation and Airports

Our aviation and aerospace team works on all aviation and aerospace matters domestically and seamlessly across borders. We advise on public policy, public law, regulatory, litigation and restructuring and ESG matters as well as M&A/transactional, amongst others. Aviation and aerospace is a sector where change is constant and new and often bespoke or complex issues regularly arise – frequently on an urgent basis. As aviation specialists we are experienced delivering business as usual requirements through to the most critical and unusual matters. No matter the challenges and your objective, the chances are that we've seen it before and delivered a solution. Driven by transformations in the global economy, patterns of travel and transport are shifting across the world, generating a rapidly growing aviation industry.

We represent regulators, governments, airlines, airports, distribution companies, manufacturers, investors, service providers – the entire aerospace service spectrum for their legal requirements. In addition to providing transactional and litigation support, we act on behalf of clients in regulatory, legislative, labour and litigation matters before relevant regulatory bodies and other institutions. We also have extensive experience representing aviation clients in litigation and international arbitration, including commercial disputes, product liability, tort and personal injury claims, as well as labour issues.

At a glance...

- A market-leader in the aviation sector.
- Particular strengths in advising on litigation, real estate (including planning), financing, major projects and procurement.
- We handle the largest challenges, scaling up to provide both expertise and bench strength in a crisis.
- Advise both Government and private sector clients so can tailor advice accordingly.

Our track record – advising:

- On the Heathrow Expansion for the **Department for Transport (DfT)**. We have been advising the DfT on the project since 2015, including advising on 12 judicial review challenges, all of which were decided in favour of the DfT. We advised the Department on drafting and content of the Airports National Policy Statement (ANPS) and its underlying evidence base including strategic environmental assessment and habitats regulation assessment.
- **International Finance Corporation** and the **Government of Iraq** on the procurement of the landmark PPP project (USD764m) for the rehabilitation, expansion, financing, operation and maintenance of Baghdad International Airport. KEPCO and EWP on the \$562m project financing of a 400 MW IPP in Guam, with financing provided by commercial banks and K-Exim and K-sure.
- The **Government of Bulgaria** and together with the International Finance Corporation (IFC) and EBRD on the concession agreement and the tender procedure for the Sofia Airport in Bulgaria.
- The **Government and regulators** in respect of the insolvency of airlines from a regulatory perspective and supported the Airline Insolvency Review as their specialist aviation counsel. This considered the way in which airline slots are dealt with when airlines become distressed and what new legal instruments might look like.
- **British Airways** in connection with a major re-organisation of its operations at Gatwick Airport, including their entire leasehold portfolio.
- A **central Government department** on the procurement of a runway and associated infrastructure. This involved initial advice on the contract for the replacement of the runway and associated works. Working as part of the team we ensured key

issues and risks were identified, with appropriate steps taken to mitigate risk and ensure best value for money. In addition, we supported the project team to ensure the ITT was robust from a procurement perspective. Our support and advice on this procurement anticipated the market response and resulted in realistic and strong bids for the department.

- In respect of the failure of **Monarch Airlines** and **Thomas Cook Airlines**. Our role involved litigating against the administrators, the UK regulators, airlines, and aircraft lessors in relation to the detention by Manchester Airport Group of fleets of aircraft owned by multiple counter-parties, successfully recovering airport landing charges and related debts.
- **British Airways** on global property requirements and acting on numerous transactions at Heathrow and the re-organisation of their entire property holding at Gatwick Airport. We also advise BA in respect of all on-and off-airport properties for the airline globally, providing comprehensive advice on transactional, property litigation and construction matters.
- The **Maritime and Coastguard Agency** on its contracts relating to aerial pollution spray services. This has included purchase of specialist equipment, advice on transfer of type licences, contracts for outsourcing of aviation services and related regulatory and contract advice. Our specialist aviation team provided advice on regulated aviation matters.



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Education Law

DLA Piper is active across the education sector. We combine one of the strongest public sector practices with extensive private sector experience to deliver advice on all types of reorganisation, the construction of new facilities and commercial arrangements to schools, academies and higher education institutions, particularly assisting HEIs to maximise new income streams through work with the private sector both nationally and internationally, leveraging our international office platform. Additionally, we specialise in advising education regulators.

At a glance...

- We advise upon all types of commercial transactions and the development of land held by education bodies.
- Strong student accommodation credentials.
- Active in advising education regulators, the QCA, Ofqual and Ofsted.

Our track record – advising:

- Potential claimants (children with disabilities) in pre-action correspondence with local authorities in relation to the breach of various requirements to provide Education, Health and Care Plans. These potential claims have been on the basis of breach of statutory duty, and violations of the Human Rights Act 1998 and Equality Act 2010. No case has proceeded to claim issue, as we have been successful in resolving the dispute in favour of our client in every instance.
- **QCA** as it changed to QCDA and the new regulator Ofqual was born. We helped with the establishment of the new Diploma qualification, as well as advising on exam paper logistics contracts. We also advised Ofsted on matters ranging from schools inspections arrangements to outsourcings.
- **Ofsted** on the original outsourcing procurement of the inspectorate staff. Since then, we have acted for them on

numerous matters, including the termination and insourcing of both schools and early years inspection. This included a combination of commercial, employment, tax and pensions advice. We also assisted with the creation of a new inspector role, ensuring that this is consistent with the Education Act requirements.

- **Education bodies** in disposing of their surplus land to achieve best value for reinvestment and improvement of their retained estate. We have specialist knowledge in relation to the disposal of sites for residential or similar development and can advise as to ways to maximise sale receipts. We are familiar with the statutory rules applying to the disposal of land designated as playing fields. This extends to securing clawback and overage on future development in order to enhance the sale price without risk to the seller.
- **The University of Sheffield** on the development of several Advanced Manufacturing Research Centre (AMRC) sites. The advanced manufacturing and research centre at Broughton, close to the English/Welsh border, is built and occupied. DLA Piper was involved in preparing, negotiating and completing the letting documents (agreements, leases and licences) between the Welsh Government (as owner of the site) and Airbus as the University's tenant. AMRC Samlesbury involves Lancashire County Council and BAE and DLA Piper has again been involved in the letting documents and various construction aspects of the transaction.
- **United Kingdom Research and Innovation** in respect of the grant of leases relating to the National Oceanography Centre including the grant of a lease to the University of Southampton.
- **West Nottinghamshire College (WNC)** on their new partnership with Nottingham Trent University (NTU), which will see the university's higher education provision delivered

from the college's main campus in Mansfield. The transaction involved the production of agreements to deal with the transfer of certain course delivery from WNC to NTU, the transfer of staff, the provision by WNC of a lease of premises at the WNC site and the documenting of the collaboration principles on which the two education providers will work together.

- The **University of Sheffield** on their EU regulated procurement of a framework of professionals to support construction projects. We advised on the type of framework agreement to propose to bidders, drafted the agreement and standard form call off agreement as well as reviewing the request for tender documents. We are lead advisers to the University on conveyancing and leasing matters and have advised on several transactions over the last year.
- On key components of the prison education reform contract set for the **Ministry of Justice**. This second-generation multi-lot procurement of education and training services for prisoners in England involves the creation (under the "light touch" regime) of a framework contract and related dynamic purchasing system. The procurement supports governor empowerment and is intended to offer a flexible and effective route to market for education services.
- **Laureate Education Inc.** in relation to their commercial arrangements with University of Liverpool (relating to the provision of online learning).
- **Nord Anglia** and **Pearson Group** on their technology and data strategies globally.



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Environmental Law

DLA Piper's Environment Group in the UK is a specialist team at the forefront for all aspects of environmental law, including:

- Environmental litigation.
- Defence of environmental prosecutions.
- Real estate and corporate transactions, with a particular emphasis on compliance issues.
- Environmental approvals and assessments.
- Due diligence for mergers and acquisitions.
- Waste management and disposal.
- Recycling, waste diversion and recovery.
- Transportation of dangerous goods.

Our pure environmental advisory work which includes:

- Advising on compliance with environmental law and on the implications of forthcoming legislation; reviewing and drafting compliance documentation for clients.
- Responding to regulatory investigations and defending against prosecutions by regulators.
- Regulatory policy development and government relations.
- Public affairs advice, to protect clients' reputation in the media following an incident.
- Licensing advice, including advising on applications for premises licences.

We work for a wide range of clients on a variety of complex environmental matters. Our team regularly forms part of broader project teams working on large projects for government. We also provide advice to government on discrete regulatory matters.

At a glance...

- An experienced team that has wide, industry developed knowledge.
- Experience of advising on large, strategic projects, some of which involve the potential for large environmental liabilities.

Our track record – advising:

- **DESNZ**, producing a report to assist in furthering the Department's policy to promote 'green' hydrogen production offshore. 'Green' hydrogen production is the production of hydrogen by electrolysis of sea water. The energy for this is provided by electricity from wind turbines. The hydrogen thus produced can be transported, stored and used at a future date to generate electricity. The process is intended to provide an energy storage system for renewable wind energy which is analogous to existing pump storage systems for hydro-electric electricity. The green hydrogen projects would therefore provide a mitigation of the critical problem that renewable wind energy is not available when the wind is not blowing. Our report reviewed the application of existing regulatory frameworks governing offshore oil, gas and electricity infrastructure, and their potential application to green hydrogen production, transportation and storage both in English, Scottish and Welsh territorial waters and in waters lying outside the 12-nautical mile limit, including the UK Continental Shelf and Exclusive Economic Zone. We also suggested potential legislative, regulatory and practical changes to the existing frameworks to provide a more robust, streamlined and effective framework for the regulation of this new type of technology. The topics covered were extremely complex, but the report was very well received by the client Department.

- The **Ministry of Defence**, alongside MOD's in-house lawyers, on the acquisition of a company which operates a plant for the manufacture of specialised semiconductors. We have been carrying out due diligence on environmental risks attaching to the site from which the company operates and also on the company's environmental and health and safety management systems.
- The **Ministry of Defence**, alongside MOD's in-house lawyers, in relation to nuclear licensing issues as regards moth balled nuclear sites which the Department may wish to be used for new purposes.
- **One of the two companies served with a remediation notice in respect of the contamination by bromates and bromides of the largest aquifer used for public supply in the UK.** Having persuaded the Environment Agency to accept a Voluntary Remediation Statement in place of a further remediation notice, we are now seeking to bring matters to a conclusion, in view of the limited remaining options for management of the issue.



