NORTON ROSE FULBRIGHT

Practice group guide

Learn more about the practice groups that Norton Rose Fulbright offers



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Overview

Norton Rose Fulbright has a comprehensive legal practice that focuses on high-quality legal service delivery to clients in a diverse range of industries and sectors.

Our practices are organized into one of three practice groups – Business, Disputes and Intellectual Property – and then practice teams within each group. The next page will dive deeper into our Practice Groups and Practice Teams.

Our lawyers are strategically positioned in the world's leading business and financial markets, enabling us to handle and fully coordinate transactions across key industry sectors including financial institutions; energy, infrastructure and resources; technology; transport; life sciences and healthcare; and consumer markets.

Our ten-week Summer Associate Program offers hands-on experience designed to build on your interests and professional goals. You will collaborate closely with our lawyers and gain meaningful exposure to practice areas that align with your interests. Summer associates work on a range of substantive matters, including client work and pro bono opportunities. Summer associates will have the opportunity to explore various practice areas and assignments.

Business

- Corporate M&A and Securities
- Finance
- Financial Services and Regulation
- Healthcare
- Projects
- Public Finance
- Real Estate
- Tax

Disputes

- Appellate
- Antitrust
- Arbitration
- Commercial and Energy Disputes
- Employment and Labor
- Environmental and Mass Torts
- Financial Institutions Disputes
- Financial Restructuring and Insolvency
- Cybersecurity and Data Privacy
- Regulations, Investigations, Securities and Compliance (RISC)
- Product Liability and Consumer Disputes (PLCD)

Intellectual Property

- Brands
- IP Disputes
- Patents
- Tech Transactions



Kessar Nashat
Head of Business Practice, US
New York, NY



Steven D. Jansma
Head of Litigation and Disputes, US
San Antonio, TX



Timothy M. Kenny
Head of Intellectual Property, US
Minneapolis, MN

Practice groups by office:

Listed below are the practice groups with a presence in each office, though the composition of these groups may evolve in response to market conditions and business needs. An asterisk (*) indicates the practice areas into which each office most consistently hires at the entry-level.

	Business	Disputes	IP
Austin	Healthcare Projects* Public Finance Real Estate* Tax	Commercial and Energy Disputes* Cybersecurity and Data Privacy Employment and Labor Financial Institutions Disputes Regulations, Investigations, Securities and Compliance (RISC)*	Brands IP Disputes* Patents* Tech Transactions
Chicago	Corporate M&A and Securities* Finance Financial Services and Regulation Healthcare Projects* Real Estate Tax	Commercial and Energy Disputes Employment and Labor Environmental and Mass Torts* Product Liability and Consumer Disputes (PLCD)*	IP Disputes Patents
Dallas	Corporate M&A and Securities* Finance* Healthcare Projects Public Finance* Real Estate Tax	Antitrust Appellate Commercial and Energy Disputes* Cybersecurity and Data Privacy Employment and Labor Environmental and Mass Torts Financial Institutions Disputes* Financial Restructuring and Insolvency Product Liability and Consumer Disputes (PLCD)* Regulations, Investigations, Securities and Compliance (RISC)	Brands IP Disputes* Patents* Tech Transactions

	Business	Disputes	IP
Houston	Corporate M&A and Securities* Employee Benefits Finance* Financial Services and Regulation Healthcare* Projects* Public Finance Real Estate Tax (Family Office and Trust & Estates)	Antitrust* Appellate Arbitration Commercial and Energy Disputes* Cybersecurity and Data Privacy Employment and Labor Environmental and Mass Torts* Financial Institutions Disputes Financial Restructuring and Insolvency Regulations, Investigations, Securities and Compliance (RISC)	Brands* IP Disputes* Patents* Tech Transactions
Los Angeles	Corporate M&A and Securities Projects* Public Finance* Real Estate	Commercial and Energy Disputes* Cybersecurity and Data Privacy Employment and Labor Environmental and Mass Torts Financial Institutions Disputes Financial Restructuring and Insolvency Environmental and Mass Torts Product Liability and Consumer Disputes (PLCD) Regulations, Investigations, Securities and Compliance (RISC)	Brands
Minneapolis		Commercial and Energy Disputes Financial Institutions Disputes Product Liability and Consumer Disputes (PLCD)*	Brands* Patents Tech Transactions

