

# CM Murray LLP

Partnership & LLP and Regulatory Practice



*One of the legal  
world's strongest  
offerings in this area."*

LEGAL 500 UK

# About Us

## Leading Specialists in Partnership and LLP Law

CM Murray LLP is a leading specialist partnership, employment and regulatory law firm based in London. The breadth and depth of the Firm's partnership and LLP law practice encompasses the 360-degree life cycle of partnership businesses, offering both contentious and non-contentious partnership law advice.

The Firm is ranked by the legal directories as Tier 1 and Band 1 for Partnership Law and enjoys a market-leading reputation for advising professional and financial services firms and individual senior equity partners on sensitive, complex and cross-border partnership issues.

We have the largest, and probably also one of the most high-profile, teams of specialist partnership and LLP law experts in the UK – many of whom are recognised as thought leaders in the field, with in-depth commercial understanding of partnership businesses and the issues affecting individual partners.

## Our Specialist Regulatory Unit

Led by Partner Andrew Pavlovic and Nick Leale, our full-service Regulatory Unit is dedicated to providing top-tier regulatory and professional discipline advice to firms and individuals in the legal, accountancy and other sectors.

The team provides specialist, integrated advice across a range of contentious and non-contentious matters, including:

- Regulatory Investigations.
- Non-contentious regulatory advice for law firms and lawyers.
- Risk management and regulatory advice to professional services firms.
- Regulation, risk and partner training.



*Andrew Pavlovic...the go-to lawyer for any professional disciplinary matter."*

**LEGAL 500 UK**



*Nick Leale...delivers extensive knowledge in a thoughtful, measured matter that non-legal professionals can understand."*

**LEGAL 500 UK**

# Our Expertise – Partnerships & LLPs

## Partnership Advisory

We advise clients on the full range of non-contentious partnership matters, including:

### **Establishing and Structuring Professional Services Firms**

We advise our clients on the optimum legal structure for their professional services business in the UK. The chosen structure has a huge impact on the business' competitive advantage; we help our clients to evaluate their structure options and the impact on any existing international structure. We also advise clients on structuring their international networks and associations, including through a Swiss Verein or company limited by guarantee structure or through contractual association/referral arrangements.

### **Internal Reorganisations**

When market conditions, industry practice, professional regulations, organisational culture and tax rules change, the effectiveness of a corporate, partnership or LLP structure should also be re-evaluated to ensure that a professional services firm's strategic goals will continue to be met in the future within their existing structure. Even without external catalysts, sometimes firms need to reorganise to pursue strategic goals or to ensure efficiency.

We help our clients to appraise alternative structure options and plan and implement re-structuring projects. Our partnership experts are highly experienced in the conversion of partnerships and companies to LLPs and the conversion of LLPs to companies.

### **Mergers, Acquisitions and Disposals of Partnerships and LLPs**

M&A involving professional services firm partnerships or LLPs are often highly sensitive and involve a complex process requiring the careful handling of competing interests between different partners or partner groups, as well as a thorough knowledge of the nuances of managing a transaction involving a partnership or LLP and associated professional regulatory matters. Our partnership lawyers have a wealth of experience in advising on UK and international partnership mergers in various sectors.

Our lawyers can expertly guide you through the preparatory steps to ensure a successful merger, securing partner buy-in and approval of the transaction, dealing with and protecting the firm against dissenting partners, overcoming and avoiding potential deal breakers, and, where there are mergers of law firms, advising how the Solicitors Regulation Authority's concerns about conflicts of interest and confidentiality can be managed.

# Our Expertise – Partnerships & LLPs

## Partnership Agreements and Partner Policies

Our extensive experience of resolving partnership disputes provides us with a unique insight into the common issues resulting from inadequate constitutional arrangements.

We regularly produce bespoke partnership and LLP agreements and partner policies to provide our clients with a constitutional and governance structure which achieves their strategic goals and helps to avoid common legal and practical pitfalls.

We have also drafted agreements for Compliance Officers for Legal Practice and Financial and Administration, to codify their responsibilities and obligations and put in place appropriate safeguards to enable them to carry out their roles effectively.

