

July '23

ALM | LAW.COM GLOBAL LEADERS IN LAW

THE MONTH



Lessons beyond legal

We uncover leadership insights from CIA Agents, Oscar-Winning Producers, Leading Academics and Undercover Agents...

THE MONTH

Intro

Welcome to another issue of **The Month**



RHIANNON WINTER VAN ROSS
VP Corporate Legal and Global
Memberships,
ALM



ABIGAIL HARRIS
Director of Content
Global Leaders in Law

In this issue, we explore the theme 'Lessons Beyond Legal' which we hope you will find both insightful and entertaining.

In keeping with the theme, you will find interviews with some of our incredible keynote speakers who joined us at last month's GLL Members Forum, Americas. You will find leadership insights and interviews with an undercover agent, an Oscar-Winning Producer, a CIA agent, and a leading academic!

We are delighted to launch an exciting GLL networking day in New York. On the 5th October 2023, at Soho House, New York we will be inviting lead members and their teams to join us for a Thought Leadership Lunch, A Leadership Lab and a GLL Dinner with Friends. You will find all of the details for that day, including keynote speakers, on page 15.

Grab a cup of coffee, turn off your emails and catch up on the latest insights from your community.

Abigail and Rhiannon

THE MONTH

Contents

In this Month

We recap the Members' Forum, Americas and seek lessons beyond legal...



The month

June Breakfast	06
Forum Reflections	09
Forum Testimonials	20

Next month

GLL Events Calendar	11
New York Day	14

Thought leadership

Leading Through Crisis	04
Smarter Collaboration	07
The Infiltrator	08
Leadership Lessons: From the Movie Set	13

Member spotlight

Legal Innovation Awards	16
PA Legal Awards	18
Member Updates	19

— *Thought leadership*

Leading Through Crisis

John Franchi, Former Senior Officer, CIA and Aristedes Mahairas, Former Special Agent in Charge, FBI identify the top risks on the horizon and share their top tips for leading a team through a crisis

What are your key tips for leading a team during a crisis?

John Franchi: Prepare, listen, and don't be afraid to seek experts to help you navigate challenges. Nothing gets better with time except wine, scotch and love.

Aristedes Mahairas: Be transparent, stay calm, confident, and set priorities. A general playbook should be prepared.



JOHN FRANCHI

Former Senior Officer, U.S. Central Intelligence Agency (CIA)



ARISTEDES MAHAIRAS

Special Agent in Charge, Federal Bureau of Investigation (FBI)

What has been the biggest challenge in your career so far and the biggest lesson learnt?

John Franchi: There is a penchant in high-stress/reward businesses to need to be in the center of the action all the time. This inevitably leads to a person having to spend time away from family or the other aspects of their lives that should fill this role. They come up with excuses such as - I need to make money for a certain reason or I have to get a promotion.

"Prepare, listen, and don't be afraid to seek experts to help"

While I haven't always been perfect in this regard I did make a number of choices that clearly did not offer me the "big job." I made choices for my family. And looking back I am so happy I did as my sons are now bigger than me and those early days are not possible anymore.

So never think you will get the time back. Choose the sporting event, prom, school dance or whatever over the work thing. You will never regret it.

Aristedes Mahairas: Some of the biggest challenges were transitions between roles, requiring learning new skills. Frequently, this was described as drinking from a fire hose. The valuable lesson learned from these experiences was to identify and depend on individuals possessing institutional knowledge and expertise. Additionally, it emphasized the importance of listening more and speaking less.

Across your entire career so far, what are you most proud of?

John Franchi: I was always happy when I could help people overseas find their way to America. This country gave my grandparents a chance when they had nothing. My Mom and Dad also worked up from humble beginnings and gave me chances to excel. I always felt compelled to help others navigate the complex US system to achieve similar goals.

Aristedes Mahairas: I am most proud of the professional relationships that have turned into personal friendships, like the one I have with John. We have worked incredible cases jointly, and independently, but being able to share both professional and personal stories while breaking bread is what I truly enjoy.

What should be on the GC's radar for 2023 and beyond? What are the biggest risks on the horizon that businesses should be considering and preparing for?