	Business	Disputes	IP
New York	Corporate M&A and Securities* Finance* Financial Services and Regulation* Healthcare Projects* Real Estate Tax (Family Office and Trust & Estates)	Antitrust* Commercial and Energy Disputes* Cybersecurity and Data Privacy* Employment and Labor Environmental and Mass Torts Financial Institutions Disputes* Financial Restructuring and Insolvency Regulations, Investigations, Securities* and Compliance (RISC)	Brands IP Disputes Patents
San Antonio	Corporate M&A and Securities Finance Healthcare Projects Real Estate* Tax (Trust & Estates)	Appellate Commercial and Energy Disputes* Employment and Labor Environmental and Mass Torts Financial Institutions Disputes Financial Restructuring and Insolvency Product Liability and Consumer Disputes (PLCD) Regulations, Investigations, Securities and Compliance (RISC)*	Patents Tech Transactions
St. Louis	Corporate M&A and Securities* Finance Healthcare* Real Estate*	Commercial and Energy Disputes* Construction Financial Institutions Disputes	Patents Tech Transactions

	Business	Disputes	IP
Washington, DC	Corporate M&A and Securities Financial Services and Regulation* Healthcare Projects* Public Finance Real Estate Tax	Antitrust* Appellate Arbitration Cybersecurity and Data Privacy* Employment and Labor Environmental and Mass Torts Product Liability and Consumer Disputes (PLCD) Regulations, Investigations, Securities and Compliance (RISC)*	IP Disputes Patents

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Corporate M&A and Securities

The lawyers who comprise our global corporate, M&A and securities practice advise corporations and financial institutions across the full spectrum of industry matters, including public takeovers, private M&A, joint ventures, disposals, debt and equity capital markets, governance, general commercial and corporate advisory matters.

We advise on some of the most high-profile, complex and significant transactions in the market—over the last five years, we advised on over 1,000 M&A deals globally, of which 570 deals have a combined disclosed value of over US$440 billion (Mergermarket, 2026).

With significant experience in regional, national and international corporate, M&A and securities matters, we are well positioned to provide strategic, business-oriented legal advice on complex domestic, cross-border and multijurisdictional transactions in both emerging and developed markets. Our lawyers have a broad range of experience representing all parties in capital markets transactions, including issuers, underwriters, placement agents and selling shareholders. Similarly, in the M&A space, we regularly represent buyers, sellers, financial advisers, funds and shareholders.

Related services

- Capital markets
- Corporate governance
- Franchising
- Funds and asset management
- Mergers and acquisitions
- Private equity
- Technology transactions
- Venture capital and strategic investments

Team leadership



Scarlet McNellie
Dallas, TX

Finance

With more than 800 lawyers situated in the world's financial centers, our global banking and finance team has one of the longest histories of any law firm in the field, advising major banks, finance providers, export credit agencies, corporate and sovereign entities and other participants in the global banking and finance arena.

We advise across the full spectrum of legal banking and finance matters, acting for parties ranging from multinational lenders to growth corporations. Clients depend on us for legal advice on day-to-day banking and finance issues for issuers, underwriters, borrowers and lenders, as well as for our leadership in complex, cross-border banking and finance transactions for some of the world's most prominent financial institutions and corporations.

Our lawyers also are experienced in the full range of debt and equity transactions in the global capital markets, including standalone debt issuances, Sukuk, securitizations, covered, convertible, exchangeable, taxable and tax-exempt bonds, MTN/CP programs, structured products, equity-linked issuances and Public-Private Partnerships (PPP).

Related services

- Acquisition finance and corporate lending
- Agency finance
- Asset-based lending
- Asset finance
- Corporate finance
- Islamic finance
- Public and government finance
- Structured trade and commodity finance
- Sustainable finance

Team leadership



Stephen Castro
New York, NY

Financial Services and Regulation

Our global financial services and regulation practice helps our clients navigate the evolving and increasingly complex regulatory environment, working seamlessly across major business and financial hubs.

Structured around three core regulatory focus areas – governance, conduct and markets issues – our team is well-known for its regulatory, advisory, transactional, investigations and enforcement work with the largest players in both wholesale and retail financial services, including banks, asset and wealth managers, brokers, market infrastructure providers, commodities firms, payments providers and FinTechs.

Related services

- Banks
- Financial institutions
- Financial investors
- FinTech
- Funds and asset management
- Insurance
- InsurTech
- Payments
- Private wealth, trusts and estates

Team leadership



Andrew Lom
New York, NY

Healthcare

We were the first global law firm to develop a dedicated healthcare legal practice more than 35 years ago.

The experienced lawyers who comprise our global healthcare team act for numerous clients across the healthcare sector, including hospitals and health systems, academic medical centers, long-term care and assisted living facilities, retail pharmacies and wholesale distributors, multi-disciplinary physicians groups and health insurers.

We advise our clients on all aspects of healthcare law, including transactions, telemedicine, private and tax-exempt financings, insurance coverage and reimbursement, medical liability claims, healthcare fraud and abuse issues, clinical integration, construction and licensing of healthcare facilities and labor and employment matters.

Many of our lawyers have extensive backgrounds within the healthcare industry and they maintain their professional relationships and their healthcare credentials, allowing them to offer an industry-centered pproach across a full range of litigation, transactional and regulatory issues.