## Family Partnership Arrangements

Many families choose a partnership or LLP to achieve their estate or succession planning objectives. We have experience of managing family dynamics and diverse objectives to establish and run a family partnership which suits the family for many generations.

“

*Top-notch boutique offering expert counsel to, in particular, professional services and hedge fund clients.”*

**CHAMBERS AND PARTNERS UK**

# Our Expertise – Partnerships & LLPs

## Partner Remuneration Structures and Succession Planning

Our partnership expertise combined with a deep knowledge of market practice on remuneration structures and succession issues in various professions and in all sizes and shapes of partnerships (including founder led firms) means we are well placed to advise on what are often very difficult and sensitive remuneration and partner succession matters. We also advise firms and partners on partner annuity schemes and goodwill mechanisms.

## SRA Authorisation

We regularly advise law firms on regulatory issues and the process for authorisation by the Solicitors Regulation Authority (SRA). Our clients are often international law firms seeking to establish or widen their presence in England and Wales, or new or existing law firms seeking authorisation as a Licensed Body (also known as an “Alternative Business Structure” or “ABS”) or Recognised Body.

“

*What sets it apart is its phenomenal team of truly first class individuals.”*

LEGAL 500 UK

“

*Market commentators hail CM Murray as ‘clearly one of the leading firms in senior executive and partnership law.’”*

LEGAL 500 UK

# Our Expertise – Partnerships & LLPs

## Preventing, Managing and Resolving Partner Disputes

### **Partner Behavioural and Conduct Investigations and Training**

We have market-leading expertise in advising firms and partners on allegations of partner wrongdoing, including sexual harassment, bullying and financial misconduct. We advise on the design and conduct of complex and sensitive partner investigations and disciplinary procedures, whilst simultaneously ensuring that, where required, self-reports are submitted at the appropriate time to regulatory bodies. Many of the partnership issues on which we advise are multi- jurisdictional and multi-disciplinary. In UK law firms, this training includes guidance on the SRA's rules and expectations.

Our international strength and depth in this area allow us to bring together and lead teams of overseas lawyers and criminal law and PR advisers to provide integrated, rapid advice for our partnership and LLP clients investigating or facing alleged partner wrongdoing. We also act as the independent investigator in law firm and other professional services partner investigations.

We provide specialist partner behavioural training on bullying and harassment issues to firms and their partners around the world, which uniquely integrates partnership law, discrimination and regulatory issues, and real-life scenarios, into live, interactive, online or in person partner training sessions.

### **Partner Underperformance**

The failure of senior management to address chronic partner underperformance can be one of the most significant causes of partner dissent and mass exodus, undermining the firm's financial stability and negatively impacting the culture of the firm. We have extensive experience in advising firms on the effective design and conduct of partner performance processes, and the handling of individual underperforming partner reviews and exits, in line with best practice, to minimise the risk to the firm and senior management of potential partnership and statutory claims brought by the underperforming partner.

We also advise partners facing underperformance concerns to help them understand and respond effectively to those concerns, to raise any grounds to legitimately challenge them (such as unlawful discrimination and whistleblowing detriment), and to place them in the best possible legal and negotiating position with their firm in their particular circumstances.

# Our Expertise – Partnerships & LLPs

## Partner Wellbeing and Discrimination

There is an increasing focus on the wellbeing of partners and employees in professional services firms, including in the context of mental wellbeing issues such as stress and anxiety caused by work pressures, and other non-work-related health conditions which may have an impact on a partner's ability to perform their role.

We have significant experience in advising firms on handling situations where a partner may be suffering from a health condition impacting their work, may need time off or adjustments to be made and where they may need to rely on a long-term income protection insurance benefit. We also advise individual partners who may be facing difficulties at work arising from health concerns, on engaging with their firm, and on the strategic and practical options available to them in the long and short term. We bring our experience of both partnership duties and obligations, analysis of the relevant documentation and of disability discrimination law in the UK to help firms and partners to find pragmatic and realistic solutions to what are often incredibly difficult and sensitive issues.

We also provide training to partners to help them to manage mental health and wellbeing issues in their firms, including in relation to other partners, and employees for whom they are responsible.

