



Legal Business Solutions

Human-led. Tech-powered.



pwc



Community of solvers

In today's fast-moving world, business challenges don't fit neatly into square boxes. Whether you are looking at a business transformation, structuring a new deal, addressing a risk or regulatory challenge or redefining your ESG agenda, your ability to **respond holistically** to a complex set of factors, will be key to your success.

That's where PwC's **community of solvers** makes a difference.

Our Legal Business Solutions professionals work as part of an integrated team, delivering **human-led, tech-powered solutions**.

Bringing together legal expertise and scaled delivery capability, we give you the **agility** you need to **execute on your goals**.



Our clients are increasingly facing a diverse and interconnected set of business challenges. By leveraging the technical expertise, market insights and scaled delivery capability of our community of solvers, we are uniquely placed to help them solve these challenges.”

Frederic Mirza Khanian,
Global Legal Business Solutions Leader

Globally capable locally relevant

We know that when you come to us, you are seeking **market-relevant solutions** that help you build trust and deliver sustained outcomes.

With more than 4000 legal, technology and consulting professionals operating across 100+ territories, we give you **practical, commercial advice**, that connects disciplines and crosses borders.

From predicting the impact of regulatory, economic and political shifts, to understanding how to future-proof your strategy, we help you:

- Navigate complexity with confidence.
- Transform your ways of working.
- Find new ways to grow.

By harnessing the **depth and breadth** of the PwC network, **leveraging technology** (either directly or through our alliance relationships) and powering our services with **delivery centres in strategic locations**, we have the scale and capability needed to realise your goals.

4,000+

Legal, technology and consulting professionals

100+

Territories, making us one of the largest legal business solutions networks in the world

8+

Delivery centres in strategically located jurisdictions

Global network

of technology alliance partners



Supporting your key business challenges

Our **community of solvers** empowers you to take on your most challenging business issues. Whether you are managing complex regulatory risks, or preparing to transform your business, our integrated solutions are designed to **meet your evolving needs**.

Deals



Human-led expertise

Tech-powered solutions

Mergers and acquisitions

Private equity and venture capital

Deal strategy and structuring

Finance and debt advisory

People in deals

Merger control

Due diligence

Post deal integration

Transformation



Business reorganisations

Workforce of the future

Digital transformation

Supply chain transformation

Legal department consulting

Managed legal services

Legal technology advisory

Contract lifecycle management

Risk and regulatory



Human-led expertise

Tech-powered solutions

Cyber security and data protection

Financial services regulatory

Competition law and antitrust

Crisis management

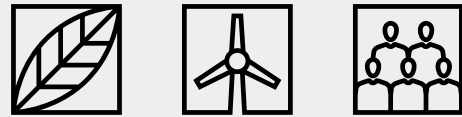
Pay governance and wage trust

Contract review and remediation

Tax controversy and dispute resolution

Claims management

Sustainability/ESG



Energy transition and renewables

Sustainable finance

Supply chain management

Corporate governance

Consumer protection

Diversity, equity and inclusion

ESG governance and reporting

ESG due diligence

Our Alliances

powering innovation

Across the globe, organisations are undergoing rapid transformation as they seek to stay ahead of changes in their markets. Those who **unlock performance capabilities** using **a cost-efficient model**, and embed their roles as true commercial enablers, are leading the way.

We can help you **catalyse** your digital transformation journey, by delivering innovative solutions in conjunction with our Alliance relationships. Combining **powerful technology** with comprehensive **implementation** capability, we help you accelerate your business transformation, so that you can grow and explore new opportunities.

Whether your focus is **cloudification, digitalisation, contract lifecycle management, enterprise legal management** or **point solutions**, we can help you crystallise your 'tomorrow'.

A selection of PwC's alliance relationships are highlighted below.



ContractPodAi



Icertis


workday®



ORACLE



[Click here to learn more about PwC's Alliances](#)



“

We frequently entrust PwC in matters around compliance, legal operations and legal technology. We have repeatedly chosen PwC for their breadth and in-depth expertise, which we found remarkable.”

General Counsel
Multinational chemical company

Industry insight globally connected

We know that understanding your business is as important to you as our legal and commercial expertise. We have **built our deep knowledge of industries**, as well as different regulatory frameworks, as a result of many decades of working with the world's leading organisations.



Click [here](#) to explore insights from PwC's 26th Annual Global CEO Survey, and [here](#) to learn more about our global industry expertise



“

Clients consistently tell us that industry expertise is a critical component in their choice of advisers. Our deep understanding of their business and industry, combined with the breadth of our technical capability and global network, is compelling for our clients – particularly in a heavily regulated sector like financial services.”