Related services

- Digital health and precision medicine
- Life sciences and healthcare
- Life sciences and pharmaceuticals

Team leadership



Susan Feigin Harris
Houston, TX



Denise Webb Glass
Dallas, TX

Projects

Our projects practice is one of the largest in the world, with over 350 project and project finance lawyers located across our 50 offices.

Collaborating across our global team, we act on some of the most innovative, complex and challenging projects in the world. For the full year 2025, Norton Rose Fulbright was ranked as a top-four global project finance legal advisor by volume, with deals valued at more than US$90 billion in aggregate (IJGlobal Q1, 2026).

We represent lenders, sponsors, developers, institutional investors, contractors, operators and government entities in major domestic and cross-border projects and project financings.

Our projects practice is driven by some of the most respected lawyers in the world who use their depth of experience to find solutions to complex issues. We take an innovative approach to debt and equity financing, enabling us to provide commercial and practical solutions to manage risk and ensure that projects reach a timely and cost-effective financial close. We offer clients a comprehensive understanding of the issues impacting the project finance sector and deliver sound legal advice on all aspects of a transaction.

Year after year we are recognized for our involvement in first-in-jurisdiction and first-in technology projects. We are market-leading practitioners with the ability to develop creative legal solutions to difficult business problems. We have a deep understanding of the structures, risk profiles and complex regulatory regimes that are critical to the success of closing ever more complex and groundbreaking transactions around the world.

Related services

- Agency finance
- Debt financing
- Energy and infrastructure M&A
- Lobbying
- Potential risk insurance
- Public-Private Partnerships (PPP)
- Tax Equity
- Workouts and restructuring

Team leadership



Keith Martin
Washington, DC



Benjamin Koenigsberg
New York, NY

Public Finance

With more than 800 lawyers situated in the world's financial centers, our global banking and finance team has one of the longest histories of any law firm in the field, advising major banks, finance providers, export credit agencies, corporate and sovereign entities and other participants in the global banking and finance arena.

We advise across the full spectrum of legal banking and finance matters, acting for parties ranging from multinational lenders to growth corporations. Clients depend on us for legal advice on day-to-day banking and finance issues for issuers, underwriters, borrowers and lenders, as well as for our leadership in complex, cross-border banking and finance transactions for some of the world's most prominent financial institutions and corporations.

Our lawyers also are experienced in the full range of } debt and equity transactions in the global capital markets, including standalone debt issuances, Sukuk, securitizations, covered, convertible, exchangeable, taxable and tax-exempt bonds, MTN/CP programs, structured products, equity-linked issuances and Public-Private Partnerships (PPP).

Related services

- Acquisition finance and corporate lending
- Agency Finance
- Asset-based lending
- Asset finance
- Corporate finance
- Islamic finance
- Public and government finance
- Structured trade and commodity finance
- Sustainable finance

Team leadership



Paul Braden
Dallas, TX

Real Estate

The global real estate market is growing in terms of complexity and sophistication.

Investors, corporations, asset and fund managers and financial institutions in the real estate sector need a legal team that can offer strategic transactional support on a cross-border basis. We are one of the few global law firms with the experience, skill and depth of resources necessary to deliver a high-level of service to real estate sector participants, anywhere in the world.

Our real estate lawyers act for clients across the full range of real estate matters including urban regeneration projects, direct and indirect investment transactions, real estate financing, equity investment structuring, portfolio deals, corporate occupier matters, dispute resolution and development projects. As a market leader in Islamic finance, we also have extensive experience in Islamic financing techniques for real estate investment. For example, we are advisers to the UK government on Islamic financing.

Related services

- Construction and engineering
- Hotels, hospitality and leisure
- Planning

Team leadership



John Jennings
San Antonio, TX

Tax

Our global tax lawyers provide comprehensive legal advice covering all areas of tax law including planning, investigations and litigation services, anywhere in the world.

Our clients include domestic and international companies of all sizes, and we are able to skillfully advise on tax matters across multiple key industries and jurisdictions. Our global platform gives us significant international reach to provide comprehensive tax legal services for all corporate, finance and real estate transactions, and our deep knowledge of tax laws around the world is reinforced by our strong industry sector focus.

Our extensive tax experience includes advising on international tax and transfer pricing, tax audits and disputes, employee benefits, ERISA litigation and wealth and private client.

Related services

- Art law
- Employee benefits and executive compensation
- International tax and transfer pricing
- Private wealth, trusts and estates

Team leadership



Bill Cavanagh
New York, NY



Robert Morris
Houston, TX

Appellate

Judges agree that appellate lawyers require a skillset that is far different from those at the trial level.

The objectives and audience they face are different and the time frame is much tighter – sometimes just minutes – compared to the days and weeks of preparation for trial.

By concentrating on appeals, our global team of appellate lawyers can provide experienced, high-quality and cost-effective appellate legal services to clients worldwide. While the heart of appellate work is handling appeals, our lawyers have also developed substantial experience in complex litigation, including class actions and mass torts.

