

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 to UK and international clients.

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, including matters involving UK, US, offshore, and other international firms.

We have one of the UK's leading teams of specialist partnership and LLP law experts, many of whom are recognised thought leaders in the field, with deep commercial understanding of partnership businesses and the issues affecting individual partners.

"Regarded by clients as the 'best partnership boutique in England.'"

CHAMBERS AND PARTNERS UK

Our Specialist Regulatory Unit

Led by Partners 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 Firm is ranked by the legal directories for its Professional Discipline practice and 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...is knowledgeable, approachable, and puts all his efforts into getting results for his clients."

LEGAL 500 UK

"The firm is a leader in the field of professional discipline."

CHAMBERS AND PARTNERS 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's 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.

We advised on the merger between Kramer Levin and Herbert Smith Freehills, creating a top 20 global firm with c.2,700 lawyers, c.630 partners and 26 offices, and revenue exceeding US\$2 billion. We separately advised a UK-headquartered international firm through a proposed transatlantic merger with a US firm and, when that did not proceed, through its subsequent discussions with an alternative UK merger partner.

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,

Our Expertise – Partnerships & LLPs

advising how the Solicitors Regulation Authority's concerns about conflicts of interest and confidentiality can be managed.

Private Equity Investment

The professional services market is attractive to private equity investors. There has been a period of significant PE investment in accountancy firms for a number of years, and the legal services sector is now seeing similar interest. The Firm advises firms, partners and other stakeholders on the full range of issues that can arise when a capital transaction is considered by a professional services firm, including accepting investment by PE. Some examples of our experience include:

- Advising a UK law national law firm with top tier specialism on its acquisition by a PE backed consolidator. Our role covered structure, heads of terms, due diligence, the sale agreement, warranties and disclosures, dissenter strategy, service contracts and SRA regulatory matters (including authorisation of new owners and managers).
- Providing specialist support to a US headquartered law firm acting for an international PE house on its potential acquisition of a large UK law firm, with our focus being on SRA regulatory matters and undertaking due diligence on risk management (incl. SRA investigations, AML risk assessments and successor practice issues).
- Advising individual partners from the accountancy sector on their rights, obligations and options, including the implications of exit, as a result of PE backed capital events at their firms.
- Providing constitutional advice on complex, bespoke LLP agreement provisions to protect Founders' rights on a minority PE investment.
- Advising individual law firm partners, and groups of them jointly, on the implications for them associated with investment in their firm by PE or co-investment opportunities between the law firms and PE houses.
- Advising an LLP business on a potential sale of the whole business to a PE backed acquirer.
- Advising aospere on SRA regulatory matters following the implementation of the strategic partnership between Inflexion, Endicott and Allen & Overy (now A&O Shearman).
- Advising PE executives on their personal positions, including in relation to carry and co-invest, whether before during or after moves.
- Co-hosting alongside EY a series of informal dinners for law firm leaders whose firms have taken investment, are considering investment or are simply PE curious.

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.

Many international firms come to us for our in-depth knowledge of international best practice, and we regularly act for Indian, offshore and European firms on constitutional matters and partner policies.

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.

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 seeking SRA regulatory advice on the impact of partnership changes and/or changes to their structures, or new or existing law firms seeking authorisation as a Licensed Body (also known as an "Alternative Business Structure" or "ABS") or Recognised Body.

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

CHAMBERS AND PARTNERS 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.

"The leading partnerships disputes people."

CHAMBERS AND PARTNERS UK

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 vital to 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.

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.

Our Expertise – Partnerships & LLPs

Market commentators hail CM Murray as 'clearly one of the leading firms in senior executive and partnership law.'

LEGAL 500 UK

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.

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

LEGAL 500 UK

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

Our Expertise – Partnerships & LLPs

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 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.

We also advised Protect on a pro bono basis on their successful intervention in the landmark whistleblowing case of *Rice v Wicked Vision Ltd* and the subsequent Court of Appeal and Supreme Court proceedings. The case considers whether an employee can bring both a detriment claim against a co-worker involved in the decision to terminate their employment, as well as a dismissal claim against the employer itself.

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

LEGAL 500 UK

Our Expertise – Regulatory Law & Professional Discipline

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 and 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 the 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

Our Expertise – Regulatory Law & Professional Discipline

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

“CM Murray delivers expertise in overlapping areas so that individuals and businesses can get the support they need in regulatory, compliance and strategic advice.”