John Franchi: It's becoming a bit blasé to point to the threat of China, but it truly does represent a significant threat to the USA. But if I had to pick something even worse it would be the threat from fentanyl and the legalization of drugs. I have seen how this has destroyed countries and people overseas and I fear it could do the same to us.

Aristedes Mahairas: In the cyber arena, GCs should be aware of the emerging threats. With the emergence of AI, the old threats will become even more sophisticated. Additionally, compliance and regulatory changes, third-party risk management, and geopolitical risks and their impact on business.



GLL Breakfast With Friends

On the 29th of June, we were delighted to gather members at The NoMad in Covent Garden, London for a GLL Breakfast with Friends.

The conversation was expertly facilitated by Matthew Wilson, General Counsel of Fremantle. The theme of the breakfast was Leading Through Uncertainty. Members discussed how in-house leaders can navigate the challenges of today and tomorrow and together they explored the challenges that businesses are set to face. They also looked at the role that the General Counsel can play as a strategic business leader who must be cognizant of how their global team and the wider business will be impacted by increased uncertainty.



HEIDI K. GARDNER PHD.

Smarter Collaboration

A NEW APPROACH TO BREAKING DOWN BARRIERS AND TRANSFORMING WORK.

Below, Dr Heidi Gardner, Author of Smart Collaboration and Distinguished Fellow, Harvard Law School, explores how GCs can optimize their performance as a strategic thought partner across their entity. You can read the full interview on the GLL website.

What should be on the GC's radar for 2023 and beyond? GCs must quickly determine how to build and activate their collaborative networks so that they can stay abreast of hot-button issues, anticipate the effects on their business, and develop a proactive strategy that's contextualized to their particular industry and entity. The specific issues may shift rapidly (think about how quickly ChatGPT is creating both risks and opportunities in every field), but what persists is the value of people coming together from diverse backgrounds to tackle these complex challenges—in a novel and powerful way. Who are the experts across the wider ecosystem to help you develop critical insights that get you a regular seat with your CEO, board, and other corporate leaders?

What are the key collaborative actions that the GC should take as the leader? Leaders need to think about how to create those conditions where collaboration doesn't feel risky. A two-year study at Google showed that the most important factor for high-performing teams was "psychological safety"—the belief that you won't be punished when you make a mistake. Especially for risk-averse lawyers, collaboration can feel chancy, particularly when asked to work with business partners who demand instant answers rather than perfect ones. So a GC needs to assure their team members that they can take appropriate risks without negative repercussions through both words and actions. A GC should also allow people to build interpersonal trust by investing in face-to-face events such as annual off-site. If people aren't located together the leader needs to make the

most of technology and conduct business in a web supported video environment. When people communicate in a rich environment where they can see each other's expressions, have that familiarity and increase the level of interpersonal trust it is much more likely than that they will engage in the type of collaboration that the leader really needs them to undertake.

For an even deeper impact, a GC can create job rotation programmes that allow in-house lawyers to work temporarily in other departments or locations. These individuals become "cultural brokers" who can act as bridges to connect disparate parts of the organization, making colleagues not only aware of other experts but also more trusting of them. In one study, we saw that interactions between two different offices increased more than 15-fold in the year following just a single individual's secondment between them. These relationships allowed the corporate to complete a transaction in the one jurisdiction in record time, a breakthrough they all attributed to those closer relationships.

What are the biggest pitfalls in-house counsel and outside counsel make when trying to create a collaborative relationship? My research with hundreds of GCs has revealed these top three pitfalls

1. A lack of transparency in terms of what each party is trying to achieve with the collaboration.
2. An unwillingness to admit the psychological barriers that are present such as a lack of trust, or structural barriers such as different levels of investment. The unwillingness to recognize and admit that those barriers exist results in people being unable to address and resolve them directly.
3. Lack of patience. Collaboration requires an investment. The start-up costs (such as figuring out who has the right expertise and persuading them to join, then aligning objectives) are borne right away. But the pay-outs in terms of innovation, problem-solving, and employee engagement all take time to emerge. So there is a necessary time lag when the ROI isn't positive, and a leader who demands quick payoff will kill collaboration.



