



# L&E GLOBAL

an alliance of employers' counsel worldwide

[www.leglobal.org](http://www.leglobal.org)



# SERVICE AND QUALITY ARE THE LEITMOTIFS OF EVERYTHING WE DO AT L&E GLOBAL

L&E Global is the worldwide leader for cross-border labour and employment law services. Spanning 6 continents, L&E Global's member firms are ideally situated to provide clients with pragmatic, commercial advice necessary to achieve their objectives, wherever they operate.

Our members work closely with corporate, legal, human resources departments and corporate executives across a variety of sectors and industries to address the strategic and tactical issues that arise in the workplace.

When you engage one of our member firms, you will work with a responsible partner who will bring together an international team with the appropriate expertise, coordinate all labour & employment services and communicate regularly with you to ensure that your needs are being met and that you are satisfied with our services, as part of L&E Global's systematic quality plan that we call 'QualityWorkx®'.



*"This is a growing brand among employment legal networks, with a presence across over 30 global jurisdictions. Members feature strong regional footprints paired with an international outlook. Commentators are "very positive" about the network, with further sources acknowledging the group's "meteoric rise" in the industry, citing the "cohesion and organisation" as worthy of praise." – Chambers Global 2019*



*“Excellent level of expertise’ that is particularly sought after for ‘highly technical issues in employment and social security law’. Its lawyers, who are ‘available, very responsive and have great listening skills.”*

*– Legal 500 EMEA 2018*

## MISSION

IN OUR EVER-EVOLVING QUEST TO PROVIDE INNOVATIVE SOLUTIONS TO OUR CLIENTS, WE HAVE ADOPTED THREE CORE PRINCIPLES:

### 1. EFFICIENT HANDLING OF INTERNATIONAL LABOUR AND EMPLOYMENT MATTERS –

This requires the operation of seamless cross-border teams, who are able to function as a single, unified entity. We believe that L&E Global is truly defining a new standard in global law firm alliances.

### 2. QUALITY CONTROL AND CONSISTENCY –

Our clients tell us that in multi-jurisdictional matters and comparative studies, they benefit not only from our extensive international footprint, but also from our high degree of partner involvement, which ensures the continuity, reliability and efficiency of our services.

Our experience taught us that there are a number of components required for the delivery of a seamless service:

- Dedicated, appropriately staffed client team
- Single point of contact
- Simplified billing arrangements
- Efficient cross-border advice and counsel

### 3. FLEXIBLE FEE ARRANGEMENTS –

With L&E Global firms, clients receive high value services at competitive rates, from dedicated lawyers who work side-by-side with them to establish long-term business relationships. Our members also have experience working with alternative pricing arrangements such as blended rates, fixed fees, capped fees, success fees and more, and they are prepared to work with you to reach an agreement that best suits your needs and your budget.



*“Strong experience advising international companies.”*

*– The Legal 500 EMEA 2018*

## OUR EXPERTISE

### GLOBAL PRESENCE, LOCAL PERSPECTIVE

Even in the era of far-reaching international trade agreements and regional economic and political partnerships, the majority of laws and regulations governing the workplace are still determined by the individual countries where employees work. Employment and pension law is comprehensive, but also complex and at times even contradictory.

Our contacts with employment lawyers in 80+ countries worldwide help clients navigate the maze of employment regulations, contractual agreements and other legal requirements employers have to contend with in their business. In addition, we help our clients become more efficient by assisting in the business decision process and pointing out ways of implementing decisions as early and as cost-effectively as possible. Our lawyers discuss the risks, opportunities and alternatives available to clients. Our employment law specialists counsel clients on labour law issues affecting businesses across the globe, including:

- Assessing workplace compliance challenges
- Works council – co-determination and consultation
- Cross-border trade union actions
- Collective redundancies
- Transfer of undertakings
- Data protection
- Employee codes of conduct, policies, and work rules
- Minimising and defending claims of discrimination
- Pensions and other employee benefits
- Global mobility / immigration
- Trainings programs – Executives, Company, Seminars, Webinars, Workshops

# OUR CLIENTS

In a world where law firms' quality of service and fees are under constant pressure, L&E Global's member firms have successfully deepened and diversified their existing practices in order to provide comprehensive employment law services to clients ranging from large, multinational corporations to entrepreneurial and emerging companies seeking to enter international markets.