Colin Graham,
Global Financial Services Tax Leader



How we help you

Our connected global expertise

Legal department consulting

- Legal function strategy
- Legal technology advisory and implementation
- Organisational design
- Outsourcing
- Process optimisation
- Right-sourcing and vendor management

Managed legal services

- Claims management
- Contract management
- Contract review and remediation
- Entity management
- HR compliance
- Privacy management

Legal advisory

- Banking and financial services
- Competition law and antitrust
- Corporate advisory (including M&A)
- Cybersecurity and data protection
- Employment law
- Entity governance and compliance
- International business reorganisations
- Projects and infrastructure
- Tax controversy and dispute resolution



How we help you

Our connected global expertise



Banking and financial services

Our multidisciplinary team supports you across the full spectrum of regulatory and transactional financial services activities – whether that be structuring new banking products, navigating complex regulatory requirements, documenting detailed finance arrangements or providing full-scale transactional support.

We act for sponsors, banks, non-bank lenders, financial institutions, private equity funds, insurance companies and governments across the full range of financing transactions and financial products. By bringing together the best of PwC, we help you respond innovatively to the rapidly changing regulatory and transactional landscape.

In addition to being in the world's key financial centres, our offices across the Asia Pacific, Middle East, Europe, UK and Latin America provide you with unmatched depth and breadth of global coverage.

[Click here to learn more.](#)



Competition law and antitrust

We provide integrated, responsive solutions across the full range of competition and antitrust issues, drawing on a network of competition lawyers, competition economists, valuation specialists, forensic accountants and business advisors.

We support the entire merger control process, including multi-jurisdictional analysis and coordination of global merger filings. We develop practical competition compliance materials, provide support around evolving topics such as State Aid law, and help you navigate the complexity of regulatory investigations and proceedings.

[Click here to learn more.](#)

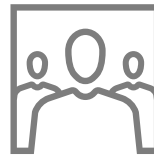


Cyber and data protection

Data is a crucial business asset that requires expert safeguarding. We combine specialist legal advice with leading technology, to help you minimise risk and strengthen your data and compliance processes.

We help you navigate complex international regulations and support the design and implementation of data protection management programmes. We help you protect trade secrets, negotiate third party agreements and provide full crisis management support for data breaches and incident response.

[Click here to learn more.](#)



Employment law

Employment law is part of a complex business environment that operates across multiple dimensions: transformation, organisational design, diversity strategy, employment taxes, remuneration, mobility, people strategy and more.

We provide support across the full gamut of workplace law issues, including redundancy and redeployment advice, workforce transformation and reorganisation, crossborder employment arrangements, HR related aspects of deals, employee disputes, new and emerging issues around future of work and international compliance health checks.

Our work includes advising on the development and implementation of ESG strategy, such as diversity and inclusion issues, pay reporting and diversity data collection, and supply chain due diligence.

[Click here to learn more.](#)

How we help you

Our connected global expertise

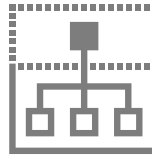


Entity governance and compliance

Governance arrangements have never been more important, or as complex. We support you across the entire governance agenda, from large-scale global transformation projects where we assess your current arrangements for legal entity governance and compliance, through to managed services where we provide an integrated governance, transaction and compliance solution to you in every country in which your business operates. We also support you with new ESG-driven corporate governance regulatory requirements and their impact on your legal entity.

Our tech-enabled approach connects you to a global network of governance experts, helping you navigate rapidly changing legislation and complex governance and compliance issues, in a cost-effective way.

[Click here to learn more.](#)



International business reorganisations

Whether you are expanding into new markets, considering a pre-sale reorganisation, rationalising your supply chain, or divesting a non-core business, a cross-border reorganisation can be a challenging undertaking.

Our global team of legal, tax and business specialists help you transform your business, by helping you develop agile legal structures and providing full legal implementation support.

We support the full range of deal-related reorganisations, as well as corporate simplifications, brand establishments and transfers, intra-group transactions, IP model restructures and more.

[Click here to learn more.](#)



Legal department consulting

Across the globe, legal departments are under intense pressure to deliver timely, relevant and cost efficient services to their internal clients.

Our multidisciplinary team helps you transform your legal department and unlock value. We thoroughly assess your current practices, people and technologies, identifying pain points and inefficiencies, and benchmarking against industry peers and global best practices.

Leveraging relationships with leading technology providers, we help you design and implement a tailored legal tech roadmap, enabling you to deliver legal services at scale, and helping you support the strategic objectives of your business.

[Click here to learn more.](#)



Legal technology advisory and implementation

The legal industry is facing unprecedented change thanks to advancing technology, new business models and evolving client and stakeholder expectations. We take a strategic approach to designing and implementing a legal tech ecosystem that meets the needs of your organisation.