Working closely with our trial teams, our appellate lawyers are primed to handle any appeal that later arises with minimal transition, both in terms of time and expense. This partnering effort has worked well over the years, especially in complex cases involving multiple and inter-related legal issues and difficult legal strategies.

Our appellate lawyers understand jurisdictional rules and can quickly absorb scientific, technical and other specialized aspects of multifaceted cases. With experience at all levels of federal, state, appeals and constitutional courts worldwide, our global appellate team's service spans the range of substantive and procedural civil law applicable to appeals.

Related services

- Alternative dispute resolution (ADR)
- Class actions
- Construction and engineering
- Cybersecurity and data privacy
- eDiscovery
- Environmental law
- Fraud and asset recovery
- International arbitration
- Reputation and defamation protection
- Securities litigation, regulation and enforcement
- White-collar crime

Team leadership



Anne Johnson
Dallas

Antitrust

Antitrust and competition laws around the world are rapidly evolving and companies face new risks and challenges in keeping up with the complex and changing rules.

The penalties for failing to comply can be severe.

A global platform is essential to manage antitrust and competition law risks. With a team of more than 150 antitrust and competition lawyers worldwide, we can advise on all aspects of antitrust law including multinational mergers and clearances, cartels, abuse of dominance, international investigations, compliance and the important area of antitrust litigation.

We provide commercial solutions that will withstand scrutiny in all major antitrust or competition law jurisdictions. Our lawyers are qualified in many jurisdictions and practice before courts and competition authorities across the world. Wherever our clients are located, our advice draws on the depth and breadth of this international experience.

A core part of our global antitrust and competition practice is our antitrust litigation team, which includes more than 40 dedicated lawyers with experience across well-established and emerging centers for antitrust litigation. Our antitrust litigation team has deep experience in antitrust and competition law, combined with robust and commercially-focused litigation skills..

Related services

Cartels and antitrust investigations

Merger control

Team leadership



Neely Agin
Washington, DC

Arbitration

International arbitration is most effectively handled by a team with global reach and experience.

Our world-renowned international arbitration team, with more than 150 lawyers across the globe, is one of the few global legal practices with the experience and resources to assist clients from the onset of a dispute, through to enforcement of an award.

Because numerous jurisdictions and legal systems can intersect in one international arbitration proceeding, our team operates in cross-border teams, regardless of where they are physically located, which allows us to cover legal disputes all across the world. We know the sectors in which our clients operate – our lawyers are highly skilled legal practitioners with extensive knowledge across a host of key industries including financial institutions; energy, infrastructure and resources; transport; technology; life sciences and healthcare and consumer markets.

Our lawyers handle some of the most complex, high-value and strategically important international arbitrations in the world, working closely with our clients to determine and achieve their commercial objectives in a quick and cost-effective manner. We advise on all aspects of arbitration, from drafting suitable clauses to advising on the type and seat of arbitration, the formation of a tribunal, arbitral procedure and enforcement of the award. Our lawyers are fluent in a number of languages and are very experienced in conducting their own advocacy; additionally, many often sit as arbitrators in high-value cases, demonstrating that the legal marketplace agrees with their legal interpretations. Finally, many of our lawyers hold or have held leadership positions in the world's major arbitral institutions.

Related services

- Alternative dispute resolution (ADR)
- Appellate
- Class action
- Construction and engineering
- Cybersecurity and date privacy
- eDiscovery
- Environmental law
- Fraud and asset recovery
- Litigation and disputes
- Product liability
- Professional negligence
- Reputation and defamation protection

Team leadership



Kevin O'Gorman
Houston, TX

Commercial and Energy Disputes

Our litigation department has earned a national reputation for excellence in high-stakes, high-profile civil business disputes.

Our practice is comprised of skilled trial lawyers who regularly try and win cases in state and federal courts throughout the United States and in foreign courts.

Complex litigation problems sometimes take the form of not just a single proceeding, but numerous related cases going forward simultaneously. Our litigators are skilled in managing complex, multi-jurisdictional litigation, thanks to our nationwide team comprised of experienced litigators among not just the partner ranks, but throughout every level of the team.

Our lawyers represent clients from many different industries, including financial institutions; energy; infrastructure, mining and commodities; transport; technology; and life sciences and healthcare. Above all else, they are talented communicators – well-versed in articulating complex, sophisticated concepts in clear and straight-forward terms. They are creative and routinely devise innovate and novel approaches to complicated issues.