ROBERT MAZUR

Undercover Drug Enforcement Agent, Robert Mazur spent two years undercover infiltrating Pablo Escobar's Medellin drug cartel by pretending to be Robert Musella, a money-laundering, mob-connected businessman from New York. This was one of the biggest undercover operations of all time...

It was incredibly dangerous to become an undercover drug enforcement agent, what made you pursue this career? I come from a family that has served its country. My father fought in World War II in Africa, Italy, and France. The reality of his heroism is amazing. He piloted troop transport carriers and brought soldiers ashore in some of the biggest battles of the war. He saw many men die, but he survived. My mom was a civilian employee of the US Army. She rose to the rank of being a Comptroller of an entire US Army base in NYC. My brother, after graduating from the University of Texas as a civil engineer, with honors, volunteered to serve in the military and fought in Vietnam. From my perspective, becoming a federal agent and working undercover was my opportunity to follow in the footsteps of my family as another person who served their country.

How did you remain calm in high-pressure situations, what advice would you offer others? Getting nervous while living in the underworld is a self-generated liability. From my training, I knew that my adversaries had a 6th sense that had the capability of detecting any unusual discomfort I might outwardly display. As a survival instinct, I knew I couldn't let the slightest bit of uneasiness show if I wanted to live. It's no different than being the person in the room that is afraid of dogs when a dog is loose in a room. If you offer signs of that fear, you'll be the first one to be bit. I never wanted to be bit.

What was it really like being undercover? What did a typical day look like, how much communication did you have with your team, family etc? The degree of communication I had with my real world varied, based on the situation I was in. My "normal day" was grossly abnormal in comparison to a normal day for most people. Some days I met in foreign countries with killers to negotiate money laundering contracts for as much as \$100 million. I was constantly assessing my security and trying to not put myself in a position where I lost control.

THE INFILTRATOR

During both of my long-term undercover assignments, there were far more payphones on the streets. At least once every few nights, I would go to a payphone, so I could call people in my real world. I could never contact co-workers or family with the phone in one of my undercover homes, or my cell phone. Those numbers were known to my underworld contacts and, in my view, highly likely to be tapped by them to test my credibility and see any signs that I wasn't who I claimed to be. Periodically, when I went to a payphone (not the same one all the time because that could be tapped too) I first called my supervisor to brief him on case developments, then the prosecutor, and finally my wife. I'd let her know where I was, assure her everything was fine, and let her know how much I missed her. Those were very difficult conversations.

When the operation was in full gear, I went home about once a month for a day or so. Those days were so painful that my wife eventually asked me not to come home, to stay under until I could finish the job, and then come home to see if our relationship would survive. Fortunately, it did.

What has been the biggest challenge in your career so far and the biggest lesson learnt? It has been a challenge for me to not become cynical. Having been a part of the underworld and witnessing corruption at the highest levels of government, I have been a part of and seen a world that few people can imagine. I see how that world has destroyed many people struggling for the rule of law and freedom. I've seen how the underworld impacts so many aspects of our everyday lives. Fortunately, I've learned that, despite those failures and sorrows of mankind, I and those close to me have the power to overcome. We have each other, which is what really counts.

Forum Reflections

Fergus Speight, EVP and General Counsel of ZILO reflects on his time spent at the GLL Members Forum Americas.

'Oh, the gift that God could give us, to see ourselves as others see us', so wrote the eighteenth-century, Scottish bard Rabbin Burns. As a Scot, I knew the line from learning the poem at school, and as the Forum unfolded, I appreciated how apposite these words proved as we explored psychopathy and the themes of power, authority, leadership, conflict, and influence.