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Equity Capital Markets

DLA Piper's Equity Capital Markets (ECM) team is known for the balanced perspective we offer our clients, advising the full range of market participants (issuers, selling shareholders, underwriters, sponsors, brokers, nominated advisers, trustees and depositaries) on domestic and international transactions.

Our experience covers the listing of shares and related securities through various structures, on the primary markets of the London Stock Exchange (LSE) (both Main Market and AIM) and other major global stock exchanges in relation to dual listings. We have a London-based US securities team and regularly advise on public company M&A / Takeover Code matters.

Our ECM team has a strong relationship with the LSE, providing insight into impending capital markets regulations and policy.

At a glance...

- Members of our team serve as Chair of the London Stock Exchange Primary Markets Group.
- Members of our team have been seconded to the Takeover Panel.
- Members of our team sit on the London Stock Exchange's regional advisory group.
- Closely involved with the development of the regulatory regime and contributed to the review carried out by Lord Hill on the UK listings environment.
- Members of corporate governance bodies and advisers to their expert groups.
- Our Boardroom Counsel gives truly holistic advice to boards of listed companies in moulding and executing on their strategies. By going beyond legal services, we deliver the highest level of support for our client's businesses and are a single source of trusted guidance to senior leadership.

Our track record – advising:

- **National Grid** on its GBP630 million sale of the Electric System Operator (ESO) to the UK Government pursuant to the UK Energy Act 2023.
- **Dechra Pharmaceuticals**, formerly listed in the FTSE 100, on its public takeover by funds managed by EQT valued at GBP4.88 billion.
- **Keywords Studios** on its public takeover by EQT valued at GBP2.1 billion.
- **Phillip Morris International** on its public takeover of Vectura Group plc valued at GBP1 billion.
- **RPS Group** on the GBP650 million competitive bids for it by WSP and Tetra Tech.
- **Public Policy Holding Company, Inc** on its dual listing of common stock on the Nasdaq Global Market.
- **Medica Group** on its public takeover by IK Partners valued at GBP269 million.
- **The Joint Bookrunners** on Ideagen plc's institutional placing and primary bid retail offer, raising GBP103.5 m.
- **Montefiore** on its GBP53 million sell-down (via block trades through a Berenberg led ABB) in ME Group International.
- **Singer Capital Markets** on the GBP21 million tender offer by Niox Group.
- **Learning Technologies Group plc** on its equity placing raising GBP81.8 m.
- **Accesso Technology Group plc** on its firm placing raising GBP32 m alongside a pre-emptive open offer raising GBP6m.

Case study – YouGov plc:

DLA Piper advised international online research data and analytics technology group YouGov plc on the acquisition of GfK CP, the European Consumer Panel Business of Germany based GfK SE for a headline purchase price of EUR315 million.

YouGov funded the acquisition through an undocumented equity placing of new ordinary shares that raised gross proceeds of approximately GBP51.2 million with the remainder of the cash consideration financed by a fully committed bridge debt facility and existing cash. The transaction involved the carve-out of GfK's Consumer Panels Business in relevant jurisdictions to address competition concerns raised by the EU Commission in relation to the previously announced merger of Nielsen IQ and GfK SE.

"The completion of this transaction is a notable step in fulfilling our mission as a company to give the world a voice and to help organisations of all types make better decisions by creating value for people and organisations around the world." Steve Hatch, CEO of YouGov



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Fintech/Cryptoassets

The financial services sector is undergoing a period of rapid transformation, driven by the integration of new technologies and evolving regulatory frameworks. As firms seek to modernise their operations, enhance customer experience, and meet rising compliance expectations, the need for sophisticated, multi-disciplinary legal advice has never been greater. DLA Piper is a trusted adviser to financial institutions, fintechs, payment providers, and technology companies navigating this complex environment. We support clients in interpreting and applying UK and international regulation, structuring compliant financial products, and engaging with regulators on matters ranging from authorisations and safeguarding to financial promotions and Consumer Duty.

Our team combines deep regulatory expertise with commercial insight, enabling us to advise on the legal implications of new business models, embedded finance, cross-border payments, and digital transformation initiatives. We are well-versed in the expectations of the Financial Conduct Authority, the Payment Systems Regulator, and HM Treasury, and regularly support clients in aligning innovation with regulatory integrity. We also assist clients in engaging with regulatory consultations and legislative developments, helping them understand how emerging laws apply to their technology-driven business models. This includes advising on practical implementation, assessing alignment with current legislation, and affirming their position both at an industry level and in dialogue with policymakers. For example, Paul Landless has helped shape the UK Digital Securities Sandbox, and maintains strong relationships within HM Treasury. He also serves on the ICMA Fintech advisory committee.

Our track record – advising:

- A **global payments platform** on a strategic collaboration with a digital asset exchange to enable crypto payments for e-commerce across EMEA, covering regulatory

responsibilities, customer journey design, and brand protection.

- A **major retail bank** on legal, operational and compliance aspects of joining the T2 platform to support cross-border euro payments.
- A **global card acquirer** on the impact of PSR's card-acquiring remedies and specific directions, including product restructuring and compliance planning for SME merchants.
- A **corporate card provider** on UK safeguarding structures and regulatory interpretation to ensure protection of customer funds and alignment with FCA supervisory focus.
- A **digital savings platform** on whether a new savings product triggered UK deposit-taking or payments permissions, including contract and cash-flow analysis.
- A **UK clearing bank** on terms for indirect access to Faster Payments and Bacs, current accounts, deposits and safeguarding accounts.
- A **global payments company** on UK authorisation and compliance obligations post-Brexit, including scoping and implementation of Consumer Duty requirements.
- A **social commerce platform** on structuring peer-to-peer platform and wallet features to avoid triggering regulated payment services or e-money issuance.
- A **global e-commerce company** on interpreting UK payment regulation, aligning global payment terms and reporting obligations.
- A **fuel card provider** on mapping for and implementing Limited Network exemptions in ten EU jurisdictions and the UK for fuel and EV card programmes.
- A **UK retail bank** on regulatory change-in-control notifications and integration of the acquired platform to support a new digital BNPL product.
- **Businesses in the FCA regulatory sandbox** including:

- A rules-based methodology to digitally manage regulatory compliance;
- A project led by global banks to provide institutional grade digital asset safekeeping and transaction services, with a focus on regulated security tokens; and
- At the request of the FCA, mentoring digital start ups in the first two cohorts of the Digital Sandbox (including ESG focused technology initiatives).

At a glance...

- Extensive experience advising on UK and EU financial services regulation, including payments, e-money, Consumer Duty, and financial promotions.
- Trusted adviser to banks, payment institutions, fintechs, and infrastructure providers on complex legal structuring and compliance.
- Support clients through FCA authorisations, PSR directions, safeguarding arrangements, and regulatory change.
- Strong understanding of the UK regulatory perimeter and its application to emerging products and services.
- Practical experience advising on cross-border compliance, product design, and regulatory engagement.



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Food, Rural and Environmental Affairs

DLA Piper's Food, Health, Safety and Environment practice is a specialist team with a deep focus on all aspects of regulatory law. We offer innovative and practical solutions to complex problems that arise from the laws and policies governing environmental protection, (including flooding, waste and recycling, food and animal welfare), energy, natural resources, health and safety and product safety, with a particular emphasis on food safety.

We provide an integrated team that works on contentious and non-contentious matters, through the combination of numerous highly regarded specialist lawyers, a reputation for first class advice and a portfolio of major national and international clients.

We advise on:

- Compliance with SHE laws and on the implications of forthcoming legislation
- Responding to regulatory investigations and defending against prosecutions by regulators
- Product safety, food safety law and regulatory aspects of healthcare
- Regulatory policy development and government relations
- Environmental permitting for waste management activities and other industrial activities.

At a glance...

- Specialist lawyers, highly regarded for first class advice.
- We offer innovative solutions to a range of complex matters.
- Our practice covers the full spectrum of non-contentious and contentious matters.

Our track record – advising:

- **Defra** on the UK-wide Packaging Extended Producer Responsibility Scheme in respect of packaging waste for all four nations of the United Kingdom. We advised on all

aspects of the Scheme, from policy development and reviewing draft legislation to arrangements between the four nations and their regulators and advising on the establishment of the scheme administrator and the procurement of an outsourced financial services supplier.

- On a **highly confidential government project** in relation to the make safe and keep safe of the redundant Teesside integrated iron and steel works site. Our team was chosen from a national panel of lawyers as they were identified as having in-depth specialist knowledge to deal with the complex infrastructure required to manage the safety and environmental risks on site, liaise with key regulatory agencies and provide advice and guidance to the government-owned management company in relation to on-going compliance.
- **Defra** and **NE** on the Landscape Recovery Scheme since 2022, developing the template project implementation agreement and through negotiations with projects and their funders as they develop and document the bespoke arrangements for each project's agreement, including advising on issues relating to land management and due diligence in connection with the project land. The scheme supports large-scale, long-term projects that restore nature, improve biodiversity and deliver environmental benefits across landscapes in England, funded by a blend of public funding (predominantly grant funding) and private sector investment.
- **The Sea Fish Industry Authority**, a NDPB sponsored by Defra and the devolved administrations, in connection with its policy reform programme and to assist with drafting a new statutory instrument relating to the statutory levy which funds it. We have provided public law advice over multiple years on the scope of a reformed levy, including powers, consultation (voluntary and statutory), and statutory procedure, as well as drafting the statutory instrument.

- A **global food manufacturing client** on the implementation of processes and procedures to ensure compliance with upcoming EU deforestation legislation.
- **Defra** on the its common use charges applied to all operators importing animal and plant-based products into the UK. We have advised on the basis for charging the common user charges and their collection.
- A **multinational FMCG** on the incoming UK Forest Risk Rules and advising on appropriate due diligence and risk management to ensure compliance.
- **Defra** on the Deposit Return Scheme for England and Northern Ireland, including the appointment of the Deposit Management Organisation (DMO) to operate the Scheme. Our advice included reviewing draft legislation, developing the application form and assessment process, reviewing aspects of the applicant's submission and preparing the conditions of appointment for the DMO.
- **DESNZ**, producing a report to assist in furthering the Department's policy to promote green hydrogen production offshore. We also suggested potential legislative, regulatory and practical changes to the existing frameworks to provide a more robust, streamlined and effective framework for the regulation of this new type of technology.
- An **electrical retailer** on submissions to the environmental regulator about when products they distribute and sell become waste and on the implications for their business of the regulator's position.