## Eradicating Unlawful Discrimination and Harassment

Diversity and inclusion, and the eradication of unlawful discrimination and harassment, are at the top of the agenda of law firms and other professional services firms. It is essential for firms to have a 360-degree approach within their partnerships, that ensures up-to-date partner policies and procedures are in place and reinforced regularly, to raise awareness of the importance of diversity and inclusion and expected partner behaviours; encourages and supports reporting of discrimination and harassment issues; effectively investigates and resolves discrimination and harassment complaints; focuses too on the pipeline; and succession issues to the partnership and is led from the top by senior leadership of the firm who support and model the firm's diversity and inclusion values.

“

*The leading partnerships  
disputes people.”*

**CHAMBERS AND PARTNERS UK**

# Our Expertise – Partnerships & LLPs

## Preventing, Managing and Resolving Partner Disputes (Continued)

We have a leading reputation for advising firms and partners on harassment and discrimination issues, and in related litigation. Notably, in 2019, our Managing Partner, Clare Murray, was called to give expert evidence to the House of Commons Women and Equalities Select Committee in its Inquiry into sexual harassment in the workplace. She was then appointed as Specialist Adviser to the Select Committee in its Inquiry and recommendations for legislative change.

### Partner Exits

We advise firms and partners in relation to partner exits, including the associated legal rights (including statutory, contractual and implied rights), obligations and risks when a partner voluntarily or is forcibly required to exit or retire from the partnership.

Where the exit involves a legal dispute between the parties, we provide pragmatic, strategic and tactical advice, always balancing the legal risks against the best commercial outcome, and sensitively guiding clients through what can be an extremely stressful and volatile situation.

### Partner Team Moves

When key partners and their teams exit

a partnership, the business often suffers significant and potentially irreversible damage to its reputation, succession plan, working capital and future income streams. We help partnerships to implement effective contractual protections and measures designed to prevent such risks so far as possible and minimise the damage that can be caused.

We also advise firms who are considering acquiring teams, to help them understand and manage the common pitfalls and missteps, and the potential risks and liabilities, that they and the team they are acquiring are likely to face.

We frequently advise exiting partner(s), who may be contemplating a team move, on their legal duties and obligations, the risks of and potential sanctions for a team move (including the immediate and often unexpected risk of their capital, current and other partner balances being withheld, and profit share being forfeited) and, most importantly, on how these matters are often resolved in the real world.

### Partner Restrictive Covenants

Partner and LLP member restrictive covenants are governed by a separate body of partnership law, under which partners are treated as being more akin to the vendor of a business interest than an employee. It is important, therefore, that partners understand that restrictive covenants which would not perhaps



# Our Expertise – Partnerships & LLPs

be enforceable against them if they were employees may, nevertheless, be potentially enforceable against them as partners or LLP members.

We are renowned for our specialist expertise in advising on and, where necessary, litigating partner restrictive covenant issues, including non-competition, non-solicitation and non-dealing with clients provisions, non-solicitation of colleagues, waiting lounge and team move prohibitions. We help partners to understand the implications, extent and enforceability of their duties and restrictions as a former partner. We have significant experience in advising exiting and former partners in relation to the tactical handling of such restrictions, defending claims and reaching a negotiated resolution with their outgoing firm.

Contractual restrictions on former partners are crucial to protecting the goodwill and reputation of a business and we work with partnerships to ensure that such restrictions are up to date, effective and enforceable.

## Whistleblowing by LLP Members

We have extensive experience in advising firms and partners in relation to whistleblowing issues in litigation by LLP members. Our expertise and interest in this area is also reflected by our pro bono work in public interest whistleblowing litigation.

In 2014, we successfully represented the intervener and leading whistleblowing

charity, Public Concern at Work (now Protect), in the Supreme Court in the case of ***Clyde & Co LLP and another v Bates van Winkelhof***, which determined that LLP members, such as solicitors, accountants and other professionals, are entitled to statutory whistleblowing protections at work if they blow the whistle on alleged wrongdoing.