We are moving to the age of the individual, as the ever-engaging Dr Helena Boschi pointed out. Professor Richard Jolly reminded us that our organisations are in constant flux as they

seek to deliver their visions. The need to work differently to beat the challenges is clear and we hear it all the time. Change comes from power, and power comes from being organised he said. How does this sit with the desire of a company to encourage individual contributions, yet there always seems to be a new system or process, another formal structure that can stifle, frustrate, and disengage colleagues? Fortunately, we had Dr Heidi Gardner to show that putting the individual at the centre is achievable and is the way ahead. You play to the intelligence of your colleagues - smart collaboration pays dividends as you don't



*'Oh, the gift that God could give us, to see
ourselves as others see us'*

Robbie Burns

get much done on your own. Fostering cooperation is no mean feat. That's when the skill of the leader is needed. It's not about just giving away some of your power, sure delegation is part of the answer, but creating new power, reinforcing autonomy, and compelling cooperation is the inflection point we should seek.

People count. Phew! Introverts, extroverts, those who work on their own and those who can team. We need colleagues who use their judgement, balance trade-offs, create solutions and do everything in context. It was the GLL members in the room who appreciated the chance to reflect on the seemingly endless complicatedness of organisations, markets, and ways of operating. When we shared our thoughts, we welcomed that an individual can be more influential, and we can wield this invisible force called power for all sorts of ends, including leaving a legacy of learning. It might be all about winning but you don't need to be callous in the way you go about this. David Walsh made sure we knew it was all right to speak up if we saw wrongs being done to others. We were not lulled into believing we don't need other people. The opposite is true, especially in our world of legal business.

We all checked a few more boxes than we felt comfortable with when looking at the traits of a Corporate Psychopath with Dr Helena. Were we just recognising these behaviours in others we have met along the way or was it introspection? I was scared to turn the page to see how I fared against the topics of remorse, shallowness and empathy.

That trait of empathy comes at a price as we feel people's pain. Though there is good reason to feel slightly removed when making decisions most of us have compassion which can have a long tail. Leadership and decision making isn't always easy which is why these Forums prove so impactful for us.

Reputation and relationships will make you, as a person and in business. My late father used to say to me 'you can tell a person by the company they choose,' he'd pause and follow it with 'and the pig got up and slowly walked away', (I read the 1930s' song it comes from and got the message!). Those two Rs remain true. I would add trust to this as it qualifies the way you interact with those around you; up, down and across, inside and outside your organisation and immediate environment. And perhaps that impacts the most important piece of all, your Network.

And so back to Burns, who also wrote down the words to Auld Lang Syne, the song we sing to reflect on times past. We may never know how others truly see us, but we can have a go at making sure it's the way we want to be seen. One of the joys of GLL events is that if we want to know the answer to that question, you can ask and get the truth.



Fergus Speight, EVP & General Counsel, ZILO

GLL EVENTS CALENDAR

2023

Briefing Breakfast

The Swan Globe, London, 21 September
Thought leadership for Senior Lead

Leadership Lab and Dinner

Soho House, New York, 5 October

Virtual Mini-MBA

Virtual, 18 October
Development for the whole legal team

Women's Day Exchange UK

The NoMad, London, 19 October
Development for the Senior Lead

2024

UPDATED DATE GLL USA Mini-MBA

Harvard Faculty Club, Boston, **13-16 February**
Development for the Rising Star

Virtual Mini-MBA

Virtual, 22 February
Development for the whole legal team

An Evening With Friends

Soho House, London, 7 March
Development for the Senior Lead

Rising Leaders Exchange

Lygon Arms, 21-22 March
Development for the Rising Star

GLL International Members Forum

Borgo Egnazia, Puglia, Italy, 17-19 April
Networking for the Senior Lead

GLL Exchange USA

Soho House, New York, 22 May
Networking and development for the Senior Lead

Virtual Mini-MBA

Virtual, 23 May
Development for the whole legal team

An Evening With Friends

Soho House, New York, 27 June

GLL UK Mini-MBA

Somerville College, Oxford, 18-21 June



Please note that events in **silver** are residential events which include our delegates' accommodation within their ticket.

The events in **blue** are non-residential one-day events, dinners or virtual seminars.

All dates and locations are subject to change.

Thought Leadership

LEADERSHIP LESSONS

from the movie set

Gareth Ellis-Unwin is an Academy and BAFTA Award-Winning Producer. We discuss insights from the entertainment industry and key lessons that we can learn about leadership, breakthrough ideas and equality.