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Franchise Law

We're widely recognised as a leading franchise practice and represent a wide range of clients, brands, domestic and international, emerging and established.

We've played a leading role in shaping franchising policy and law for over 50 years. We've previously served as General Counsel to the International Franchise Association, the world's largest franchise trade organisation, and have helped draft legislation and regulations that protect the interests of our clients and the franchising industry as a whole.

Our team has a long history of working on major public sector projects with particular expertise advising combined authorities and local government on critical projects in the transport and leisure sectors. We've also represented clients in franchise litigation and arbitration proceedings that have set legal precedents.

In the fast-evolving franchising industry, we provide insight and direction to help clients deal with existing and new regulations. And we advise them on how to take advantage of the newest trends to achieve near-term goals, while creating the foundation for the long-term success of a franchise system.

We can help with the full range of franchise legal issues including trademark, real estate, employment, corporate, technology licensing, supply chain, patent and privacy law.

Whatever our clients' goals, we'll provide the insight, direction, and practical solutions their franchise business needs.

At a glance...

- Sector leading advice on transport franchise arrangements and associated issues.
- Represent clients in franchise litigation and arbitration proceedings.

Our track record – advising:

- **Department for Transport** on the M6 Toll Concession Contract.
- **Greater Manchester Combined Authority and Transport for Greater Manchester** on the implementation of bus franchising in Greater Manchester. This was the first bus franchising scheme to be made under the Transport Act 2000. We advised from before the introduction of the Bus Services Act 2017 which provided the powers, through delivery of the franchising scheme, management of legal challenge, implementation of a procurement and contracting strategy including drafting contracts and ancillary documentation, and successful management of the multi-contract procurement process.
- **West Yorkshire Combined Authority** on the development of their bus franchising scheme, the third such scheme to have been introduced, and the development of their procurement and contracting strategy, the first bus franchising arrangements to be procured under the Procurement Act 2023..
- **Liverpool City Region Combined Authority** on the development and implementation of their procurement and contracting strategy for bus franchising in Liverpool City Region, the second franchising scheme to proceed to

implementation.

- **Transport for Wales** in respect of their role in the franchising of bus services across Wales
- **Urban Transport Group** on their engagement with government on bus franchising including guidance on implementation of bus franchising schemes, and legislative input in respect of the Bus Services Acts 2017 and 2025 and their franchising provisions.
- **Halton Borough Council** as Claimant in judicial review proceedings brought against the Road User Charging Adjudicators in relation to the road user charging scheme in operation for the Mersey Gateway Bridge, the largest infrastructure project promoted by a public authority outside of London.
- **Global hotel operators** on their hotel franchise arrangements across the globe.
- A **UK pub and hotel brand** on its potential to franchise its F&B concept internationally.
- **Household name food brands** on their UK and international franchise strategies and operations
- **Brand retailers** on their franchise arrangements across the globe.



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Health and Safety

Our Safety, Health and Environment team conducts integrated contentious and non-contentious work, combining numerous highly regarded specialist lawyers, a reputation for first class advice and a portfolio of major national and international clients.

We are seen as trusted advisers on health and safety compliance, working with clients to help them manage risk, avoid the need for investigations and consequential prosecutions, and assist in defending companies following incidents, working closely with our colleagues in the contentious practice.

We advise on:

- Compliance with environmental, health and safety, food safety and product safety law and implications of forthcoming legislation.
- Reviewing and drafting compliance documentation for clients.
- Responding to regulatory investigations (including dawn raids); defending prosecutions by regulators; aiding our civil litigation and insurance colleagues.
- Regulatory policy development and government relations.
- Public affairs advice to protect clients' reputation in the media following an incident.
- Licensing advice, including advising on applications for premises licences under the Licensing Act 2003 and other licences pursuant to the Gambling Act 2005.

At a glance...

- Trusted advisers on health and safety compliance.
- Our team has a unique blend of advisory practitioners and defence lawyers, many of whom have been regulators.

Our track record – advising:

- One of the core participants in the **Grenfell Tower Inquiry**, the largest Public Inquiry constituted in England and Wales. It concerns the death of 72 people in the Grenfell Tower fire incident. We represented our client throughout the Inquiry's hearing and have recently been dealing with issues relating to the revision and issue of the Inquiry's Phase 2 report.
- The arena operator in the **Manchester Arena Inquiry** into the terrorist attack at the Manchester Arena. The focus of our client's involvement has been in relation to the security measures at the Arena and its medical first aid response in the aftermath of the attack. We have managed a large and wide-reaching document review exercise amounting to many thousands of documents. Detailed attention was also required to manage our client's disclosure to the Inquiry (and beyond) including specific consideration to the operationally sensitive nature of some of the information therein. This involved close collaboration with the Inquiry Legal Team and relevant government departments over several months. We have undertaken many hundreds of hours of witness interviews and carefully managed client, witness and stakeholder expectations throughout the livestreamed hearings.
- The **Department for Energy Security and Net Zero** on the health and safety regime applicable to offshore projects and infrastructure as part of a report into the regulatory framework

for green hydrogen production. Green hydrogen production is the production of hydrogen by electrolysis of sea water. The energy for this is provided by electricity from wind turbines. The hydrogen thus produced can be transported, stored and used at a future date to generate electricity. The process is intended to provide an energy storage system for renewable wind energy which is analogous to existing pump storage systems for hydro-electric electricity. The green hydrogen projects would therefore provide a mitigation of the critical problem that renewable wind energy is not available when the wind is not blowing. Our report reviewed the application of existing regulatory frameworks governing offshore oil, gas and electricity infrastructure, and their potential application to green hydrogen production, transportation and storage both in English, Scottish and Welsh territorial waters and in waters lying outside the 12-nautical mile limit, including the UK Continental Shelf and Exclusive Economic Zone. We also suggested potential legislative, regulatory and practical changes to the existing frameworks to provide a more robust, streamlined and effective framework for the regulation of this new type of technology. The topics covered were extremely complex, but the report was very well received by the client Department.

- The **Ministry of Defence** on the health and safety management systems of a company manufacturing specialised semiconductors which the Department is interested in acquiring.



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Health, Healthcare and Social Care

DLA Piper has advised the **Department of Health and Social Care, UK Health Security Agency, NHS England, NHS Resolution, MHRA, CQC** and many **NHS Foundation Trusts** on transformational transactions and procurements and related challenge and disputes. The focus of our healthcare practice is on procurements, contracts, dispute resolution, data protection and sharing, medical devices, IR35 compliance and staff transfers.

At a glance...

- Particular strengths in advising central NHS bodies on major ICT projects, involving TUPE, offshoring, sensitive data and IR35.
- Handle the largest challenges scaling up to provide both expertise and bench strength in a crisis eg the COVID-19 and Swine flu Pandemics

Our track record – advising:

- **NHS England Genomics** on a cGBP 5bn procurement for seven geographical lead NHS Trust providers, run under the Provider Selection Regime. To date, we've advised on the procurement process (including risk mitigation strategies), assisting with assessment meetings for the MSPs, advising on all procurement and contractual documents (including approach to transition from the incumbent providers).
- **NHS England** and the **Department of Health and Social Care** on various transactions to procure and roll out cloud hosting and suites of Microsoft and AWS collaboration products and services (including Azure, Windows 10, cyber protection and Office 365) to over 1.7m users, taking a key role in the negotiation of commercial and data privacy terms, and creating the terms of licence participation for various Trusts and health organisations.
- **NHS England** to establish an innovative assurance, procurement and contracting model for the GP IT market,

devising a new contract structure with a compliance regime at catalogue level, underscored by standards, framework agreements, call off agreements, data processing agreements, and model interface licences, all to ensure high quality and clinically safe products and services which connect and share data across boundaries, enable cloud solutions and patient self-service.

- **NHS Trusts** navigating the complexities of conducting procurements for electronic patient record systems, including: **West Hertfordshire Teaching Hospitals NHS Trust, Royal Cornwall Hospitals NHS Trust, Barking, Having and Redbridge University Hospitals NHS Trust, Royal National Orthopaedic Hospital NHS Trust, Royal Devon University Healthcare NHS Trust** and **Liverpool University Hospitals NHS Foundation Trust**. Our role involved:
 - advising on procurement law and the operation of the LPP CDHS Framework and call-off procedure;
 - defending procurement challenges and lifting automatic suspensions from award;
 - advising NHS Trusts in relation to sharing the same EPR instance;
 - reviewing and preparing the ITT and contract documentation for issue to bidders;
 - negotiating contracts with successful EPR suppliers.
- **NHS England and London North West University Healthcare NHS Trust** in relation to various programmes including (i) the provision of a digital solution to reduce ambulance handover times between the London Ambulance Service and emergency departments; and (ii) the roll-out of a new digital check-in service in NHS Trusts across London. Our role involved reviewing and providing assurance on the procurement processes undertaken, dealing with challenges and supporting with the review and development of the relevant NHS and supplier contracts and variations with the

suppliers, including on complex IP positions.

- **NHS England** on the development of its strategic partnership with Primary Care Support England in relation to support services for all primary care providers (GPs, Dentists, Ophthalmologists etc) under a single provider framework. This delivers centralised, modernised and improved services and cGBP40m pa savings for reinvestment in front-line healthcare.
- **NHS England** on the conformance, re-negotiation and transition from the “New National Network Agreement” with BT and on the procurement strategy for its successor Health and Social Care Network involving call off agreements under various CCS frameworks, the creation of a dynamic purchasing system, the support of procurements of HSCN connectivity for all public bodies in Yorkshire and the Humber via a single supplier framework, and concluding and managing connectivity contracts with BT, Virgin Media Business, Redcentric, Kcom, Exponential-e, Capita, Cisco, Computacenter, DMW and ASE.
- **Velindre NHS Trust** on the procurement of the DBFM of the Cancer Centre in Cardiff including the competitive dialogue stage of the project up to Successful Participant and financial close and obtaining an injunction to restrain action by protesters who wish to prevent the building of the centre. We obtained an interim injunction against named defendants and persons unknown, which prevents them from committing action on the Trust's and surrounding land which the Trust and their contractors need access to complete their works.