Related services

- Alternative dispute resolution (ADR)
- Appellate
- Class action
- Construction and engineering
- Cybersecurity and date privacy
- eDiscovery
- Environmental law
- Fraud and asset recovery
- International arbitration
- Product liability
- Professional negligence
- Reputation and defamation protection

Team leadership



Andrew Price
Houston, TX



Jeffrey Webb
San Antonio, TX

Employment and Labor

With more than 300 lawyers worldwide, our global employment and labor team has wide-ranging experience in all areas of contentious and non-contentious employment and labor law including employee benefits, large global share plans and tax-efficient strategies and pensions.

We have an excellent record of handling high-profile disputes, regularly engaging in employment and labor civil court cases and tribunal advocacy, as well as advising on sensitive severance issues and boardroom disputes, class and collective actions, corporate governance and whistleblower claims and more standard disciplinary and grievance issues.

Likewise, our lawyers have substantial transactional experience, and are highly skilled at helping our clients effectively manage the employment and labor law aspects of multi-jurisdictional corporate reorganizations, mergers and acquisitions. We have a diverse international client base across the key industry sectors of financial institutions; energy, infrastructure and resources; transport; technology; life sciences and healthcare; and consumer markets, and also advise charities.

Related services

- Employee benefits and executive compensation
- Health and safety law
- Pensions

Team leadership



Shauna Johnson Clark
Houston, TX

Environmental and Mass Torts

We represent oil and gas, petrochemical, mining, manufacturing and other industrial clients in complex environmental and mass tort matters across the United States, combining deep regulatory knowledge with extensive litigation and crisis response experience.

Our team handles sophisticated environmental litigation and disputes, including citizen suits, permit challenges and enforcement actions before federal and state agencies such as the EPA, DOJ and regional regulators. We have significant experience with Superfund and hazardous waste matters, including CERCLA cost recovery actions, PRP allocations and RCRA corrective actions, as well as negotiating consent decrees and managing related litigation.

We lead groundwater and soil contamination cases involving petroleum, chemicals and emerging contaminants such as PFAS, and defend toxic tort and mass tort claims involving alleged exposure, property damage, personal injury and natural resource damages. Our practice includes high-exposure multidistrict litigation (MDLs) and single-event catastrophic injury and wrongful death claims arising from incidents such as explosions, chemical releases and contamination events.

In addition to litigation, we advise private industry and public agencies on environmental regulatory compliance, enforcement defense and permitting across major federal and state programs, including CAA, CWA, CZMA, SDWA/UIC and Proposition 65. Our experience also includes site remediation and hazardous waste cleanup under CERCLA and RCRA, chemical regulation under TSCA and FIFRA and environmental and natural resource reviews under NEPA, CEQA and the ESA. We guide clients through rulemaking and legislative processes and represent them in negotiations with agencies such as the US EPA.

On the transactional side, we support environmental due diligence, risk assessments and permitting for a wide range of projects—from energy and carbon capture (CCS/CCUS) to manufacturing and infrastructure—and develop creative solutions for brownfield redevelopment.

We also assist clients through every stage of a crisis, including advance planning, real-time incident response and post-event investigation and litigation. Our team routinely handles transportation accidents, security incidents, OSHA matters, regulatory investigations, mass exposure cases and toxic tort claims.

We maintain a leading nationwide environmental tort practice, with deep experience in high-profile groundwater contamination matters involving chemicals such as 1,4-dioxane, MTBE, benzene, chlorinated solvents, PFAS, PCBs, dioxins and pesticides.

Related services

- Alternative dispute resolution (ADR)
- Appellate
- Environmental and Mass Torts
- Class action
- Construction and engineering
- Cybersecurity and date privacy
- eDiscovery
- Environmental law
- Fraud and asset recovery
- International arbitration
- Product liability
- Professional negligence
- Reputation and defamation protection

Team leadership



Scott Burton
Los Angeles, CA



Brett Young
Houston, TX

Financial Institutions Disputes

Our financial institutions practice brings together more than 1,000 lawyers advising many of the world's leading banks, asset managers, financial investors, insurers and FinTech-driven businesses.

With a presence across 50 of the world's major financial centers and high-growth markets, we support clients operating in an increasingly interconnected, regulated and technology-driven financial services environment.

We advise across the full financial services ecosystem, providing integrated legal and risk support on:

- Cross-border transactions and strategic initiatives
- Financial services regulation and regulatory change programs
- Banking, asset management and insurance matters
- Product development, governance and operational frameworks
- Investigations, enforcement and complex disputes

Our lawyers work closely with our integrated risk advisory practice to help financial institutions anticipate, manage and respond to risk. This includes preventative risk and compliance advice, tailored risk management strategies, crisis preparedness and coordinated response planning for high-impact events.

In a market where cyber resilience and operational continuity are critical, our global cyber response and investigations capability supports financial institutions facing regulatory scrutiny, operational disruption and reputational risk. We advise on complex, cross-border supervisory matters and incidents requiring rapid, coordinated action across jurisdictions.