What has been the biggest challenge in your career so far? In the world of entertainment, it is quite haphazard, there aren't necessarily clear career pathways and there are a multitude of access points into the industry. Unfortunately, one of the clearest entry points is nepotism, friends and family on the inside. As someone who grew up on a housing estate in a deprived part of England, with parents who had no connection within the entertainment industry, my biggest challenge was trying to find my way in.

What are the top three lessons you have learnt from the world of film that are also relevant in the business world? Firstly, I like to refer to an old rugby acronym K.I.S.S. which means 'keep it simple stupid!'. Often we find ourselves making things complex or overly worried about the politics and optics of a situation. You have to keep things really simple and clear and that is very important in the film world particularly when you are amongst competing agendas and are working with crews from many different countries where English isn't their first language.

secondly, don't sweat the small stuff. It is very easy to get drawn into perceptual narrowing (term I learned in diving) where the challenge ahead of you, even though small, becomes so large it feels insurmountable. You have to become good at letting the small stuff slide. Lastly, I think it is really important to be collegiate and a great collaborator, and film is all about great collaboration. One aspect of my role as a Producer is ensuring that all of the independent parties, different departments and egos, are pulling together in the same direction which is to make the very best film that we possibly can.

Producing a film involves getting an enormous group of people to work well together. What strategies would you offer to business leaders to create a collaborative and high-performing team? It is important early on to establish a common aim, clear objectives, and expectations. I think so much friction arises within a film when people think that they are making something which they are not, or that people are working in a way that they weren't expecting. It is important to lay out broad fundamentals from the outset. It is really important to remain open to excellent ideas wherever they may come from. At times our petty prejudices get in the way of hearing a good idea from someone that we might feel is either wrongly positioned to offer that comment

"I like to refer to an old rugby acronym K.I.S.S. which means 'keep it simple stupid!'"

or is too lowly within the food chain. The film industry has a very clear hierarchy but there is always the capacity for a great idea to bubble up and be heard by the executive team. As a leader, you need to remain an active listener.

You create highly-acclaimed movies and are therefore very good at storytelling. General Counsel need to be influential and ensure they are able to create and explain the vision and purpose of the legal department. What advice would you offer? Again, simplicity wins out here but also understanding your audience. For example, if I was to produce a film whose target audience was young adults of a certain age that are particularly into a genre of music, they would not be pleased if I then populate my film with music from a different genre - they are going to feel dissatisfied and undernourished, and will not recommend our film to their peer group. We are always very careful to make sure that we identify our audience from the outset and that everything that we do delivers to that audience to create the best piece of entertainment.

You must have film ideas pitched to you all of the time, what inspires you to transform an idea into a reality? Interestingly enough, I was asked some time ago on the radio whether I had a specific oeuvre. All of my films are quite hopeful, even though the stories might be quite intense and dark, there is always a note of hope. I think what elevates a pitch is originality. Aesop once said that there are only seven stories known to humankind and that every story is a derivation of those seven stories. I like to think that there is still originality and genius in originality available

What would you say are the key ingredients to success that were behind your Oscar win? It is difficult to identify one or two key factors that made the win happen because ultimately, if we knew how to prescribe it we could repeat it time and time again. Film-making is slightly alchemic, it is about putting all of the right elements together, shaking it up and hoping it will perform really well. I think there were a couple of external factors at the time that helped. I feel people were looking for a positive story and *The King's Speech* had the universal theme of someone triumphing over a challenge through friendship. It happened at an interesting time, in fact, it was during the last WGA strike and we are now in the middle of the first WGA strike since then. It is interesting how times of crisis can create amazing opportunities.

Across your entire career, what are you most proud of? For the last five years, I have been leading a very big initiative here in the UK - £25 million spent over the course of 5 years to help enable the next generation of content creators and to also further support those that are already in the industry. We have supported 119,000-plus people to date, our careers adverts were seen by over 22 million users and we have an active platform of 178,000 people who we're supporting. So, across my entire career, the thing I am most proud of is my work at ScreenSkills.