In order to better meet the needs of our clients and to reflect the reality of their business, we have bundled our expertise into several key sectors:

- Technology, Media & Communications
- Financial services
- Manufacturing
- Pharmaceuticals & Lifesciences
- Consumer Products
- Retail
- Energy
- Automotive



*“Exceptional value on content and guidance for all employment law topics and timely responses.”*

*– Chambers Europe 2018*





## SELECTION OF CLIENT ENGAGEMENTS

- L&E GLOBAL's member firms recently reviewed a global discrimination/harassment policy for a leading commercial property insurer of more than one-third of FORTUNE 1000-size companies in order to bring the policy in line with national legislation. L&E Global is working with this client in 40 countries worldwide impacting more than 5,100 employees.
- L&E GLOBAL's member firms currently instruct a manufacturer of optical systems, industrial measurements and medical devices with more than 24,000 employees worldwide on workforce reductions and related matters in select regions in Asia, Europe and North America.
- L&E GLOBAL's member firms are counseling a multinational conglomerate of 670 companies and more than 180,000 employees worldwide with regards to employment contracts, severance payments in case of termination of the contract and secondments, among other issues, in 25 jurisdictions across 6 continents.
- L&E GLOBAL's member firms advised a diversified retail and wholesale/cash and carry group on all international employment law matters impacting more than 244,000 employees in 30+ countries worldwide.
- Working on behalf of a multinational container shipping company, a proposal has been submitted regarding the review of template employment contracts for GDPR compliance in six jurisdictions (France, Germany, Sweden, Italy, Netherlands, and Belgium).



*“Very skilled and solution-oriented, able to give hands-on advice and suggest alternatives based on their solid in-depth knowledge.”*

*– Chambers Europe 2018*



*“Their lawyers provide innovative solutions to complex problems.”*

*– Chambers Europe 2018*

## GLOBAL PARTNERSHIPS

L&E Global regularly sponsors and participates in international conferences presented by prestigious institutions.

## OUR COMMITMENT TO SOCIETY

Increasingly, society expects businesses to integrate Corporate Social Responsibility (CSR) and sustainability into their operations. L&E Global and our member firms are dedicated to improving the community of employers and employees, and the field of labour and employment law in general and have consequently developed a variety of programmes and policies to effect positive change.

### BEST IN CLASS

Many of our firms provide legal advice to charitable institutions on a pro bono basis including, among many others:





## LEGAL TECHNOLOGY

The world is changing, and innovation is key in every business, including the legal industry. At L&E Global we have an international team that is working across borders on legal technology. L&E Global is a member of the European Legal Technology Association (ELTA), an association of law firms, companies, legal technology providers, start-ups, and individuals in Europe. L&E Global is continuously researching and working with legal technology tools which can be an added value to our clients in order to save billing time and consequently provide the client with specific advice more efficiently.



*PUSCH WAHLIG LEGAL honoured with the STP Legal Innovation Award in the category “Special” in 2018.*



*L&E Global was shortlisted by The Lawyer European Awards 2018 for “Global Network of the Year” (winner in 2016 and shortlisted in 2017).*



“Clients appreciate that “on top of their legal ability the lawyers are able to gear advice towards our business.”

– Chambers Europe 2018

## ENRICHED SERVICES

L&E Global has developed specialised, client-focused knowhow products and services on a global scale, as part of our added-value services. L&E Global, together with our member firms, keep clients well-informed of the latest legal trends that could impact the workplace, by providing comprehensive legal analysis from around the world, now and in the future.

### L&E GLOBAL KNOWLEDGE CENTRE

**– For Everything Labour and Employment Law Related – The World at Your Fingertips!** The L&E Global Knowledge Centre was designed as an interactive database where you can explore labour and employment law resources across six continents worldwide. From interactive microsites, to webinars, seminars and global handbooks, we offer clients a selection of customised knowhow services to benefit their businesses.