CHAMBERS AND PARTNERS UK

Recent Highlights – Partnership Practice

Notable non-contentious partnership work includes:

- Advising on the high-profile merger between Kramer Levin and Herbert Smith Freehills.
- Advising a UK-headquartered international law firm through a proposed transatlantic merger with a large US-headquartered law firm (aborted January 2025), and subsequently through its discussions with an alternative UK merger partner.
- 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 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 coordinating advice across multiple jurisdictions and various complex

Recent Highlights – Partnership Practice

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

Our international profile

- Zulon Begum is a senior officer of the IBA Law Firm Management Committee and one of four course directors of the IBA Law Firm Management Academy for Leaders, a programme for senior firm leaders from across the globe.
- Zulon Begum and Corinne Staves regularly collaborate with Lexington Consultants to lead seminars aimed at senior professional firm leaders, with recent events in Mexico, Toronto, Copenhagen and London.
- Corinne Staves has co-authored a leading practitioner textbook on LLP and Partnership Law.
- We have collaborated with US law firm FisherBroyles on our 'Practice Across the Pond' podcast series, comparing the regulatory and ethical approaches taken to partnership and professional services issues from both a UK (England and Wales) and US (New York) perspective.

Professional Practices Alliance (PPA):

We continue to be very actively involved in the successful Professional Practices Alliance (PPA), 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 the partnership issues affecting professional practices and their partners.

In recent years, the PPA held seminars in London and Paris on law firm mergers, drawing on Dr Rob Millard's PhD research into the factors that contribute to successful law firm mergers. Through its programme of regular events and webinars, the PPA brings together leading advisers to discuss a range of strategic and commercial issues affecting professional services firms, including partner remuneration, succession planning, the impact of AI, governance and regulatory developments, and lessons from 25 years of the LLP structure.

In addition to the PPA, our wider team regularly contributes to industry discussion through articles, webinars and speaking engagements. Recent thought leadership from across the team, including contributions from Emma Sangeelee, Wonu Sanda and Andrew Pavlovic, has addressed topics such as mandatory retirement ages for partners, partner exits, governance and succession issues, workplace investigations and regulatory developments.

Recent Highlights – Regulatory & Disciplinary Practice

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

LEGAL 500 UK

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

LEGAL 500 UK

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

Our Reputation and Rankings

Legal 500:

Firm Ranking: Tier 1 – Partnership

Regarded by clients as the 'best partnership boutique in England.'

"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.'"

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, Andrew Pavlovic

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."

Our Reputation and Rankings

Leading Partner: Nick Leale

"He is knowledgeable, approachable, and puts all his efforts into getting results for his clients."

Chambers and Partners

Firm Ranking: Band 1 – Partnership

"We like the really specialist knowledge they have, both of the specific issues that are pertinent to partnerships and quirky professional services firm structures, and the law firm industry itself."

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

Partnership – Contentious (UK-wide)

Eminent Practitioner: Clare Murray

"She's one of the leading lights in this area - she's very bright, practical and sensible at the same time."

Band 1: Sarah Chilton

"She is really good on the law and really inventive as to the points to take; she is quick at spotting issues and what to do about them. She's just fantastic."

Band 3: Beth Hale

"Beth is an outstanding partner and has guided us well and strategically in a sensitive partnership issue."

Band 4: David Fisher

"He is one of the most tactically astute solicitors in the market: he can see points that will work and those that won't at an early stage."

Star Associate: Wonu Sanda

"Wonu is a fantastic lawyer."

Partnership – Non-Contentious (UK-wide)

Star Individual: Corinne Staves

"One of the absolute leaders in the field on both contentious and non-contentious matters, regulatory and litigation."

Eminent Practitioner: Clare Murray

"She's one of the leading lights in this area - she's very bright, practical and sensible at the same time."

Band 1: Zulon Begum

"She is calm and confident and gives the sense and feeling of really knowing the topic and the market, which is very important."

Our Reputation and Rankings

Partnership – Large International Structures

Firm Ranking: Spotlight

"CM Murray has deep experience and brings that to the matter in a way that is practical and solution-oriented."

"They provide highly responsive, tailored advice appropriate to the situation and their strong client understanding has meant high levels of pragmatism and sensitivity to budget."

Spotlight: Corinne Staves, Zulon Begum

Professional Discipline

Firm Ranking: Band 4

"CM Murray delivers expertise in overlapping areas so that individuals and businesses can get the support they need in regulatory, compliance and strategic advice."

"CM Murray are very proactive in providing updates and learning opportunities regarding regulatory issues that might impact our business."

"They have provided advice on complex matters with clarity."

Up and Coming: Andrew Pavlovic

"Andrew is a recognised expert, particularly in legal regulation."

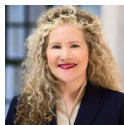
"Andrew has been a calm and considered adviser."

"Andrew is very knowledgeable and responsive."

Previously Ranked: Nick Leale

"We can have very open discussions with him, and he works quickly to resolve issues and share information."

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



**Emma
Sangeelee**
Partner



Merrill April
Partner



Emma Bartlett
Partner



Corinne Staves
Partner



Nick Leale
Partner

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“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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Partnership | Employment | Regulation & Professional Discipline

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