As AI, data-driven models and FinTech innovation continue to reshape financial services, we support institutions at every stage of digital transformation. Our work spans emerging technologies including AI-enabled decision making, digital assets, blockchain infrastructure and advanced payments platforms, helping clients adopt new technologies while meeting regulatory, governance and risk expectations.

Whatever the challenge or opportunity—strategic, transactional, technological or regulatory—we deliver integrated, multidisciplinary support that combines global capability with local insight, enabling financial institutions to operate with confidence in a rapidly evolving market.

Related services

- Financial Investors
- Funds and asset management
- FinTech
- Insurance
- Private wealth, trusts and estates

Team leadership



Judith Archer
New York, NY



Steve Dollar
New York, NY

Financial Restructuring and Insolvency

Our global restructuring lawyers are at the forefront of many of the most significant cross-border bankruptcy, restructuring and insolvency cases involving complex multi-jurisdictional issues and regional insolvency laws.

With 50 offices worldwide, our multilingual and culturally proficient lawyers have the experience to address issues posed by local laws and customs when cases cross borders.

We use the wide range of legal disciplines of lawyers from our worldwide offices in the fields of banking and finance; corporate, M&A and securities; and employment and labor to meet the challenges throughout all stages of a restructuring matter. Our ability to staff multi-jurisdictional deals using solely Norton Rose Fulbright personnel means we stand out by offering our clients seamless service in all relevant jurisdictions.

Our global team act for a full range of clients delivering worldwide restructuring and insolvency services in all key industry sectors. Our client portfolio includes lenders, private equity and distressed debt funds, hedge funds, bondholders, public and private corporations, debtors, liquidators, examiners, office-holders, secured and unsecured creditors, committees, management and other relevant stakeholders..

Related services

- Chapter 11 debtor and trustee representation
- Cross-border insolvency representation
- Distressed debt advisory
- Financial institutions, funds and creditor representation
- Municipal restructuring and bankruptcy
- Official creditors' committee representation

Team leadership



Jason Boland
Houston, TX



Ryan Manns
Dallas, TX

Cybersecurity and Data Privacy

Our dedicated global practice is composed of more than 100 cybersecurity and data privacy lawyers based in many of the world's key jurisdictions, helping clients manage legal and regulatory risks related to cybersecurity, privacy, information governance, eDiscovery, information technology, eCommerce and intellectual property.

Our clients include large corporate, government and specialist internet and data-rich companies operating across a broad range of sectors including financial services; transport and aviation; life sciences, healthcare and pharmaceuticals; retail and consumer markets; insurance; energy; telecommunications and technology.

As an integrated, cross-border group, we provide clients with a seamless worldwide service. Our practice encompasses leading the investigation, containment and remediation of sophisticated data breaches and cybersecurity incidents and advising clients on the regulatory and liability consequences of these incidents, as well as advisory matters such as advising on data protection and privacy audits or compliance risk assessments. We advise on cloud services and computing, data hub relocation projects, data collection and retention, storage management and regulatory readiness, as well as proactive incident response planning.

Minimizing financial loss and reputational damage is our highest priority, and we have an established reputation of achieving that objective for our clients. We frequently provide immediate incident response services across multiple jurisdictions and have advised clients in the context of cyber incidents with implications in over 120 jurisdictions and affecting many millions of individuals. We are available to our clients on a 24/7/365 basis, and provide immediate assistance via our incident response team members across the globe.

Related services

- Artificial Intelligence (AI)
- eDiscovery
- Risk advisory
- Technology

Team leadership



Chris Cwalina
Washington, DC

Regulations, Investigations, Securities and Compliance (RISC)

Businesses today face an increasingly complex framework of established and evolving legislation and regulations concerning civil, criminal and regulatory risks.

Our global regulation and investigations lawyers provide clients a 'one-stop,' connected international service to help navigate the legal, procedural, governance and reputational aspects of regulatory and compliance issues, investigations and litigation worldwide.

With an in-depth understanding of cross-disciplinary best practices, our lawyers are inter-connected across jurisdictions, industries and regulatory fronts, enabling us to advise clients on managing risk, multi-jurisdictional investigations and compliance matters, wherever they arise. Our lawyers offer extensive domestic, international and cross-border experience in regulation and investigations across a number of key industry sectors including financial institutions; energy, infrastructure and resources; transport; technology; life sciences and healthcare; and consumer markets.

We have a unique offering of strength on-the-ground in emerging markets including Africa, the Middle East, Asia and Latin America, as well as deep experience in the mature regulatory and enforcement markets of the United States, Europe, Australia and Canada. Members of our team are fluent in more than 20 languages across the globe.

Several members of our global regulation and investigations team have held positions in some of the world's key regulatory bodies, adding to our understanding of the internal workings of regulators, the underlying policies which shape the regulators' approach, including international regulatory cooperation and the sensitivities of dealing with regulators. As a testament to our experience, we have acted on some of the world's highest profile domestic and multi-jurisdictional investigations, including prominent regulatory inquiries, regulatory enforcement, criminal investigations and prosecutions and related civil litigation.