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International Development/Aid Funding

DLA Piper has extensive experience in advising on international development projects and regularly works on transactions involving multilateral development financial institutions such as the European Investment Bank (EIB), the European Bank for Reconstruction and Development (EBRD), the Black Sea Trade & Development Bank, the International Finance Corporation (IFC) and other World Bank entities, and also national development financial institutions such as the US International Development Finance Corporation and CDC Group plc (CDC) in the UK. Our work advising a multitude of development finance institutions on various transactions gives us a thorough insight into the policy, expectations and practices relating to such development financings. We also are actively involved in the international aid and impact investment sectors and have worked on a variety of projects in under-served regions around the world to support social and economic development.

At a glance...

- Extensive track record working on international aid projects, as well as sustainable financings and impact investments.
- Extensive global experience advising national governments and government entities, as well as borrowers, multilateral agencies, financiers and sponsors on development finance transactions.

Our track record – advising:

- **UNICEF** for many years with the contractual frameworks that govern private sector funding arrangements.
- **Kois Invest** on the structure of a development impact bond worth USD10 m. This impact bond, which also involves the US International Development Finance Corporation and the Near East Foundation (NEF) UK, will support Syrian refugees and host populations in Jordan and Lebanon.

- A **syndicate of five leading international development finance institutions and impact investors** on their cornerstone USD45 m investment in a Mauritius-domiciled “frontier” fund with an investment focus on companies located in Bangladesh, Indonesia, Pakistan and Sri Lanka. The Fund seeks to build enterprises in these countries that are socially beneficial, environmentally sustainable and commercially viable that address, above all, the basic needs of these countries’ vast underserved populations; namely access to hygienic food, water, sanitation, healthcare, sustainable energy and education.
- **Rhino Impact Investment (RII)** project since its inception to develop an innovative financing instrument with a focus on wildlife conservation. The project specifically focuses on black rhino conservation activities in Africa with an aim to incentivise new capital for conservation and to shift funding to focus on delivering long term outcomes for wildlife conservation to meet current challenges in this sector.
- **UNHCR** with innovative funding models for refugee protection and generation and sale of carbon credits.
- **CDC** and **DGGF** on their respective investments in a closed-ended investment fund focused on investments in Afghanistan. The Fund is a multi-sector fund which will focus on investments in high growth sectors with a strong domestic market or with the opportunity to export to markets outside of Afghanistan.
- **Government of Timor-Leste** on the development of renewable energy legislation to diversify Timor-Leste’s energy sources and on amending public procurement legislation, including facilitating reviews of Timor-Leste legislation by World Bank.
- **German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB)** on structuring and establishment of an energy efficiency fund for

the state of Ukraine. The Fund will provide a sustainable long-term mechanism to finance energy efficiency projects in Ukraine and is financed jointly by the Ukrainian government and international donors, including the IFC.

- **US International Development Finance Corporation** and **EBRD**, as lenders, on the USD310 m financing of the development, construction, operation and maintenance of a 250MW heavy fuel oil, distillate fuel and/or gas-fired power IPP4 project in A1 Manakher, Jordan.
- The **winning consortium** on the Liège Tram PPP, a new tram line in the City of Liège Lenders on the transaction included the EIB, which funded half of the term loan, totalling EUR193 m, backed by the European Fund for Strategic Investments (EFSI).
- **EBRD** and commercial banks on the repowering of the Koudia Al Baida windfarm in Morocco. It is the first wind repowering project in the MENA region and Africa.



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International Financial Organisations

DLA Piper regularly works on transactions involving international financing organisations, including development financial institutions such as the European Investment Bank (EIB), the European Bank for Reconstruction and Development (EBRD), the Black Sea Trade & Development Bank, the International Finance Corporation (IFC) and World Bank, and also export credit agencies and export credit agencies such as the Japan Bank for International Cooperation (JBIC), China Export & Credit Insurance Corporation (Sinosure) and Euler Hermes. Our experience has given us a thorough insight into the policy and other requirements, expectations and practices of such international financial organisations.

At a glance...

- Extensive experience advising national governments and government entities on the requirements of international financial organisations.
- Regularly engaged to act in the financing of energy and infrastructure projects.
- Experience acting for commercial lenders, sponsors and public authorities on energy and infrastructure projects, where funding is provided by international financial institutions.

Our track record – advising:

- **The EDF, Masdar, Suez and EWP consortium** on the \$1.4bn project financing of a multi-plant integrated utility system including Solar PV, BESS (Battery Energy Storage System), Reverse Osmosis and wastewater treatment plants, ancillary facilities and network systems as a part of the Amaala Giga project in Saudi Arabia.
- **Hidroelectrica de Cahora Bassa** on its development financings from AFD and AfDB in respect of the \$800m capex upgrade project relating to 2085 MW hydro plant in Mozambique.
- **Emirates Water & Electric Company** on the procurement

and financing of the \$444m S4 Reverse Osmosis Independent Water Project at Shuweihat, Abu Dhabi.

- **Nyasa Mobile** on its project financing of a new mobile network in East Africa, with funding provided by a large number of multilaterals and development banks including EIB, IFC and Finnfund.
- **KEPCO** on the \$435 project financing of the Jafurah independent steam power project for Saudi Aramco in Saudi Arabia, with financing provided by commercial banks and K-Exim.
- **NEOM** on the closing of the USD 8.5bn project financing of the Helios green ammonia export project, involving 500 MW BESS in Saudi Arabia, with financing provided by 23 financial institutions.
- **Infinity Power** on the project financing of the Ras Ghareb 200MW onshore wind project in Egypt. Project financing was provided by EBRD, Proparco and JICA.
- **International Finance Corporation** and the Government of Iraq on the procurement of the landmark PPP project (USD764m) for the rehabilitation, expansion, financing, operation and maintenance of Baghdad International Airport.
- **KEPCO and EWP** on the \$562m project financing of a 400 MW IPP in Guam, with financing provided by commercial banks and K-Exim and K-sure.
- **Bandwidth Cloud Services** on its corporate financing with Finnfund, EIB and Cordiant Capital to facilitate the roll out of its operations across Kenya, Uganda, DRC and Zambia.
- **Agility Trains** on the GBP5.7 bn project financing of the Government-led Intercity Express Programme in the United Kingdom which involved financings from JBIC and EIB.
- **Government of Timor-Leste's Minerals and Petroleum Authority (Autoridade Nacional do Petróleo e Minerais)** on regulation of hydrocarbon resources, which involved running consultation on policy issues with external stakeholders, including the World Bank.

- **Government of Timor-Leste** on the development of renewable energy legislation to diversify energy sources and on amending public procurement legislation, including facilitating reviews of Timor-Leste legislation by the World Bank.
- **German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety** on structuring and establishment of an energy efficiency fund for the state of Ukraine.
- The sponsors, **Galliford Try and InfraRed**, on the financing of the Education Funding Agency's North East Batch Priority Schools Building Programme scheme, where financing was provided by an aggregator vehicle part funded by the EIB.
- **The lenders** on the financing of a 70MW geothermal power project in Kenya.
- **US International Development Finance Corporation and EBRD**, as lenders, on the USD310m financing of the development, construction, operation and maintenance of a 250MW heavy fuel oil, distillate fuel and/or gas-fired power IPP4 project in A1 Manakher, Jordan.
- **EBRD and IFC** on the structuring and tender of a concession for the Sofia Airport in Bulgaria and advising the County Government of Nakuru and the World Bank on a solid waste management PPP Project in Kenya.
- **EBRD and commercial banks** on the repowering of the Koudia Al Baida windfarm in Morocco. It is the first wind repowering project in the MENA region and Africa.



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International Trade

DLA Piper's Trade and Government Affairs team is an international trade practice in the UK that is led out of London but has specialist practitioners throughout the country. This sets the practice apart from our competitors and allows us to offer a flexible, innovative and cost-effective service to Panel Customers.

Our team is made up of trade lawyers, regulatory sector specialists, political advisors in the UK, former officials in third country governments and international institutions. We provide both contentious and non-contentious international trade and WTO, investment, customs, sanctions and export control advice across our global platform. Our UK team works daily with our international network of trade specialists.

We understand that in this area you want exceptional legal advice that takes account of the broader policy, commercial and reputational context. We have the tools and acumen to anticipate, articulate and engage with wider clients and sectors.

At a glance...

- Cross-disciplinary team made up of trade lawyers, regulatory and policy specialists.
- Provide both contentious and non-contentious international trade, WTO, investment, customs, sanctions and export control advice.
- Legal and policy expertise blended into client advice.
- Able to advise client on numerous jurisdictions with advice of consistent quality through one point of contact.

Our track record – advising:

- A **UK public body** on the proposed extension to a levy to imported canned, bottled and pouched products. We provided an assessment of the risk of a successful challenge being brought under the WTO agreements and/or EU-UK Trade

and Cooperation Agreement.

- Advising the UK Government on the international trade aspects of proposed measures intended to incentivise the **production and supply of energy related components** for use in renewable and other energy projects
- We supported a **MENA State** in the development of its Export Incentives Programme to support and encourage businesses to improve their competitiveness, enter and develop export markets and expand their global reach.
- Supporting a UK exporter of steel with a detailed assessment of the preferential and non-preferential rules contained in over **thirty different UK FTAs**, reviewing and applying the provisions covering tariffs, cumulation and steel safeguards; and providing practical advice on claiming of preferences and completing UK and EU customs related documentation.
- A South Asian government on the **new model bilateral investment treaty**, with specific advice on provisions relating to the state's right to regulate and the investor's obligations to invest responsibly.
- Supporting an **international automotive company** in negotiations of commercially complex, politically high-profile and high-value agreements with government and public authorities that included significant state incentives, including designing a support package which was compliant with the host jurisdiction's obligations as an WTO member.
- A distributor on a **UK anti-dumping investigation** into the alleged dumping of excavators of Chinese origin on the UK market. We represented the client in its engagement with the TRA which involved the analysis of the TRA's investigation on the basis of trade remedies law and public law, preparing formal submissions to the TRA and deploying a parallel government engagement strategy to leverage pressure on the TRA to change its approach.
- Supporting a **multinational consumer goods group** with its

participation in an **EU anti-dumping investigation** with respect to fatty acids, with entities within the group being both an exporting producer in Indonesia and an EU importer.