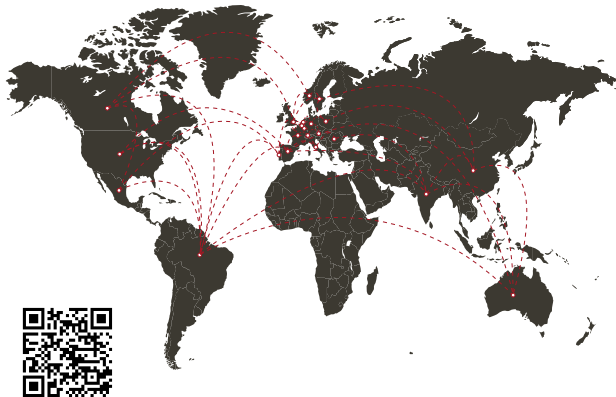
**Visit: <https://knowledge.leglobal.org>**





### OPENING UP SHOP

– L&E Global’s Opening Up Shop e-compendium and interactive microsite present country-specific, tailor-made checklists and guidelines to assist employers seeking to open operations in a new jurisdiction. Each report provides insights into three key areas: (1) Labour and employment requirements; (2) Corporate requirements; and (3) Payroll and Benefits Providers. Visit: <https://knowledge.leglobal.org/ous/>



### EMPLOYMENT LAW TRACKER

– L&E Global’s Employment Law Tracker is our highly-anticipated monthly bulletin containing country-specific articles with an international focus, detailing recent case law, legislation or other workplace law-related observations that may impact the operations of clients in various sectors. Visit: <https://knowledge.leglobal.org/subjects/articles/>. If you would like to receive the employment law tracker, please send an e-mail to: [leglobal@leglobal.org](mailto:leglobal@leglobal.org).

### EMPLOYMENT LAW OVERVIEWS

– L&E Global’s popular series of Employment Law Overviews are a client’s best and first go-to source to discover the most important labour and employment rules, regulations and best practices specific to each jurisdiction. Key topics such as hiring practices, employment contracts, anti-discrimination laws, termination of employment contracts, authorisation of foreign employees, social media and data privacy, provide a thorough introduction to the complex issues that govern the workplace. This series of informative and smartly-designed brochures have become the relied upon “bible of choice” for employers operating both nationally and across borders.

### COUNTRY-COMPARISON TOOL

– Our unique and innovative Country Comparison Tool, allows you to automatically generate an interactive, country-by-country comparison on the most important workplace law matters that employers need to be aware of, and ready to implement, wherever they operate, especially businesses active at the international level. With the Country Comparison Tool, you can research hiring practices in Belgium, Canada, China and the United States; review social media and data privacy laws in Australia, Germany, India, Italy, and the United Kingdom; identify the steps necessary for the authorisation of foreign employees in Argentina, Brazil, Chile, and Mexico; or examine the regulations applicable to the transfer of undertakings (obligations, rights and notification requirements) in France, Italy, Norway, Sweden and Switzerland.

### GLOBAL HANDBOOKS

– Our anthology of global handbooks provide practical advice and guidance to clients on a host of complex issues, across a variety of sectors and industries. With analyses



from key jurisdictions throughout the globe, these comprehensive publications have become a valuable resource for HR professionals, employment and corporate attorneys, academics and jurists, worldwide.

### EMPLOYEES VS INDEPENDENT CONTRACTORS INTERACTIVE MICROSITE

– For employers with operations in multiple jurisdictions, successfully entering into a working relationship, whether with an employee or an independent contractor, is a very real challenge. With our dedicated, interactive microsite based on our 2017 Global Handbook, Employees vs. Independent Contractors, clients can research, compare and scrutinise the distinctions between contractors and employees, as well as the consequences of the re-characterisation of a contractor into an employee, across 32 jurisdictions worldwide. The benefit of the microsite is twofold: (1) we protect the environment by saving on printing, paper and shipping and (2) the content can be kept up-to-date at all times.