We also successfully represented the same intervener in the Court of Appeal in the leading whistleblowing cases of ***Chesterton Global Ltd & Anor v Nurmohamed & Anor [2017]*** on the issue of the meaning of making disclosures “in the public interest” and in ***Day v Lewisham & Greenwich NHS Trust & Health Education England (2017)*** in relation to whistleblowing protections for junior doctors vis-à-vis their training body, Health Education England.

“

*Excellent reputation in handling team moves, partner exits and associated disputes.”*

LEGAL 500 UK

“

*Houses the best contentious partnership lawyers in the city.”*

LEGAL 500 UK

# Our Expertise – Regulatory & Disciplinary Law

## Regulatory Law & Professional Discipline

Regulatory Partner Andrew Pavlovic has substantial experience in regulatory and professional discipline matters, having previously acted for the SRA in some of its biggest and most high-profile cases in the Courts and the Solicitors Disciplinary Tribunal.

Regulatory Partner Nick Leale brings nearly two decades of senior leadership experience in regulatory and professional conduct law. Nick is a dual-qualified barrister and solicitor, specialising in professional regulation and compliance. He has extensive experience in professional disciplinary law and regulatory risk, having worked in various high-profile roles throughout his career. Nick has acted for regulators and professionals across various sectors, including legal, accountancy, medical & healthcare, education, engineering and sport.

With both Andrew and Nick's expertise, the Firm is able to advise on the regulatory aspects of employment and partnership disputes in-house, as well as providing stand-alone regulatory advice and representation in disciplinary proceedings.

## **SRA investigations & disciplinary proceedings**

We have experience in advising both individuals and firms that are subject to SRA investigation and are able to advise on issues which commonly arise in such investigations, such as the application of legal professional privilege when responding to requests to produce documents.

We have resolved cases through entering into regulatory settlement agreements with the SRA and have experience of conducting proceedings in the Solicitors Disciplinary Tribunal where settlement cannot be agreed.

We are aware that disciplinary proceedings are stressful, and that there may be underlying pre-existing medical conditions which impact on the ability of individuals to participate in regulatory investigations/proceedings. Where medical issues are relevant, we can liaise with the SRA to ensure that reasonable adjustments are put in place.

## **Sexual misconduct**

The SRA has identified sexual misconduct as one of its key themes for a number of years now and continues to actively investigate and prosecute solicitors who have been found to have acted inappropriately. We have particular experience in respect of incidents which take place "outside the office" and are able to advise as to

# Our Expertise – Regulatory & Disciplinary Law

the facts/circumstances the SRA will take into account when determining if a matter is within their jurisdiction.

We also have experience of advising individuals regulated by the FCA and the ICAEW in relation to allegations of sexual misconduct and are aware of the differing approach that regulators take to incidents which occur outside of the work environment.

## **Advice for compliance officers/ self-reporting**

Compliance Officers for Legal Practice (COLPs) and Finance and Administration (COFAs) play a fundamental role in ensuring regulatory compliance within a law firm. We assist COLPs/COFAs in complying with their obligations, be that advising as to whether the threshold for self-reporting a serious breach of the regulatory arrangements to the SRA has been met, or advising as to what internal systems/processes should be put in place to assist and support COLPs/COFAs.

## **SRA Workplace Environment Guidance**

In February 2022 the SRA published its guidance/thematic review on workplace

environments, investigating the extent to which firm culture causes or contributes to individual misconduct. The SRA has signalled an intention to look at individual misconduct holistically and consider issues such as workloads, adequacy of supervision, and firm culture when attributing regulatory responsibility.

Accordingly, where it is necessary for a firm to report alleged personal misconduct to the SRA, they will also need to consider whether firm culture played a role in that misconduct, and implement any steps that are required to demonstrate to the SRA that they are alive to the issue. We can advise on the drafting of such reports and the circumstances in which the SRA is likely to take actions against firms in addition to individuals.

As part of the behavioural training we offer to firms and partners, we advise on the regulatory outlook and the potential for the SRA to take action against individual partners and/or firms who fail to identify and address systemic issues.

## **Advice for General and In-house Counsel**

We have developed a specialism in advising on the particular issues that are pertinent/ relevant to General/In-house Counsel, who need to balance their obligations to act in the best interest of their employer with their regulatory duties. We are able to advise General and In-house Counsel as to how to set up internal

# Our Expertise – Regulatory & Disciplinary Law

investigations in order to avoid any accusations of conflict of interest or failing to act with independence.