- A **global agrichemicals business** on the compatibility of the EU's approach to reducing minimum residue levels (MRL) for a pesticide under Regulation (EC) No 396/2005 with the approach to risk assessment under the WTO Agreement on the Application of Sanitary and Phytosanitary Measures. Advising on scope for challenge under EU and WTO law. Preparing a stakeholder map and engagement strategy for the client to lobby in the EU and WTO to prevent a reduction in the MRL.
- Providing advice to a **significant importer of steel** into the UK on the transition of the EU's tariff rate quotas on steel products into UK domestic legislation following the end of the Brexit transition period.
- A **global manufacturing company** in relation to an on-going investigation by HMRC concerning rules of origin for customs valuation purposes. Advice included detailed technical advice and corresponding practical recommendations on the concept of bilateral cumulation and wider strategic advice on engagement with HMRC.
- Providing an airline group with international trade law and strategic government affairs advice on the impact on **customs provisions and import duties on aircraft** as a result of US-EU trade disputes.
- Various significant and complex instructions relating to compliance with western **sanctions and export controls**.



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Investment and Asset Management

Our Investment Management & Funds (IM&F) practice is one of a kind, we're large-scale, with more than 350 experienced lawyers across 40 offices in all key global jurisdictions. This gives you 'boots on the ground, ready to roll up the sleeves' lawyers able to represent many of the world's leading private and institutional investors in thousands of domestic and foreign investments.

Our cross-border multi-disciplinary philosophy is well positioned to advise clients on investment activities across the entire value chain, from strategic planning and launch through liquidation.

We have important, relevant public sector roles on matters such as greenfield financings, renewables portfolio investments and private funds advice for investments and co-investments with public investing bodies. Plus, experienced in the structuring and offering of green investment funds, in separately managed accounts, finance for funds and impact investing. By working with both leading general partners (GP) and limited partners (LP), we know ahead of time what various parties expect, bringing you this knowledge increases efficiency and keeps cost down.

At a glance...

- Diverse, friendly, professional team of 350 lawyers across 40 offices worldwide.
- Performance-driven and focused, we understand the need to reflect the market, anticipate the horizon, and execute transactions professionally.
- Award winning legal team supporting a wide and dynamic set of clients, bringing you knowledge unlike any other firm.

Our track record – advising:

- On the structuring, establishment, and terms of a GBP1.5 bn

real estate investment platform alongside **Public Sector Pension Investment Board** (one of Canada's largest pension investment managers) and **Norges Bank IM**, including seeding of GBP200 m Capital Park, Cambridge.

- On the structuring, marketing, and launch of **Harrison Street European Property Partners IV, SLP RAIF and its parallel vehicles**. The Fund will invest in life sciences assets, education properties, specifically targeting student housing, specialty residential properties and healthcare assets.
- **Caddick and Moda** on the establishment of a GBP1 bn real estate investment platform with Ares Management, with the venture targeting the development of 5,000 build-to-rent single family homes by the end of 2025.
- **University Superannuation Scheme (USS)**, one of the largest pension schemes in the UK, as part of a consortium lead by Macquarie Group, on the purchase of loan assets from the Green Investment Bank (GIB) for a total value of GBP2.3 bn (comprising underlying green energy projects at varying stages of development & completion).
- On the sale of a major portfolio of real estate loans to a global private equity firm for GBP2.25 bn. The portfolio comprised more than 1000 commercial real estate loans. This was one of the largest real estate deals in Europe in recent years. The project involved over 200 specialist lawyers from our Restructuring, Real Estate and Finance practice groups.
- **Element Power** on the sale of its portfolio of onshore and offshore wind power projects, battery storage projects, grid services and asset management business.
- **Washington State Investment Board (WSIB)** in a transaction that involved the purchase by National Grid of a manager with whom WSIB was invested and its entry into a joint venture agreement with National Grid.
- Full scope fund and asset management regulatory support

covering authorisations, fund marketing, ESG classification and disclosures, CIS and AIF analysis, ongoing FCA conduct governance, market, reporting and compliance support.

Case study – Greensphere Capital

We supported Greensphere Capital LLP, via its climate incubator Gaia Sciences Innovation, about their joint venture with the Royal Botanic Gardens, Kew to invest up to GBP100 m in plant and fungal science spinouts, with applications ranging from sustainable agriculture to habitat restoration in the UK and internationally. Gaia Sciences Innovation will work with the Royal Botanic Gardens, Kew and other science and commercial partners to commercialise and scale up research in biodiversity, botanical and fungal science, forestry, agriculture, and habitat restoration.

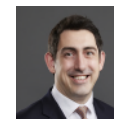
This deal underlines our significant experience, and the strength of our practice, in advising about sustainable investments and fund structures.

Greensphere Capital is a private equity business which specialises in scaling engineered and nature-based technological solutions to solve some of the biggest systemic risks facing our generation.

"The team demonstrated exceptional focus and perseverance, an incredible work ethic and a high level of technical proficiency throughout this transaction."



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Investment and Commercial Banking

Incorporating the wider capability of the global DLA Piper network, we offer a complete service with the strength in depth to advise on all aspects of banking – across borders, sectors and financial products. We regularly advise and have strong relationships with banks, investment banks, ABL providers, credit funds, debt advisers, institutional investors, private equity houses, security agency providers and vendor management teams.

We have a deep understanding of the issues that can arise on financing transactions and provide tailored advice, balancing requirements of all parties. This extensive private sector and international experience allows us to help Government to anticipate issues relevant to the private sector parties it is dealing with and to advise on market trends and what is “on market” (where appropriate).

At a glance...

- Part of an international Finance group of nearly 800 lawyers in more than 40 countries.
- Advise the full range of market participants, including governments.
- Clients benefit from a valuable combination of local knowledge and global insight, allowing us to handle all aspects of complex domestic and cross-border matters.
- We regularly advise on first-of-a-kind deals in new markets e.g., a variety of alternative lending products and structures.

Our track record – advising:

Borrower

- Eastern Power Networks plc on the issue of GBP150 m wholesale bonds under their GBP10 bn EMTN Programme.
- Heineken UK and Punch Taverns Finance plc in the make-

whole redemption of sub-investment grade notes, refinanced with approximately GBP978 m of fully subordinated debt.

- John Swire & Sons on a new ESG-linked finance facility with ESG pricing metrics.
- Keller Group plc on ISDA documentation with several international banks and in respect of the refinancing of its existing credit facilities via entry into a new syndicated revolving credit facility for GBP375 m, provided by a syndicate of eight financial institutions.
- Tesla Motors in connection with the amendment and restatement of its syndicated ABL facility to include English borrowers and English assets as part of their Brexit response.
- Vodafone on the disposition/resolution of six series of “orphan SPV” high yield notes in connection with its acquisition of Grupo Corporativo ONO.
- Merlin Entertainments plc on the refinancing of its bank facilities including an increased and extended GBP600 m revolving credit facility.

Lender

- A major British financial institution and a major Spanish Bank on the refinancing of an existing facility made available to Shepherd Neame Limited, Britain’s oldest brewer.
- A banking client as mandated lead arranger and five other lenders (including BNP Paribas, Credit Agricole, and Abbey National) on a GBP400 m real estate financing to APP, a joint venture between Aviva and Segro.
- A British multinational bank on the financing and security arrangements in relation to 24 containerised generator sites across England and Wales, accredited for Capacity Market Mechanism Supply.
- A major British financial institution and a British multinational bank with regards to the provision of a GBP90 m receivables

finance facilities agreement in favour of the Harvey Nash group of companies.

- An energy trading company in connection with a USD325,000,000 letter of credit facility provided by BNP Paribas, ING Belgium SA/NV, First Abu Dhabi Bank PJSC, Abu Dhabi, Credit Agricole Corporate and Investment Bank acting through its London Branch, MUFG Bank, Ltd.
- A global petro-chemicals company in connection with its global security arrangements securing USD1.2 billion of facilities and involving DLA Piper offices in 13 countries.
- A global glass manufacturing company in connection with its EUR421,500,000 term and revolving credit facilities provided by SMBC Bank International PLC, ABN AMRO Bank N.V, Santander UK PLC, National Westminster Bank PLC, HSBC UK Bank PLC, Mizuho Bank LTD, Fifth Third Bank, National Association, Governor and Company of the Bank of Ireland (The), Sumitomo Mitsui Trust Bank, Limited (London branch), Bayerische Landesbank, MUFG Bank, LTD. AND Citibank N.A. London branch.
- A group of major UK banks in connection with a GBP175,000,000 revolving credit facility provided to a professional services firm.



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Islamic Finance/Sukuk

The global Islamic financial services industry continues to demonstrate strong signs of growth as investors (both Islamic and conventional) look to tap into the alternative source of liquidity offered by Sharia-compliant financing structures and products. DLA Piper recognises the impact of Islamic financial services and is committed to providing our clients with global solutions for critical and complex transactions. We understand each client is different – expert sector knowledge is the most effective way to deliver business needs.

Our team provides specialist advice on a broad range of Islamic transactions or products, including bilateral, club and syndicated debt finance; leveraged finance; project finance (including complex/multi-sourced financings); real estate finance; asset finance; trade finance; debt restructurings; and debt capital markets (sukuk). We also advise clients in relation to Islamic investment funds, private equity, takaful and Islamic structured products, as well as disputes.

At a glance...

- We can handle Islamic finance transactions originating in all the major financial centres – from the traditional Islamic finance hubs in the Middle East and South East Asia to London, Paris, Tokyo, New York and in growing markets such as Africa.
- A cross-practice, cross-office Islamic finance offering.
- We work closely with our colleagues in various practice groups (and across different sectors) to ensure that our clients have access to a team of specialists.
- Our lawyers deliver legal solutions that are Sharia-compliant as well as commercially viable.