**Visit:** <https://knowledge.leglobal.org/eic>



“Very detail-oriented, patient and able to assess things from the client’s standpoint.”  
– Chambers Asia Pacific 2018

## WE COVER THE WORLD



## ALLENDE & BREA - ARGENTINA



- Buenos Aires
- One client refers to the firm as having “high levels of specialisation in this practice area.” Up-and-coming partner Nicolás Grandi receives positive feedback from clients, with one declaring: “I am very happy with the service he provides. He is articulate, responsive and practical.” Band 4 Chambers Latin America 2018.
- At Allende & Brea, Nicolás Grandi is the key contact for employment law and is highlighted as “extremely effective.” Band 4 in The Legal 500 2017
- Nicolás Grandi, Partner, ng@allendebrea.com.ar



## - AUSTRALIA



- Sydney, Melbourne and Brisbane
- “A great level of service, with quick response times and well-structured advice.” Band 4 in The Legal 500 2017
- Harmers won the 2017 Lawyers Weekly ‘Workplace Relations & Employment Team of the Year’, the inaugural 2017 Human Resources Director magazine’s HR Service Provider Awards ‘Gold Medal for Employment Law’ and the 2017 Australasian Law Awards ‘Employment Law Specialist Firm of the Year’.
- Michael Harmer, Partner, michael.harmer@harmers.com.au

## Van Olmen & Wynant - BELGIUM



- Brussels
- Clients are impressed with the “speed, reactivity and the good advice that we get.” Band 3 Chambers Europe 2018
- Van Olmen & Wynant’s team has “strong experience advising international companies”, with group head Chris Van Olmen arguably “the leading labour lawyer in Belgium.” Band 2 in The Legal 500 2018
- Chris Van Olmen, Partner, chris.van.olmen@vow.be



## - BRAZIL



- Offices across Brazil, including Sao Paulo, Rio de Janeiro, Brasilia, Campinas and Porto Alegre
- Market commentators highlight the team’s capabilities and praise its “high-quality service and immediate availability to the client. Their biggest strength is the timeliness with which they respond to demands.” Other sources observe: “All of their professionals have a remarkable understanding of Brazilian labour law and its impact on global companies.” Band 1 in Chambers Latin America 2018
- With nine partners covering labour and employment matters, TozziniFreire Advogados acts in relation to employment claims, mass terminations, strikes and negotiations with unions, as well as corporate governance structures. Band 1 in The Legal 500 2017
- Mihoko Sirley Kimura, Partner, mkimura@tozzinifreire.com.br



**Filion Wakely  
Thorup Angeletti**  
management labour and employment law

- CANADA



- Toronto, London, Hamilton
- Ontario-based boutique with a dedicated labour and employment focus. Noted for the broad bench of specialised practitioners. Band 2 Chambers Canada 2018
- Ontario boutique Filion Wakely Thorup Angeletti acts solely for employers on all aspects of employment law. Band 2 in The Legal 500 2018
- Robert Bayne, Partner, rbayne@filion.on.ca

**CARIOLA DIEZ PEREZ-COTAPOS**  
ABOGADOS

- CHILE



- Santiago de Chile
- One interviewee underlines: “We are very satisfied with the lawyers.” Clients appreciate head of department Ricardo Tisi’s “customer-oriented approach, adjusting his recommendations not only to the local legal standards but putting into perspective the international standards as well.” Band 2 Chambers Latin America 2018
- Cariola Díez Pérez-Cotapos is best known for its expertise in collective bargaining, immigration and the labour law issues of company restructurings. Band 2 in The Legal 500 2017
- Ricardo Tisi, Partner, rtisi@cariola.cl

**中倫律師事務所**  
ZHONG LUN LAW FIRM

- CHINA



- Offices across mainland China, including Beijing and Shanghai with more than 200 partners and 900 professionals, and also in Tokyo, Japan
- Labor & Employment Firm of the Year 2016 - China Law Practice
- The team wins praise for being “very detail-oriented, patient and able to assess things from the client’s standpoint. The lawyers are experienced and give timely responses.” Band 2 in Chambers Asia Pacific 2018
- Carol Zhu, Partner, carol.zhu@zhonglun.com