Related services

- Antitrust and competition
- Congressional investigations
- Cybersecurity and date privacy
- Environmental, social, and governance (ESG)
- Financial services and regulation
- Government relations and public policy
- International Trade
- Litigation and disputes
- Lobbying
- Sanctions and export controls

Team leadership



Mark Oakes
Austin, TX

Product Liability and Consumer Disputes (PLCD)

Our global product liability lawyers provide legal advice to an international roster of clients facing product liability issues, product recalls and related crisis management matters.

Whether the strategy calls for proactive risk management, the vigorous defense of claims or a negotiated settlement, we provide sound advice and creative solutions to clients throughout the supply chain, including advice designed to help minimize legal costs and the risk of reputational damage. As part of our 24/7 incident support service, our global team is always available to provide immediate advice and assistance in the event of a product safety or product liability incident. Our "one-stop shop" means we can manage and coordinate a global response through our network of offices and specialist teams.

As the number and complexity of proceedings is increasing across the world, clients need a legal team that can combine solid legal experience with deep knowledge of sectors in which such claims arise, such as life sciences and healthcare (including pharmaceuticals and medical devices), energy, transport (including automotive, aerospace and recreational vehicles), construction and engineering, consumer products, retail, food and beverage and manufacturing. Our global product liability lawyers have extensive experience providing legal advice across these sectors.

Many product liability issues can turn into class actions or multi-district litigation spanning several states, regions or countries. Our global team is skilled at seamlessly handling cross-border actions and is equally experienced in defending individual product liability lawsuits, having acted as both local and coordinating counsel. We also represent manufacturers as plaintiffs, particularly relating to products they purchase for use in their own businesses.

Related services

- Alternative dispute resolution (ADR)
- Appellate
- Class actions
- Construction and engineering
- Cybersecurity and data privacy
- eDiscovery
- Environmental law
- Fraud and asset recovery
- International arbitration
- Professional negligence
- Reputation and defamation protection
- Securities litigation, regulation, and enforcement
- White-collar crime

Team leadership



D'Lesli Davis
Dallas, TX



Ben Hulse
Minneapolis, MN

Brands

Business brands are some of the most valuable intellectual property – and assets – that a company may own.

Our global trademarks and brands team is made up of more than 100 highly experienced lawyers, agents, paralegals and staff located in the world's commercial centers on five continents, working closely together to provide clients with seamless, coordinated advice on brand portfolio management and protection, as well as on transactional matters involving trademarks and design rights.

We handle all aspects of trademark law, including clearing, registering and maintaining trademarks and associated rights such as design rights. We work with our clients to help commercialize their important brand assets, including licensing, co-branding, transactional work and due diligence support. We also have extensive experience in enforcing trademark rights against infringement, dilution and counterfeiting and related litigation.

Working as trusted strategic advisors to our clients, we protect, monetize and enforce some of the world's most recognizable brands, trademarks and trade dress, thereby helping clients minimize risks and maximize the value in their brands and strengthen their brand identity.

Our areas of work include: anti-counterfeiting counseling and enforcement, including customs seizures; cooperating with enforcement authorities in criminal investigations; domestic and international portfolio management, including clearance, opinions, prosecution, maintenance and overall strategy; internet, domain and social media issues; litigation and alternative dispute resolution; policing, including customs filings; security interests and other agreements; trademark and design-right proceedings before national intellectual property offices; trademark, designs and brands transactions and licensing; and unfair competition issues.

Related services

- Advertising and marketing
- Copyright law
- Digital health and precision medicine
- Intellectual property
- IP enforcement
- IP strategy and governance
- Patents
- Post-grant patent proceedings
- Technology transactions
- Trade secrets

Team leadership



Felicia J. Boyd
Minneapolis, MN

IP Disputes

Harnessing innovation and digital transformation is essential to the long-term success of companies and institutions.

We provide the knowledge, strategy, and tools to make the most of the collective intellectual and creative efforts of a business' talent, and to navigate the competitive landscape and intellectual property (IP) rights of others.

Our international team of IP professionals identifies, protects, manages and supports the exploitation of intangible assets to further our clients' business goals. Through our sector-based strategy, we invest in understanding business imperatives and help craft an IP strategy that advances them. We identify and mitigate IP and regulatory risk for new markets, expansion of product or service offerings and new technology platforms. We provide strategic, commercial IP advice on collaborations, mergers and acquisitions, public offerings, restructurings and insolvency proceedings and competition enquiries. Our disputes team has experience in every industry sector and assists our clients in achieving practical and business-minded results drawing on an in-depth understanding of decision risk analysis.

Innovation drives our clients' success, and ours too; our legal services model is dedicated to using technology and innovation to deliver effective and efficient legal services.