Our track record – advising:

- A **State Pension Fund** on the murabaha refinancing of a portfolio of UK properties with funding provided by an international banking group.
- A **prominent UK Islamic bank** on its Islamic equipment financing platform for the Middle East region.
- A **GCC regulator** on a comprehensive set of new regulations for Sukuk (including trading rules for the same).
- A **government-related entity in the GCC** on the restructuring of its multi-billion-dollar Sukuk issuance in respect of a world-scale integrated chemicals complex for the manufacture of chemical and plastic products.
- A **Kuwaiti Islamic bank** in relation to a USD125 m murabaha-based financing facility for a regional government in the GCC.
- **Ports Development Company** in relation to the Sharia-compliant SAR2.5 bn project financing of a port at King Abdullah Economic City.
- **Creditors' Representative Committee** on the successful restructuring of the Lagoon City Sukuk, a first-of-its-kind restructuring involving a USD200 m sukuk al-musharaka his deal involved a unique arrangement for the purposes of swapping debt for assets as well as the creation of a supplemental trust structure.
- The **Islamic Republic of Afghanistan** on its proposed framework for mortgages, including work around Sharia-compliant mortgages and the relevant enforcement regimes for the same.

Case study – Kuwait Finance House:

Advising Kuwait Finance House (Bahrain) and other major banks in relation to a club deal involving major banks in Bahrain providing murabaha facilities to Eskan Bank. Eskan Bank (wholly-owned by the Government of Bahrain) was established in the Kingdom of Bahrain with a unique social purpose consisting of providing mortgages for low-to-middle income Bahraini citizens. Eskan Bank is actively engaged in community-related property development activities and facilities management. The murabaha facilities consisted of a term murabaha facility and a revolving Murabaha facility. The transaction involved complex drafting and structuring solutions. The syndicate of banks included major local banks. The murabaha facilities were guaranteed by the Government of Bahrain. Given the spotlight on ESG and the push towards establishing a more sustainable and socially responsible Islamic financial system, this matter was extremely significant. It demonstrated our commitment to utilising our strength to make a positive social impact in our local and global communities.



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Life Sciences

Our Life Sciences team comprises lawyers with legal, scientific and medical knowledge who understand the complexity of the environment in which our clients operate, including experience providing extensive advice to public sector clients in this space. Many of our lawyers have worked at life sciences companies and have PhD level degrees in hard sciences that allow them to combine scientific experience with sound legal judgement.

At a glance...

- Over 20 specialist life sciences lawyers in the UK.
- Coordinated team that operates across 40 jurisdictions.
- Advise clients in the pharmaceutical, vaccine, medical devices, bio-tech, health-tech, gene and cell therapies, healthcare and cannabis sectors.

Our track record – advising:

- **NHS England** on all procurement, contractual and data privacy issues associated with the creation of the NHS Genomic Medicine Service, and NHS England's ongoing partnership with Genomics England. This included re-procurement of the genomic laboratory hubs, contractual arrangements underpinning NHSE's relationship with Genomics England, development and implementation of collaboration agreements between NHS England and various industry stakeholders, and patent infringement analysis in relation to licensing issues surrounding the use by NHS Genomic Laboratory Hubs of a computer implemented analysis tool for the classification of tumours.
- A **PtC licensee** on its largest-ever global licence deal from Porton Down, the UK Government research establishment, to the marketing and distribution of a highly-valuable cancer therapy. The licence involved complicated issues of public law as well as contract law, since the licensee is a government body, as well as a measured approach to risk that sought to balance risk between the parties.

Product liability

- On product liability claims against pharma and medical device manufacturers including:
 - A **global pharma and biotechnology company** in group litigation under a GLO in relation to statutory product liability and negligence claims concerning a medical device; co-defendants include various NHS Trusts.
 - An **American multinational pharma and biotechnology corporation** on multiple potential product liability claims concerning a well-known pharmaceutical product.

Contractual disputes

- **Private companies and industry-leading charities** on R&D disputes re licensing and revenue share agreements.
- A **global pharma and biotechnology company** on corporate disputes including earn out provisions under an SPA.
- **Suppliers of medical technology, devices and pharmaceuticals** on distribution arrangements, including UK pharma and American-headquartered medical technology companies on termination of multiple distribution agreements in the Middle East and Europe.

Other

- On potential compensation claims under the APBI guidelines for Phase I/II trial sites.

Contractual advisory

- A **global pharma company** in relation to contract re-negotiations and re-procurement for supply of their COVID-19 Vaccine in the UK and Europe.
- A **global pharma company** on supply of stem-cell therapy products to NHS.
- Structuring a performance-based risk-sharing agreement for a **global pharma company**, integrating clinical, financial, and regulatory considerations to support value-based market

access.

- Comprehensive legal support to a **major medical device company** navigating multi-party contractual arrangements, regulatory compliance and operational considerations.

Data protection compliance

- On all matters relating to data protection compliance for a **global pharma company**. This retainer results in multiple instructions per month reporting into the Global CPO including on UK matters.
- A **UK pharma company** to advise them with regards to their direct marketing obligations when engaging with HCPs.
- A **life sciences company** regarding the extent to which inference information amounts to personal data under UK data protection law.
- A host of **life sciences clients** on all aspects of UK GDPR compliance including in respect of ICFs and accompanying privacy notices, contractual terms with varying counterparties, data protection risk assessments and international data transfers.

Incident response

- **Various NHS Trusts and life sciences companies** as incident response counsel re supplier data protection breaches including of patient and employee information.
- A **pharma company** as incident response counsel to a third party payroll incident.



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Maritime and Shipping

With the shifting landscape of globalisation and innovation, port and shipping operations have increased in complexity and scale. Our experienced team in the maritime and shipping sector represents the full range of stakeholders in the sector, including port owners and operators, port authorities, shipping groups, shipowners and charterers, shipbuilders, lenders and financial investors in bulk carriers, tankers, warships, support vessels, yachts, barges and other vessels, as well as ports and other maritime facilities.

We have extensive experience handling shipping-related disputes before courts and arbitration panels worldwide, such as disputes involving contamination, shortage and delay, charter party claims, shipbuilding and repair disputes and salvage and collision claims.

We advise on every aspect of the maritime industry, including:

- Vessel procurement design, manufacture and financing.
- Port concessions and projects, including financing, development and construction.
- M&A/Joint Ventures.
- Antitrust.
- Data Protection/GDPR.
- Environmental issues and social value.
- Transfers and registration.
- Charter parties.
- Offshore installations.
- Towage, pilotage and salvage.
- Marine regulatory advice, casualties and insurance.
- Maritime attachments, vessel arrests and liens.

At a glance...

- A market-leader in the maritime and shipping sector.
- Particular strengths in advising on major ship procurements and infrastructure (including planning) projects, as well as contract advice.
- Known for our ability to handle the largest challenges scaling up to provide both expertise and bench strength in a crisis.

Our track record – advising:

- **UK Ministry of Defence (MOD)**, alongside MOD's in-house lawyers, on its GBP1.7bn manufacturing contract for three Fleet Solid Support Ships (FSSS) and addressing the impact of Harland and Wolff.
- **Hutchison Ports UK** in relation to the expansion of the Port of Felixstowe (the UK's largest port), for over fifteen years and in relation to the development of the Bathside Bay Container Terminal, situated close by. We have advised on projects including redeveloping railway access facilities, negotiating long-term stevedoring and warehousing arrangements and developing a dedicated berthing facility for containerised traffic.
- **Defra** on its Framework Agreement for the provision of offshore vessel charters to support the Marine Management Organisation's (MMO) operations for the charter of Offshore Patrol Vessels to provide capability and collect intelligence on observed fishing activity post – Brexit, specifically as a deterrent to illegal fishing activity and the deployment of MMO inspection teams to board and inspect fishing vessels at sea. DLA Piper's role included the modification of standard form BIMCO Supplytime charter agreements as the base document on which providers would charter Offshore Patrol Vessels to Defra and an analysis of the liability issues and relevant insurance arrangements.

- **UK MOD**, alongside MOD's in-house lawyers, on the c. GBP1bn commercial and procurement strategy in respect of the Multi Role Strike Ship project, a planned class of up to six multi-mission amphibious warfare ships to replace the Royal Navy's current amphibious flagships.
- The **Maritime and Coastguard Agency** on its Scottish property portfolio which includes industrial units and cabins in many remote and coastal locations. We give advice, among other things, on acquisitions and lease renewals.
- **UK MOD** on the National Flagship Project for the UK's one of a kind, once in a generation new flagship vessel.
- The **Maritime and Coastguard Agency** on its contracts relating to aerial pollution spray services. This has included purchase of specialist equipment, advice on transfer of type licences, contracts for outsourcing of aviation services and related regulatory and contract advice. We have called upon our specialist aviation lawyers to advise on regulated aviation matters.
- The **successful tenderer** on its appointment as operator of a Transport Scotland subsidised ferry service between mainland Scotland and the Northern Isles of Orkney and Shetland.



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Media Law

Media, Sport and Entertainment (MSE) is a primary area of focus and investment for DLA Piper. Our team has regular experience in advising those involved in the media and entertainment industries – industries which demand the very best representation and expect superior client service. Our clients benefit from our international reach, from our deep industry knowledge and experience, and from our creative, solution-oriented and responsive approach.

DLA Piper is at the forefront of advising the media and entertainment industries on finance, investment and corporate issues, production and rights acquisition, the exploitation of media rights, the staging and exploitation of live sports and other events, intellectual property protection and enforcement, regulatory and administrative issues, antitrust and competition law and the resolution of disputes.

We advise international and national governing bodies and agencies, film studios and producers, distributors, broadcasters, promoters, advertisers, rights holders, leagues, clubs, franchise owners, event promoters, sponsors, investors, banks and other leading corporations and individuals.

Representative media clients include **ITV, The Walt Disney Company, Warner Bros. Discovery, Netflix, Sky, Al Jazeera, RTL, beIN SPORTS, Premier League, European Leagues, National Basketball Association (NBA), International Olympic Committee, AEG, Dentsu, Thomson Reuters, Axel Springer, Ringier, and The Financial Times.**

Our track record – advising:

- **Government Property Agency** division of the Cabinet Office on audiovisual content licensing within the public sector.
- The **Department for Culture, Media and Sport (DCMS)** on all aspects of the hosting of the Commonwealth Games in Birmingham in 2022. Government guarantees the

arrangements and so has a role in overseeing implementation and making sure things are proceeding in an orderly way. We have also advised DCMS on funding arrangements for the key locations used for the Games, intellectual property issues, and liability issues resulting from various issues including COVID-19.