**Flichy Grangé Avocats**  
*droit social / employment law*

- FRANCE



- Paris
- Clients appreciate the firm’s in-depth insight and “commercial approach to difficult matters” and praise in particular its “expertise and reliability.” Band 1 Chambers Europe 2018
- Flichy Grangé Avocats is to be “recommended without moderation.” The large 70-strong boutique has an “excellent level of expertise” that is particularly sought after for “highly technical issues in employment and social security law.” Band 1 in The Legal 500 2018
- Joel Grange, Partner, grange@flichy.com

**Pusch Wahlig  
Workplace  
Law**

- GERMANY



- Berlin, Düsseldorf, Frankfurt am Main and Munich
- Employment Law Firm of the Year – JUVE awards 2017
- Clients appreciate that the team offers “exceptional value on content and guidance for all employment law topics and timely responses.” Clients also highlight that the lawyers “can use the appropriate language with whomever they are talking to in the company and look for the right solution for us.” Band 4 Chambers Europe 2018
- Tobias Pusch, Partner, [pusch@pwwl.de](mailto:pusch@pwwl.de)



- INDIA



- Offices throughout India, including Bangalore, Mumbai and Delhi
- At IndusLaw, Avik Biswas assists Exotel Techcom with amendments to its existing senior management structure and establishing new operations outside India and Ran Chakrabarti represents International Orthopedic Rehabilitation & Prevention (India) before the Delhi High Court in proceedings filed by a former employee. Band 2 in The Legal 500 2017
- Avik Biswas heads the employment law practice at IndusLaw and is particularly well known for his experience handling employment contracts, compensations, audits and anti-sexual harassment proceedings. Band 3 Chambers 2018
- Avik Biswas, Partner, [avik.biswas@induslaw.com](mailto:avik.biswas@induslaw.com)



- ITALY



- Milan, Naples, Bari, Genoa, Padua, Pescara and Rome
- The “excellent” LabLaw - Studio Legale is particularly well versed in employment litigation, industrial labour relations and M&A due diligence. Luca Failla has a “creative and innovative approach.” Band 2 in The Legal 500 2018
- Clients are effusive in praising the firm’s business acumen and high-quality service, with one reporting: “It is a great law firm that offers in court and out-of-court assistance in a short time, delivering results and focusing on business. It stands out for its efficient general organisation and its tailor-made approach to business needs. The team is well prepared and motivated to achieve their goals. The discussions we have with the team members on strategy are always valuable and the results they achieve for us are very good.” Band 2 Chambers Europe 2018
- Luca Failla, Partner, [l.failla@lablaw.com](mailto:l.failla@lablaw.com)

“High-quality service and immediate availability to the client,” adding: “Their biggest strength is the timeliness with which they respond to demands.”

– Chambers Latin America 2018



## - LUXEMBOURG



- Luxembourg
- Clients praise the “great service” the firm provides, describing the team as “very knowledgeable and dedicated, strategy minded and careful with the deadlines and the interests of their clients.” Band 1 Chambers Europe 2018
- Praised for its “extensive knowledge of labour law”, Kleyr | Grasso provides “a responsive service” to domestic and international clients. Band 1 in The Legal 500 2018
- Christian Jungers, Partner, christian.jungers@kleyrgrasso.com



## - MEXICO



- Mexico City
- A client notes: “The service is always timely and the lawyers are really committed to providing constant support to my company.” Band 4 in Chambers Latin America 2018
- The “very reputable” De la Vega & Martínez Rojas, S.C. was founded in 2016 and boasts two of the country’s best-known employment lawyers: Oscar De la Vega and Ricardo Martínez Rojas, who is considered “one of the foremost social security lawyers in the country.” Band 2 in The Legal 500 2017
- Oscar De La Vega, Partner, odelavega@dlvmr.com.mx