“

*Dependable partner-led support, genuine understanding of clients, and extremely responsive.”*

**LEGAL 500 UK**

# Recent Highlights – Partnership Practice

## **Notable non-contentious partnership work includes:**

- Advising on the high-profile merger between Kramer Levin and Herbert Smith Freehills.
- Acting for Taylor Vinters in respect of its successful and well-publicised merger with Mishcon de Reya.
- Advising a leading Asian law firm on review of its lockstep and governance and update of its partnership deed.
- Advising founder led law firms on succession issues, partner remuneration structures and constitutional matters.
- Advising a UK law firm on the potential introduction of 'annuity' type payments to retiring partners.
- Advising an international architectural practice on the reduction of its partner numbers and negotiation of a number of partner exits across Europe, North America and Australia.
- Advising a number of international and UK law firms on the wholesale review of their constitutional arrangements, often involving facilitating complex multi-partner discussions.

- Advising a real estate consultancy business on a potential merger with an international private equity backed consultancy business.
- Advising on the re-financing of an ABS law firm.

## **Notable contentious partnership work includes:**

- Advised a US law firm on allegations made against the Managing Partner of the London office, including advice on the internal investigation, subsequent disciplinary, regulatory aspects and report to the SRA and sanctions against the partner concerned.
- Advising a US law firm on the age discrimination risks associated with a proposed career transition plan
- Advising many acquiring firms, as well as partner teams, on partner team moves, restrictive covenants and associated potential litigation.
- Advising on, and defending, restrictive covenant litigation against professional services partners who have moved and are seeking to challenge the restrictions imposed on them by their former firms.
- Advising private equity fund partners on restrictive covenants, including in relation to injunctive relief and significant issues relating to forfeiture of financial interests, including

# Recent Highlights – Partnership Practice

coordinating advice across multiple jurisdictions and various complex corporate structures, and frequent negotiation of successful commercial and confidential resolutions.

- Providing extensive, bespoke training to law firms, both in the UK and globally, on partner behaviour issues.
- Advising many law firm and other professional services partners on their exits and restrictive covenant issues, often with related discrimination and whistleblowing complaints

Recent webinars include:

- [The LLP: 25 Years On](#)
- [Managing Partner Performance in Professional Services Firms, Evaluating Contribution and Using Partner Processes to Drive Your Firm's Strategy](#)
- [How Do You Attract and Retain 'High Flyer' Partners?](#)

## Professional Practices Alliance (PPA):

We continue to be very actively involved in the successful Professional Practices Alliance, which we co-founded with Maurice Turnor Gardner LLP.

Alongside partner remuneration specialist David Shufflebotham of PEP-UP Consulting, and law firm management consultant Dr Rob Millard of Cambridge Strategy Group, the Alliance continues to be a pre-eminent thought leader in partnership issues affecting professional practices and their partners.

The PPA recently held seminars in both London and Paris on the topic of law firm mergers, with unique access to Dr Rob Millard's PHD research on what makes a successful law firm merger.

# Recent Highlights – Regulatory & Disciplinary Practice

## Notable regulatory/professional discipline work includes:

- Instructed by a male law firm partner accused of inappropriate conduct towards a female partner following a work event.
- Advising a COLP of a top 50 law firm as to self-reporting obligations in respect of instances of alleged personal misconduct and whether there had been any breaches of the firm code of conduct in respect of a failure to put in place adequate systems of supervision.
- Advising a large organisation as to whether it could have one overarching in house legal team advising different subsidiaries within the organisation without breaching the SRA rules on conflicts of interest.
- Advising an SRA regulated individual at a FCA regulated organisation regarding allegations of misconduct against him. Advising on self-reporting obligations to both regulators and regulatory reference issues from a FCA perspective.
- Advising an FCA regulated organisation on their obligations when providing a

regulatory reference in respect of an individual who left their organisation in the course of an investigation and before any findings of misconduct were made against them.