- The **Cabinet Office** in relation to various arrangements for the United Nations Climate Change Conference ‘COP26’ held in Glasgow in November 2021. Google took sponsorship and had a role in amplifying the messaging of the event. We assisted on that deal to maximise its benefits for government. Later, we advised on arrangements for a film to be produced by the BBC and an advertising agency in relation to the event, helping ensure the film met governmental needs.
- **DCMS** on the impact of Brexit on the UK implementation of the E-Commerce Directive and the country-of-origin principle for the operation of information society services from the UK and provided across the EU, particularly in relation to advertising content.
- Several **government departments** on the hosting of major events including advising the Foreign, Commonwealth and Development Office on the G7 and COP26.
- **DCMS** on the Queen's Platinum Jubilee, Queen's funeral, and King's Coronation: drafting/negotiation of the contracts for occupation of the Royal Parks with the BBC and others involved in the delivery of the events.
- **Tourist Board of Abu Dhabi** on its contract arrangements and strategy for entertainment projects
- Various international broadcasters and media companies such as **ESPN, Lionsgate, Warner Bros. Discovery, Scripps, Vice Media** and **beIN Sports** on the carriage/distribution of their channels and content, and on arrangements with various platform operators, including advice on their OTT and other direct to consumer strategies.

- **Digital 3&4** (a consortium consisting of ITV plc, STV Group plc and the Channel Four Television Corporation) on the complex and business critical end to end procurement process of baseband coding, multiplexing and distribution services, to facilitate the delivery of content from ITV, STV, Channel 4, S4C and Five to homes across the UK. We advised the Digital 3&4 board on all legal aspects of that process and the final contract secured a significantly improved position on a number of key legal issues, by comparison with the existing contract Digital 3&4 had in place for the distribution services.
- **ITV** locally and internationally on all employment matters, IP / broadcasting rights issues, and leading negotiations on a number of commercial matters (notably drafting business-critical technology outsourcing agreements for ITV's transmission and playout services).
- **Major advertisers** – undertaking significant amounts of successful high-profile work for major advertisers before the ASA and on broader advertising regulatory compliance.
- On Ofcom advertising and sponsorship regulations.

At a glance...

- Advised on the hosting of major events.
- Collaborative, with a “can do” attitude.
- Quality and innovation in all we do.
- World class expertise delivered locally to Government using best practice methodology.



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Partnership Law

Our multi-disciplinary team of partnership law advisors are drawn from our Corporate, Commercial, Employment, Real Estate, Funds Teams and our Litigation practice.

We advise on all aspects of partnership law and on all types of partnerships. Of particular interest to government are the structures we advise upon for projects (often LLPs) and for the holding of real estate and fund assets. Our market-leading limited partnership team has significant experience of advising upon limited partnerships as investment and asset holding structures.

At a glance...

- All aspects of the requirement covered.
- Strength in depth in advising on LLPs as project vehicles.
- Strong track record in use of limited Partnerships.
- Expertise in all aspects of partnership law, including dispute resolution.

Our track record:

Non-contentious Partnership Law – advising:

- On the creation of a public services laboratory (PSL) which, in essence, was a public/ private sector joint venture to create an innovative hub designed to provide SMEs with training and support in bidding to the public sector for services contracts. This was in recognition of the difficulty faced by many SMEs in bidding for government work in comparison with larger

service providers with significant resources. Our advice covered advising on the most appropriate structure for the ventures, establishing the LLP, drafting the LLP Agreement, advising on funding and the application of the Public Contracts Regulations 2015.

- A **UK healthcare institution** on the proposed establishment of a joint venture with a UK university, to be established as an English limited liability partnership, which will invest in technology projects in the UK.
- On the establishment of partnerships for the provision of professional services (accountancy, legal, architectural etc). By way of example, we recently advised upon a management buy-out of an LLP and continue to provide partnership and other day-to-day advice following completion.
- A **UK real estate manager** on the establishment of its co-investment platform, which is structured as an English limited partnership, and its employee investment fund, which is structured as a Scottish limited partnership.
- A **global real estate investment manager** on the establishment of two private equity real estate funds, each of which is structured as an English limited partnership.
- A **UK asset manager** on the restructuring of its GBP89 million student accommodation fund, which is structured as an English limited partnership, including advice about the European Union Alternative Investment Funds Managers Directive.

- Institutional investors, such as sovereign wealth funds, pension schemes and development finance institutions, on their fund investment programmes, including investments into English and Scottish limited partnerships.

Contentious Partnership Law

We advise in respect of disputes arising in relation to LLPs; partnerships established under the Partnership Act 1890; Limited Partnerships, insolvency and expulsion matters. We advise at an early stage to help manage the dispute, as well as throughout the litigation process, including mediation, arbitration, expert determination and High Court proceedings.

Examples include advising:

- A **partner in a substantial solicitors' practice** following an attempted expulsion in breach of the Partnership Deed and obligations at common law. Proceedings were issued in the Chancery Division and ultimately settled on confidential terms.
- In respect of a partnership dispute arising following the acquisition of a business involving allegations of misrepresentation and a dispute regarding the appropriate forum for the issues to be heard between arbitration and Court proceedings.



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Project and Asset Finance

We have extensive experience in advising on some of the largest and most complex financing of infrastructure and energy projects in the UK and globally across all major sectors. Many of these deals are “first of a kind”.

According to rankings we advise on more energy transition and infrastructure deals than any other law firm globally. We leverage this deep expertise to apply innovation, lessons learned and latest market positions in advising our clients. Critically, we are able to structure deals from the outset in the most challenging and nascent sectors to ensure they are bankable and, critically, from an HMG perspective, we advise governments as to what role they should be playing in terms of balancing the need for facilitating private investment with ensuring adequate risk transfer to the private sector and ensuring that taxpayer’s interests are properly reflected. We cover the full breadth of financing products including traditional project finance, capital markets solutions, holdco finance and portfolio structuring as well as export credit agency and other multilateral agency supported transactions.

At a glance...

- A team of over 200 lawyers internationally, with extensive experience advising both in the UK and globally on financing infrastructure and energy projects.
- Many of our projects include complex and innovative structures or are first of their kind in the market.
- The breadth of our sectoral and geographic expertise means we are at the cutting-edge of the market.
- We advise on more infrastructure and energy transition deals than any other firm globally.

Our track record – advising:

- **Amber Infrastructure, the Investment Adviser to International Public Partnerships Limited**, and global

investment group, La Caisse (formerly CDPQ), on the c.GBP2 billion investment commitment into the Sizewell C Nuclear Project.

- The **Welsh Ministers** on designing their Mutual Investment Model (MIM) and then on over GBP 1 billion of PPP projects, the A465 Roads Project, the Velindre Cancer Centre Project and the Welsh Education Partnership.
- **Private sector sponsors and lenders** on over EUR 2.5 billion of Norwegian, roads, bridges and tunnelling PPPs using a variety of financial products including ECA support, institutional and DFI debt as well as commercial lenders. This included the Rv555 roads, suspension bridge and tunnelling project which is the largest onshore construction project in Norwegian history.
- **Saudi Water Partnership Company** on the successful close of the Jubail–Buraydah Independent Water Transmission Pipeline Project (IWTP), with a total project value of approximately USD2.2 billion.
- **Arcadia eFuels Vordingborg** on its EUR 2 billion Sustainable Aviation Fuels project in Denmark (including equity raise and project finance raise). This will be a groundbreaking first of a kind project for the European market.
- **StarPlus Energy** (a J.V. between Samsung SDI and Stellantis) in connection with the \$7.56 billion project financing by the Department of Energy for the development of two EV gigafactory factories in Indiana, USA.
- Broadband provider **Quickline**, majority owned by funds managed by Northleaf Capital Partners, on a GBP250 million financing provided by UK Infrastructure Bank and NatWest. In order to connect 500,000 rural premises across Yorkshire and Lincolnshire.
- **Fotowatio Renewable Ventures** on the financial close of Project SIMO, a pioneering 100MW/200MWh battery energy

storage system (BESS) in Finland. This is the first project financed BESS deal in the Nordics using an innovative “merchant” model.

- **BASF** on the multi-billion Euro financing of the 1.5GW offshore wind farm Hollandse Kust Zuid in the Netherlands.
- On innovative financing in the electric vehicle charging sector for **Be.EV** (backed by Octopus Energy Generation) and Roam (backed by Denham Capital). The latter included finance from the National Wealth Fund..
- **Grupo Cobra** on the first of a kind design, financings, construction, operation and maintenance of the Central-West Orana Renewable Energy Zone Transmission Project in New South Wales, Australia.
- **PowerHouse Data Centers** and its sponsors (American Real Estate Partners and Harrison Street) in connection with the US\$615 million project financing of a multi-building data center campus in Virginia, USA with 264MW capacity leased to a hyperscale tenant.
- **Fidelis** on the Norne Carbon Capture and Storage Project in Aalborg, Denmark. This is one of the largest scale carbon storage projects in Europe and will provide critical facilities for large industrial Northern European emitters
- **NEOM Green Hydrogen Company** on its USD 8.5 billion green ammonia export project in the Kingdom of Saudi Arabia.



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Public Inquiries: Support to Participants and Inquests

DLA Piper has a Public Inquiries team with significant experience of advising on major public inquiries and inquests in a range of settings.

The team is made up of public inquiries and inquest lawyers with a breadth and depth of experience in a range of key related areas including health and safety, public procurement, health and social care regulatory, product liability, data protection and COVID-19 related advice and litigation.

At a glance...

- Inhouse electronic data management experts with experience of managing inquests and inquiries with large volumes of documents and data.
- Track record of conducting detailed and challenging witness preparation and orientation.

Our track record – advising:

- The **FCDO** in respect of its response to the Covid-19 Inquiry. This significant and high-profile mandate involved DLA Piper working with GLD to assist the FCDO with all aspects of its response to the Inquiry.
- **British Business Bank plc** to provide legal support in connection with its role as a Core Participant in Module 9 of the Covid-19 Inquiry, which relates to the economic response to the pandemic and its impact, including governmental interventions such as loans schemes administered by BBB. DLA Piper is supporting BBB on all aspects of its engagement with the Inquiry including assisting with collection and review of evidence for the purpose of disclosure to the Inquiry, the production of witness evidence and attendance at hearings.
- **NHS England** (NHS Digital as-was) in the Covid-19 Inquiry. We assisted in the preparation of the Corporate Statement required by the Inquiry Legal Team and managed disclosure.