What inspires you? Any filmmaker that has the conviction and strength of purpose to get their projects made.

What would you like your legacy to be? That my films are remembered fondly, each of them are I believe hopeful, and in them lies a message of humanity and love.



"It is really important to remain open to excellent ideas, wherever they may come from"

Global Leaders In Law

NEW YORK DAY

5 October 2023

Soho House
New York



— *Future events*

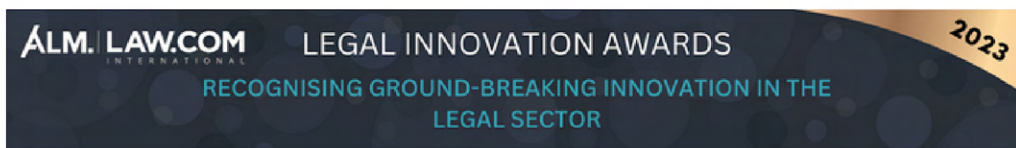
New York Day

Agenda

12:00 pm - 2:00 pm	GLL Thought Leadership Lunch (Corporate Members)
2:00 pm - 5:30 pm	<p>A Leadership Lab with Michelle Elstein, Founder of Courageous Co.</p> <p><i>Every CLO wants their team to be enablers of accelerated growth and proactive strategic partners to the business. In the interactive Leadership Lab members will use experiential techniques to identify how your team can be enablers of transformation and identify the degrees of stretch required to move your team and stakeholders forwards.</i></p>
5:30 pm - 7:00 pm	Drinks Reception and Keynote Interview with Gareth Ellis-Unwin, Academy and BAFTA Award-Winning Producer
7:00 pm - 11:00 pm	GLL Dinner With Friends



Legal Innovation Awards 2023



EVERSHEDS
SUTHERLAND

WINNER

EVERSHEDS SUTHERLAND

Leading PR & Communications
Innovation

WINNER

EVERSHEDS SUTHERLAND

Pioneering Business Development
Innovation

CELEBRATING SUCCESS

Legal Innovation Awards 2023

EVERSHEDS
SUTHERLAND

EVERSHEDS SOUTHERLAND
Client Management Innovation

EVERSHEDS
SUTHERLAND

EVERSHEDS SOUTHERLAND
Future of Legal Services
Innovation (Large Private
Practice)

EVERSHEDS
SUTHERLAND

EVERSHEDS SOUTHERLAND
Innovation in ESG

EVERSHEDS
SUTHERLAND

EVERSHEDS SOUTHERLAND
Knowledge Management
Innovation

EVERSHEDS
SUTHERLAND

EVERSHEDS SOUTHERLAND
Outstanding Training
Innovation

SHEARMAN
& STERLING

SHEARMAN & STERLING
Excellence in Human Resource
Innovation



INBAL AVIAD
PAPAYA GLOBAL
Innovation Trailblazer Award



DXC TECHNOLOGY
Best Transformation Project by
an In-House Team



VMWARE
Future of Legal Services
Innovation (In-House Legal
Operations)



**Hewlett Packard
Enterprise**

HEWLETT PACKARD
Future of Legal Services
Innovation (In-House Legal
Operations)

Pennsylvania Legal Awards 2023



GT GreenbergTraurig

**GREENBERG TRAUIG
ADESOLA ADEGBESAN**
Lawyers on the Fast Track

**CELEBRATING
SUCCESS**

Member spotlight

MEMBER UPDATES

Thank you to our members celebrating **membership anniversaries**



SH ∞ SMITHS

GT GreenbergTraurig

∞ Meta

 leidos

...and a huge welcome to our **new member!**





2023 MEMBERS FORUM, AMERICAS TESTIMONIALS

"The 2023 Members Forum at Banyan Tree was another triumph for the organization. The speakers each had deep and specific subject matter knowledge and were able to present and frame that knowledge in ways that were relatable and actually practical. I think this is often the most difficult job as speaker given how disparate each attendee's experience and practice, but the speakers at the Forum were able to do it - and do it so as to maximize the value of attendance."