- Representing a veterinary surgeon in proceedings before the Royal Committee of Veterinary Surgeons in relation to allegations of dishonesty.

“

*Although it has traditionally focused on contentious partnership issues, the firm is also developing a strong reputation for its advisory work for professional services firms.”*

**LEGAL 500 UK**

“

*...CM Murray is the leading niche partnership and employment litigation practice.”*

**LEGAL 500 UK**

# Our Reputation and Rankings

## Legal 500

### Firm Rankings:

#### Tier 1 – Partnership

*“Corinne Staves and Zulon Begum are two of only four or five UK lawyers who I believe are unreservedly capable of advising on partnership and governance matters in a complex merger.”*

*“As an employment and partnership boutique, CM Murray LLP is uniquely placed to focus on the issues relevant to partnerships, their people and their clients.”*

*“CM Murray LLP is a specialist UK partnership firm, with ‘one of the legal world’s strongest offerings in this area’.”*

*“...CM Murray is the leading niche partnership and employment litigation practice.”*

### Hall of Fame: Clare Murray

*“Clare Murray is now head and shoulders above her peers and is the go-to lawyer for individuals and businesses.”*

### Leading Partner: Sarah Chilton

*“Sarah Chilton is exceptional. Very easy to deal with. Gives straightforward and practical advice. You trust the advice you are being given and it is well thought through and practical.”*

### Leading Partner: Corinne Staves

*Corinne Staves is “a complete star and one of the best in the market.”*

### Next Generation Partner:

#### Zulon Begum

*“Zulon Begum has a comprehensive knowledge of partnership law and is highly responsive. Her advice is pragmatic and delivered in a friendly, down to earth manner.”*

*“Knowledgeable, pragmatic and commercial. Best of all, she is unflappable!”*

*“Zulon Begum has assisted us with restructuring our LLP, which for many members is an emotional challenge as much as a legal one. Her experience and empathy with such challenges is first-rate.”*

### Next Generation Partner:

#### Beth Hale

### Recommended Lawyers:

David Fisher, Merrill April, Emma Bartlett, Andrew Pavlovic, Wonu Sanda

*“David Fisher is another standout practitioner, with experience of partner team moves and the cross-border enforcement of restrictive covenants.”*

*“Merrill April – thoughtful, considerate professional. A master tactician, she is calm, cool and collected. And for these reasons she’s a real force to contend with.”*



# Our Reputation and Rankings

*"Andrew Pavlovic is a rare commodity having a regulation partner but extremely credible and knows his practice area. A real asset!"*

*"Emma Bartlett provides invaluable, clear, expert advice on complex LLP matters. I have found Emma to be a trusted advisor that can be totally relied upon."*

## **Firm Ranking:** Tier 4 - Professional Discipline

*"Dependable partner-led support, genuine understanding of clients, and extremely responsive."*

*"Very responsive, knowledgeable and practical. Clients get the benefit of senior, experienced advice."*

## **Next Generation Partner:** Andrew Pavlovic

*"Andrew Pavlovic is a very safe pair of hands. He is well versed in all matters of professional discipline, with a particular focus on SRA Regulation."*

## **Leading Partner:** Nick Leale

*"...He also fully considers the human factors played out within regulatory frameworks and reflects those considerations when advising those undertaking investigations."*

## Chambers and Partners

### **Firm Ranking:** Band 1 – Partnership

*"Extensive, expert coverage of partnership matters with particular emphasis on contentious work. Key strengths in the legal and financial services spheres and long experience advising UK and US firms on individual and team moves, restrictive covenants and whistle-blowing cases. Active on cross-jurisdictional work and especially praised for its handling of partner discrimination issues. Notable expertise in representing individual partners during exit negotiations and investigations into allegations of misconduct."*

*"Another source says the team is "excellent" and provides "superb advice and client support."*

## Partnership – Contentious (UK-wide)

### **Eminent Practitioner:** Clare Murray

*"The "absolutely outstanding" Clare Murray is hailed as "the best in the business" for contentious partnership matters. She advises on cross-border disputes and investigations concerning partnerships, including cases concerning allegations of discrimination and restrictive covenant issues. According to one interviewee, "she is extremely able, clear and straightforward, and she knows the field inside out"2*