## - NETHERLANDS



- Amsterdam
- Employment boutique Palthe Oberman is “very much on top of its game”, and “aware of all the latest issues and developments.” Band 4 in The Legal 500 2018
- Market sources consider the firm to have “good and practical lawyers with a good track record for dismissal cases and works council matters.” Band 3 in Chambers Europe 2018
- Christiaan Oberman, Partner, oberman@paltheoberman.nl



## - NORWAY



- Oslo
- At employment boutique Advokatfirmaet Storeng, Beck & Due Lund (SBDL) DA, the “incredibly experienced” team counts founding partners Nils Storeng who “makes sure he understands the client to the best of his ability” and the “extremely knowledgeable” Arve Due Lund as key practitioners. Band 3 in The Legal 500 2018
- Sources say: “They’re strong as a niche firm who are focused on employment.” Band 4 Chambers Europe 2018
- Terje Gerhard Andersen, Partner, terje.andersen@sbdl.no





- Cracow and Warsaw
- Sources recommend the practice, with one impressed interviewee reporting that the firm is “One of the strongest players in the field.” Band 2 Chambers Europe 2018
- A Sobczyk i Współpracownicy Law Offices is “an undisputed market leader” that combines “academic knowledge with cross-sector expertise.” Band 1 in The Legal 500 2018
- Arkadiusz Sobczyk, Partner, [arkadiusz.sobczyk@sobczyk.com.pl](mailto:arkadiusz.sobczyk@sobczyk.com.pl)



- Offices in Lisbon, Porto and Funchal (Madeira), and also alliance offices in Angola and Mozambique
- Clients praise the insight the team offers, describing the “excellent planning and strategic approach to each case.” They also highlight the department for its “specific knowledge and expertise in employment law,” in addition to the “excellent communication with the lawyers.” Band 1 Chambers Europe 2018
- Morais Leitão’s team of “skilled professionals” cover all areas of labour and employment work. Band 1 in The Legal 500, 2018.
- Pedro Pardal Goulão, Partner, [pgoulao@mlgts.pt](mailto:pgoulao@mlgts.pt)



- Bucharest and Constanta
- Sources are impressed by the team’s responsiveness, with one client highlighting that the lawyers are “dedicated and ambitious.” Another adds: “I really appreciate the availability of the firm and the willingness to create, innovate and find solutions.” Clients further highlight that the “whole team has a deep and extensive knowledge of labour issues. They are always capable of delivering the work within an agreed timeframe.” Band 1 Chambers Europe 2018
- Employment boutique Magda Volonciu and Associates’ team has “a great eye for details.” Band 1 in The Legal 500 2018
- Magda Volonciu, Partner, [magdavalonciu@volonciu.ro](mailto:magdavalonciu@volonciu.ro)



*“The team members have considerable legal expertise and a desire to find a positive outcome and not just stick to the letter of the law, but to find a solution.”*

– Chambers Europe 2018



## Suárez de Vivero - SPAIN



- Barcelona and Madrid
- Clients appreciate that the firm couples strong knowledge of the law with a flexible and business-oriented approach. "The team members have considerable legal expertise and a desire to find a positive outcome and not just stick to the letter of the law, but to find a solution".
- Sources say: "The international ability of the lawyers makes working with them at an international level much easier, surer and more economical." The firm is recognised for being "very specialised" in employment law. Band 3 Chambers Europe 2018
- Ivan Suarez, Partner, [is Suarez@bufetesuarez.com](mailto:is Suarez@bufetesuarez.com)

## CEDERQUIST - SWEDEN



- Stockholm
- Advokatfirman Cederquist's "excellent" team is led by the "very professional and experienced" Robert Stromberg. It includes the "extremely knowledgeable" Jens Tillqvist and counsel Jenny Jilmstad. Band 1 in The Legal 500 2017
- Clients appreciate that "on top of their legal ability the lawyers are able to gear advice towards our business." Other clients praise the team as being "very skilled and solution-oriented, able to give hands-on advice and suggest alternatives based on their solid in-depth knowledge." Band 1 Chambers Europe 2018
- Robert Stromberg, Partner, [robert.stromberg@cederquist.se](mailto:robert.stromberg@cederquist.se)