ROGER O'SULLIVAN
GENERAL COUNSEL - CDX
DIAGNOSTICS

"It was engaging, entertaining and educational - just perfect! Thank you"

BEATRIZ AZCUY
MANAGING PARTNER -SIDLEY

"Global Leaders in Law is unique in the General Counsel world - a diverse, innovative group of General Counsels who genuinely care about the profession, how we improve it and helping each other succeed."

FERGUS SPEIGHT,
EVP & GC, ZILO

Fun, educational, inspiring. I thoroughly enjoyed the speakers and meeting the other members. This really is a special organization and it was planned to perfection.

MATTHEW FELTEN, VICE PRESIDENT -
TRANSPERFECT LEGAL SOLUTIONS

I never think you can top the previous world class event, but you do!

CHRISTOPHER HURST, MANAGING
DIRECTOR, KINGSLEY GREEN

"Thank you to the great GLL team and everyone who came for making this such a fantastic event! The usual mix of a beautiful venue, the provoking speakers and great company. I look forward to getting back together with this group again next year."

CLARE WARDLE
GENERAL COUNSEL - COCA-COLA
EUROPEAN PARTNERS

One of the most organized, thoughtful, and enjoyable legal forums I've attended.

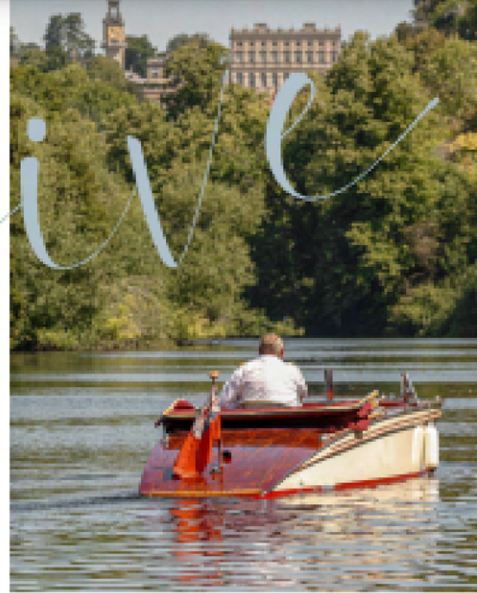
TASHA GRINNELL
GENERAL COUNSEL - THE CONTAINER
STORE

I feel deeply honoured to have participated in the GLL Forum Americas. My gratitude for the lessons learned and the opportunity to meet talented and inspiring leaders.

PARTNER, NADER, HAYAUX & GOEBEL

Exclusive

OFFER



AN EXCLUSIVE OFFER FOR GLL MEMBERS WITH ICONIC LUXURY HOTELS

- Complimentary breakfast for 2 adults
- Complimentary £50 resort credit per stay
- Complimentary upgrade to next available room category upon arrival *(subject to availability)**

To make your reservation at one of the UK Iconic Luxury Hotels visit:
www.iconicluxuryhotels.com and on selecting your hotel,
use promotional code: **50ALM2023** when booking.**

*Excluding Treehouse at Chewton Glen, Spring Cottage and Pastore Suites at Cliveden, The Apartments at Cadogan Gardens and Signature Suites at The Mayfair Townhouse. **Members should enter the promotional code while selecting the dates of their stay on the Book a Room page during the booking process.



The Crown
Townhouse
AT 11 CADOGAN GARDENS



CHEWTON GLEN
HOTEL



The Mayfair
Townhouse

HOTEL EXCELSIOR
HOTEL



Terms and Conditions apply. The promotion is valid for all new personal leisure stays from the 1st of July 2023 until the 31st December 2023 excluding Christmas house party packages. It is not available for group requests. All rates/offers are subject to availability and black out dates, and cannot be used in conjunction with any other offers. The usual T&Cs apply for bookings with regards to cancellations and deposits (see Iconic Luxury Hotels T&Cs on each hotel booking page). All complimentary room upgrades are entirely subject to availability on the day of arrival. This offer applies to UK properties only excluding any overseas properties.

THE MONTH

ALM | LAW.COM GLOBAL LEADERS IN LAW

Follow us