# Our Reputation and Rankings

## **Band 1:** Sarah Chilton

*"Sarah guides you through issues, anticipating twists and turns. She understands the personal and commercial context of matters. She is a safe pair of hands who I wholeheartedly recommended."*

## **Band 3:** Beth Hale

*"Beth is very creative in terms of thinking up ways to get the case done."*

## **Band 4:** David Fisher

*"Market commentators note that David Fisher is 'exactly who you want to fight your corner.' Sources also acknowledge him as a 'very sensible tactician.' He advises individual partners on highly sensitive and contentious matters, such as harassment allegations and breaches of LLP agreements. He also handles matters surrounding team moves."*

## **Associate to Watch:** Wonu Sanda

*"Wonu is a strong litigator, hard-working and forensic. She is excellent with clients."*

## Partnership – Non-Contentious (UK-wide)

## **Star Individual:** Corinne Staves

*"Corinne is a very impressive individual. She is very empathetic and very commercially astute. She will get the job done at any cost, and make it look easy."*

## **Eminent Practitioner:** Clare Murray

*"Clare is the best of the best. She is a pre-eminent lawyer and an absolute expert. She knows when to be tough and when not to be, has first-rate judgement and is the complete package."*

## **Band 1:** Zulon Begum

*"Zulon is extremely knowledgeable and technically strong on complex matters. I have a huge amount of respect for her."*

*"Zulon is very intelligent and very good at structuring and organisation. She is incredibly industrious, technically excellent and very focused."*

## Partnership – Large International Structures

## **Firm Ranking:** Spotlight

## **Spotlight:** Corinne Staves, Zulon Begum

## Professional Discipline

## **Up and Coming:** Andrew Pavlovic

*"He is very knowledgeable and responsive."*

## **Previously Ranked:** Nick Leale

*"We can have very open discussions with him."*

# Our Team



**Clare Murray**  
*Managing Partner*



**Sarah Chilton**  
*Senior Partner*



**Zulon Begum**  
*Partner*



**Beth Hale**  
*Partner and  
General Counsel*



**Andrew Pavlovic**  
*Partner*



**David Fisher**  
*Partner*



**Merrill April**  
*Partner*



**Emma Bartlett**  
*Partner*



**Corinne Staves**  
*Partner*



**Nick Leale**  
*Partner*

## Key Contacts

### **Clare Murray - Managing Partner**

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### **Zulon Begum - Partner and Co-Head of Partnership Practice**

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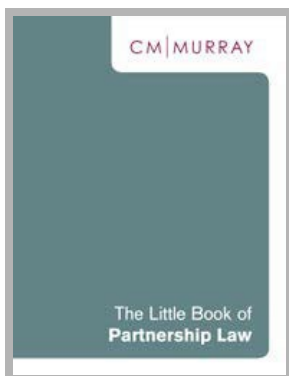
### **Sarah Chilton - Senior Partner and Co-Head of Partnership Practice**

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M. +44 (0) 7964 343 733

### **Corinne Staves - Partner**

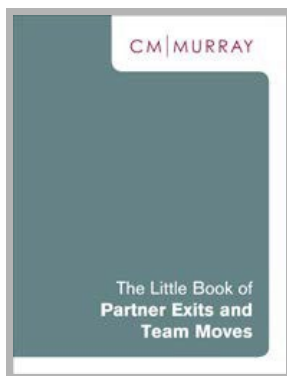
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# Useful Links



## **Global Legal Expansion: Reflecting on 2024 & Forecasting 2025**

Corinne Staves  
Zulon Begum  
Robert C. Bata



## **Team Moves: Some Practical Views**

Clare Murray  
David Fisher

Follow CM Murray LLP on [LinkedIn](#).

Find out more about CM Murray LLP's Regulatory Unit [here](#).

Join the Professional Practices Alliance LinkedIn Group [here](#).

Subscribe to the Professional Practices Alliance blog [here](#).



“

*CM Murray LLP's 'deep expertise in both partnership and employment law', makes it well-placed to handle complex and sensitive matters for clients."*

LEGAL 500 UK

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