## HUMBERT HEINZEN LERCH RECHTSANWÄLTE

- SWITZERLAND



- Zurich
- Well-known for providing exceptional service and pragmatic advice. Full range of employment services, including social security, data protection, immigration and employment litigation.
- Labour and employment team consists of seasoned lawyers who have accumulated years of experience with business law firms and as in-house counsels of international corporations.
- André Lerch, Partner, [Lerch@hhl-law.ch](mailto:Lerch@hhl-law.ch)

## CLYDE & CO - UNITED KINGDOM



- London, Aberdeen, Edinburgh, Glasgow, Guildford, Leeds, Manchester, Newcastle, Oxford
- Clients say: "There's a commercial and pragmatic approach across the team and they are very responsible and flexible." Others add: "They provide full legal advice on an international level with offices globally and excellent global connections with countries they don't have offices in." Band 3 Chambers UK 2018
- Clyde & Co LLP's group is highly rated for its "highly knowledgeable, commercially driven and client-focused advice" in tribunal claims and the employment aspects of corporate transactions. Band 5 in The Legal 500 2017
- Robert Hill, Partner, [robert.hill@clydeco.com](mailto:robert.hill@clydeco.com)

## **jackson lewis.** - UNITED STATES



- More than 850 attorneys in major cities nationwide, including the main hubs New York City, Chicago, Los Angeles, Atlanta, Washington DC, Seattle
- A number of interviewees note the firm's hugely impressive geographical coverage: "What I like is that they have always got somebody any time I have an issue who is expert in that issue in that place, and they can handle it for me." Another source states: "They are extremely responsive and they give practical advice, from litigation strategies to practical advice on how to manage the issues we come across." Band 3 Chambers USA 2018
- Jackson Lewis P.C.'s "solution-oriented and timely team" stands out for its "excellent cost value" and "outstanding work product." Band 3 in The Legal 500 2017
- John Sander, Principal, [John.Sander@jacksonlewis.com](mailto:John.Sander@jacksonlewis.com)



*"I really appreciate the availability and the willingness to create, innovate and find solutions."*

*– Chambers Europe 2018*





# L&E GLOBAL

an alliance of employers' counsel worldwide

L&E GLOBAL  
Avenue Louise 221  
B 1050 Brussels  
Belgium  
T +32 2 64 32 633  
E [leglobal@leglobal.org](mailto:leglobal@leglobal.org)  
W [www.leglobal.org](http://www.leglobal.org)

Jeroen Douwes  
Executive Director  
M +31615585082  
T +31203446100  
E [jeroen.douwes@leglobal.org](mailto:jeroen.douwes@leglobal.org)

*L&E Global CVBA is a civil company under Belgian Law that coordinates an alliance of independent member firms. L&E Global provides no client services. Such services are solely provided by the member firms in their respective jurisdictions. In certain circumstances, L&E Global is used as a brand or business name in relation to and by some or all of the member firms. L&E Global CVBA and its member firms are legally distinct and separate entities. They do not have, and nothing contained herein shall be construed to place these entities in, the relationship of parents, subsidiaries, agents, partners or joint ventures. No member firm has any authority (actual, apparent, implied or otherwise) to bind L&E Global CVBA or any other member firm in any manner whatsoever.*

*This L&E Global publication is intended for informational purposes only. Nothing in the document is to be considered as either creating an attorney client relationship between the reader and L&E Global, or any of the law firms that are part of the L&E Global alliance and/or named in the publication, or as rendering of legal advice for any specific matter. Readers are responsible for obtaining such advice from law firms of L&E Global upon retaining their services. The independent law firms of L&E Global are not responsible for the acts or omissions of each other, nor may any firm or any of its partners or other employees, act as agent for any other L&E Global firm. Absent the express agreement and consent of the parties involved, no L&E Global firm has the authority to obligate or otherwise bind any other L&E Global firm.*