The scale of the mandate was significant given NHSE's pivotal role in assisting with the UK Government's response to COVID-19.

- A **Train Operating Company (TOC)** in respect of its response to the Covid-19 Inquiry's request for evidence. This relates to measures implemented by the UK government, namely modifications to the franchise agreements under which TOCs operated the railways, to account for the reduction in passenger demand as a result of restrictions imposed during the pandemic.
- One of the core participants in the **Grenfell Tower Inquiry**, then the largest Public Inquiry constituted in England and Wales, which concerned the death of 72 people in the Grenfell Tower fire incident. We represented our client throughout the Inquiry's hearing and have dealt with issues relating to the revision and issue of the Inquiry's Phase 2 report.
- The arena operator in the **Manchester Arena Inquiry** into the terrorist attack in 2017. The focus of our client's involvement was in relation to the security measures at the Arena and its medical first aid response in the aftermath of the attack. We managed a large and wide-reaching document review exercise amounting to many thousands of documents. Detailed attention was also required to manage our client's disclosure to the Inquiry (and beyond) including specific consideration to the operationally sensitive nature of some of the information therein. This involved close collaboration with the Inquiry Legal Team and relevant government departments over several months. We undertook many hundreds of hours of witness interviews and carefully managed client, witness and stakeholder expectations throughout the livestreamed hearings.
- **Kent Fire and Rescue Service (KFRS)** on the inquest into a death resulting from a cell fire. This involved several

Interested Persons including HMPPS. We managed a considerable disclosure exercise including forensic analysis of confidential policies with relevant government bodies relating to the response to fires where "persons reported" present a risk to the responders themselves. We conducted several detailed interviews of witnesses and worked with prominent counsel to undertake detailed analysis of KFRS's disclosure obligations. The jury's Record of Inquest made no comment in relation to KFRS's response to the fire and the Coroner did not make a Prevention of Future Deaths Report in relation to KFRS.

- A **UK based Building Society** in relation to an Inquest into the death of one of its vulnerable customers further to commencing possession proceedings.
- An **international logistics and supply chain company** in relation to the provision of documentation and multiple employee witness statements to the Nottingham Public Inquiry, concerning an incident involving Valdo Calocane.
- A **national healthcare provider** in relation to the scope of the Coroners' powers to request genomics testing in Inquests, and the applicability of national guidelines for testing criteria.



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Public International Law

DLA Piper's Public International Law practice is spread across our global offices, with particular expertise in London, as well as in Paris, New York, Washington D.C. and Mexico City. We can offer government clients top tier investment treaty arbitration work with a broader Public International Law practice which encompasses, for example, advisory work to States, trade and investment negotiations and sanctions work.

At a glance...

- Significant experience of advising governments and international organisations worldwide on a variety of Public International Law matters, such as law of the sea, land and maritime boundaries, and treaty interpretation.
- Extensive experience in handling arbitration disputes involving sovereign states, including claims brought under bilateral investment treaties (BITs) and multilateral investment treaties (MITs).

Our track record – advising:

- The West African regional organisation, **ECOWAS**, on the application of privileges and immunities to its officials under its core instruments, with a particular focus on immunity from prosecution.
- The **Mastercard Foundation** on the rules on international legal personality and customary and treaty law on privileges and immunities. Negotiation of Headquarters Agreements with five African countries, including drafting provisions of those agreements.
- A **State** on the available public international law arguments to request the return of that state's possessions from the UK government. Included advising on the force of customary international law and judgments of international tribunals under UK law.

- **Madagascar** at Conferences of the Parties to the Convention on Biological Diversity and Convention to Combat Desertification.
- Drafting and presenting submissions on behalf of **Timor-Leste, Solomon Islands, Tonga and Zambia** in relation to the International Court of Justice advisory opinion, *Obligations of States in respect of Climate Change*.
- **Mauritius** in its preparations for and participation in Conferences of the Parties to the United Nations Framework Convention on Climate Change.
- The **Government of Lithuania** in a bilateral investment treaty dispute brought by a Russian investor in the banking sector.
- **INTERPOL** in a high profile and politically sensitive public international law dispute relating to the arrest of INTERPOL's former president in China. We also advised INTERPOL on the application of privileges and immunities to its officials under its core instruments.
- An **Asian State** on the redrafting of its model bilateral investment treaty.
- The **Government of Guinea** in its investigation of corruption in the acquisition of rights to the world's largest untapped iron ore deposit which led to the withdrawal of the mining rights in question. We are also representing the State in consolidated, multi-billion-dollar ICSID arbitrations brought by the investor, BSG Resources – one of the highest profile, most important mining disputes in the world.
- The **Republic of Kenya** in respect of an ICSID claim brought by the mining investor, Cortec. This claim was the highest value and most strategically important investment treaty claim Kenya has ever faced.
- The **Democratic Republic of Timor-Leste** on various

matters, including the first ever inter-State Compulsory Conciliation proceeding commenced by Timor-Leste against the Commonwealth of Australia under the United Nations Convention on the Law of the Sea (UNCLOS) concerning the delimitation of the maritime boundary between Timor-Leste and Australia in the Timor Sea. We have also advised on proceedings against Australia before the International Court of Justice commenced by Timor-Leste in December 2013 seeking the return of seized documents and data, together with declarations from the Court that its sovereignty, property and other rights under international law had been breached by Australia following the search and seizure by Australian security officers of several documents and data.

- A **North African sovereign wealth fund** investing in hotels and real estate projects across Africa, with legal and strategic advice regarding seized property, including providing political input on the assessment of security and commercial risks.
- The **Central Bank of an African State** in relation to the development and implementation of control mechanisms to protect sovereign assets in the context of an ensuing civil war, including the provision of strategic advice to the Central Bank in its discussions and engagement with key international regulators and organisations.



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Sustainable Finance / Green Finance

ESG issues have sharply come into focus among financial institutions and regulatory bodies. Financial institutions are critical in the delivery of the capital necessary for initiatives aimed at addressing the pressing issues concerning sustainability. Our market leading ESG team within the Financial Services sector is at the forefront of these issues and advising our international financial services clients on navigating this rapidly evolving landscape.

At a glance...

- Strategic advice: Strategic and policy advice for financial institutions including design and implementation of sustainability policies, action plans and regulatory compliance.
- Memberships: DLA Piper is a member of the Sustainable Markets Initiative Legal Task Force.
- DLA Piper is also a member of the Working Group on Sovereign Sustainability Linked Bonds, Transition Finance Working Group, the Sustainability Linked Bond Working Group and the Green Bond Working Group for ICMA.

Our track record – advising:

- The **Foreign, Commonwealth & Development Office** on its participation in The Innovative Finance Facility for Climate in Asia and the Pacific (IF-CAP). IF-CAP is a multi-donor programme designed to support the deployment by the Asian Development Bank of finance for accelerated action against climate change across Asia and the Pacific region. It is an innovative risk transfer programme, responding directly to G20 recommendations that MDBs increase their lending through novel approaches such as risk transfers. As chair of the broker and trading group advising UK Government on the UK pilot emissions trading scheme.
- On the establishment and asset management of a sustainability portfolio for **University Superannuation**

Scheme (the largest UK pension fund) including the acquisition of a portfolio of over GBP300 m of green project finance loans in the privatisation of the Green Investment bank.

- **Asia Infrastructure Investment Bank** on a significant portfolio of green and sustainable investments to be managed by a specialist management team in compliance with UN sustainability criteria.
- A **UK based technology group** on establishing a blockchain based funding and tracking structure for donations and investments into UN qualifying sustainability projects.
- A **syndicate of three international development finance and impact investing institutions** in relation to their cornerstone investment into a Clean Energy Fund. The fund targets clean energy-oriented SMEs, project/technology developers and project implementation in the Middle East and North Africa, seeking to advance the implementation of environmentally and socially sustainable solutions.
- As Vice Chair on the **ISDA Emissions Trading Working Group** in the development of carbon trading and emissions-based documents.
- On the first Kenyan corporate green bonds to be listed outside Kenya – on the International Securities Market of the London Stock Exchange. Awarded New Market Green Pioneer: Kenya at the 5th Green Bond Pioneer Awards.
- **Blue Bonds:** advising a Caribbean sovereign state, on its debut international bond issuance. It would also be the first Sustainability-Linked Blue Bond to be issued by a sovereign issuer. The Blue Bond Framework for St Lucia which DLA Piper is advising on would adhere to the ICMA Sustainability Linked Bond Principles published in June 2020, the Blue Bond Guidance as published by the United Nations Global Compact, the UNEP(FI) Sustainable Blue Economy Finance Principles and the IFC's Guidelines for Blue Finance.

- **Ethihad Airways** on EUR100m sustainable finance transaction – the first airline to secure funding for a project based on its compatibility with UN Sustainable Development Goals.
- Invited by the **United Global Compact** to the Blue Finance Breakfast at the UN Ocean Conference 2022 which featured a series of panellists from governments, NGOs, financial institutions, and the private sector discussing two key topics: (1) increasing ocean literacy to finance the sustainable ocean economy; and (2) scaling up ocean investment.
- **COP 27 (and subsequently COP 30):** Invited by the United Nations Global Compact to speak at the Blue Finance Breakfast at the COP 27 which featured a series of panellists from governments, NGOs, financial institutions, and the private sector discussing two key topics: (1) making sustainable ocean investment investable; and (2) how to re-risk private sector investment interest in the ocean economy. Other participants at the event included the Minister for Environment, Costa Rica, the CEO for IDB Invest, the United Nations Special Envoy for the Ocean.
- **World Bank Spring Meetings 2023** – High Level Meeting on Sustainable Ocean Investments: Invited by the United National Global Compact Ocean Stewardship Coalition to speak at this event which would comprise industry leaders, policymakers and high level stakeholders in the finance value chain to discuss how to accelerate the growth of the sustainable ocean economy.



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