With more than 250 lawyers, patent attorneys and trademark agents across five continents, our global intellectual property team has extensive experience providing comprehensive, multidisciplinary IP law services to clients worldwide. Many of our IP lawyers and patent and trademark agents have advanced scientific degrees and industry experience, combining extensive subject matter knowledge and industry acumen with broad legal understanding. We do this through organization of our business into our key industry sectors: financial institutions; energy, infrastructure, and resources; transport; technology; life sciences and healthcare; and consumer markets.

Related services

- Advertising and marketing
- Copyright law
- Digital health and precision medicine
- IP enforcement
- IP strategy and governance
- Patents
- Post-grant patent proceedings
- Technology transactions
- Trade secrets
- Trademarks and brands

Team leadership



Daniel Leventhal
Houston, TX

Patents

Patents are critical to an innovative organization's long-term success and development, and our team combines deep scientific and engineering knowledge with a strategic mindset to optimize asset value across the full innovation lifecycle—from invention capture through international patent drafting, patent office examination, monetization and enforcement.

Our patent practice is widely recognized as one of the most respected globally, bringing together lawyers, patent agents, and technical consultants with specialized engineering and scientific backgrounds, including many with PhDs, supported by advanced IP management systems and a carefully curated global network of patent attorneys.

We work with clients across a wide range of industries, including aerospace; agriculture; communications and media; energy; financial institutions; infrastructure; life sciences and healthcare; mining and commodities; transportation; and technology, and we recognize that modern innovations are increasingly cross-disciplinary. Our flexible, collaborative model ensures that each matter is handled by the right combination of technical and legal expertise.

We invest in developing a deep understanding of our clients' business objectives and operations to align patent portfolios with broader commercial strategies, working closely with our licensing, mergers and acquisitions, and litigation colleagues to deliver practical, business-focused solutions. This integrated approach enables us to draft more robust and commercially valuable patents and provide seamless support across prosecution and enforcement.

Our team is also highly skilled at identifying and mitigating risks to commercialization posed by third-party patent rights through tools such as patent landscape assessments and freedom-to-operate analyses. We offer comprehensive advice across all aspects of patent strategy, including disputes, enforcement, portfolio management, licensing, and technology transactions.

Related services

- Advertising and marketing
- Copyright law
- Digital health and precision medicine
- IP enforcement
- IP strategy and governance
- Patents
- Post-grant patent proceedings
- Technology transactions
- Trade secrets
- Trademarks and brands

Team leadership



Eagle Robinson
Austin, TX

Tech Transactions

Our technology transactions team stands out from other practices in the industry by offering a unique value proposition: our lawyers have deep-rooted technology and corporate backgrounds and are solely dedicated to tech and commercial transactions.

Every business is in some way a technology and data company. Your business is our priority and addressing your challenges is our purpose. We are able to provide legal counsel that combines a comprehensive understanding of the legal issues attendant to technology and commercial transactions and the underlying technological and commercial issues that make a difference in our clients' businesses.

Our lawyers advise on all manner of technology transactions on behalf of our clients, including traditional and digital outsourcing, digital transformation, artificial intelligence (AI), machine learning (ML), big data, cloud computing, data center and digital infrastructure, telecommunications, managed network services, software audit mitigation and defense. Likewise, we provide strategic advice on commercial transactions that are often technology- and operations-driven, including pre-divestiture restructuring and post-acquisition integration; joint ventures and commercial partnerships; manufacturing, supply chain and logistics agreements; advertising, marketing and media transactions; complex transition services arrangements; VAR, OEM and other commercial alliances; and general commercial contract support and process optimization.

As trusted legal advisors, we have advised on some of the largest and most complex cross-border projects, both in developed and emerging markets, working closely with our clients to align their technology transactions with their broader business objectives. Further differentiating our practice from others in the field is that we have a practice dedicated solely to technology and commercial transactions, and similarly have dedicated IP, industry regulatory and cybersecurity and data privacy practices with whom we work as more nuanced IP, sector-specific regulatory and data issues arise in these transactions. Combined with our global network of 50 offices worldwide, we are nearly unparalleled in the seamless, collaborative, cross-border solutions we can offer our clients as we help them identify opportunities to maximize the balance of increased value, reduced risk and more efficient time to close.

Related services

- Artificial intelligence (AI)
- Automotive
- Communications, media and entertainment
- IP enforcement
- IP strategy and governance
- Patents
- Post-grant patent proceedings
- Technology transactions
- Trade secrets
- Trademarks and brands

Team leadership



Sean Christy
Atlanta, GA

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Norton Rose Fulbright provides a full scope of legal services to the world's preeminent corporations and financial institutions. The global law firm has more than 3,000 lawyers advising clients across locations in the United States, Europe, Canada, Latin America, Asia, Australia, Africa and the Middle East.

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