From modernising your contract lifecycle system, to streamlining your e-discovery and document automation processes, and sourcing solutions that help you monitor important regulatory developments, we are passionate about finding the right tech-powered solutions for your business.

Together we help you increase productivity, get more value out of existing technologies, make effective decisions on vendor and supplier arrangements and spend more time on value-creating activities.

[Click here to learn more.](#)

How we help you

Our connected global expertise



Managed legal services

Legal departments are being asked to deliver a greater volume of legal services from a smaller financial envelope.

We help you reduce your costs by supporting you with day-to-day legal tasks and operations such as contract preparation; negotiation and execution; rights, obligations and value leakage management; litigation claims handling; and legal operations support. You can leverage our near- and offshore legal and technology delivery teams to unlock global expertise wherever you need it.

We act as a seamless extension of your in-house team, providing the governance, processes and quality assurance to rapidly embed and operationalise effective outsourcing as a fully scalable solution.

[Click here to learn more.](#)



Mergers and acquisitions

In today's world, mergers and acquisitions are often complex, cross-border and time critical. We mobilise experts from legal, tax, deals, and consulting, to assist you through every phase of the deals process.

We support the entire lifecycle of your transaction, from early considerations and information memoranda to tech-enabled due diligence, contract negotiation, transaction structuring, merger control, SPA documentation, closing and post-deal integration.

Our global platform allows us to approach M&A from a broader, more integrated perspective. We bring the right people and the right technology together at the right time, helping you address issues as they arise, minimise risk, and achieve your business goals.

[Click here to learn more.](#)



Projects and infrastructure

Large-scale projects necessarily generate a diverse range of challenges. Our multidisciplinary team guides you throughout the entire lifecycle of your project, from initial strategy and structuring, through to funding arrangements, due diligence, financial close and post completion.

We support the full spectrum of renewable energy projects (wind, solar, water and hydrogen), and help you achieve your most ambitious infrastructure goals. Whether you are developing solutions for transport, health, energy, telecommunications, sport, education or more, we help you bring your project to fruition.

[Click here to learn more.](#)



Tax controversy and dispute resolution

Global businesses are facing the most challenging tax environment in history. A convergence of global forces has resulted in a large rise in tax audits, assessments, and disputes worldwide.

We help you to implement consistent and defensible practices and policies, and to efficiently manage tax audits and resolve disputes.

Our multidisciplinary team of tax specialists are located in jurisdictions of key strategic importance from a tax perspective, allowing us to support you with your tax audit or dispute, wherever you need it.

[Click here to learn more.](#)

Case studies: Deals

A global carve-out and sale of a worldwide sports retail brand

Our client: A world-renowned athletic apparel and sporting goods manufacturer

Our challenge: To help a leading global retail brand transform its business through the carve out and sale of one of its largest business lines with assets in over 100+ subsidiaries worldwide.

Our solution: An integrated global team of legal, finance, tax, advisory and technology specialists worked with our client's deal team to develop and execute a transformational carve out and restructuring plan across multiple jurisdictions.

The result: Our innovative approach, combining a specialist global multidisciplinary team and the latest technology, enabled our client to manage this huge multi-jurisdictional corporate restructuring and sale in a cost-effective and efficient way.

[Click here to learn more](#)





Delivering a complex demerger for a global alternative investment manager

Our client: One of the world's largest alternative investment managers

Our challenge: Implementing a multi-layered restructuring project in a streamlined and cost-efficient way, across multiple territories and disciplines.

Our solution: Our multi-jurisdictional team worked seamlessly across the Legal and M&A Tax disciplines, delivering a cohesive integrated service to the client. Leveraging delivery capability in 7 jurisdictions and a leading Deals technology platform, we managed a suite of over 400 legal documents in a cost-efficient and strategic way, providing 'real time' visibility to the client and other advisers throughout the project. In addition, coordinated weekly fee updates (broken down by workstream, jurisdiction and fee earner) and provided clear cross-territorial fee visibility to the client throughout the project.

The result: Successful delivery of a complex restructuring project which, following worldwide regulatory clearances, closed over 10 consecutive days. Our PwC team worked collaboratively with the client's other advisers, contributing significantly to the overall success of the project.

Case studies: Transformation

Streamlining the global legal department of a major financial institution through managed services

Our client: A global financial institution.

Our challenge: Transforming the delivery of internal legal services across the global bank leveraging a more cost-efficient managed services model.

Our solution: Combining our market leading insights and tech powered solutions, we conducted a detailed internal and external peer review, identifying a £70-80m cost gap in the existing legal function strategic operating model. We proposed a cost saving transformation programme involving legal tech investment and a transformation project team.

The result: Our analysis and recommendations gave our client the business case basis for transformative global savings. We also delivered substantial savings through implementing a Managed Legal Services solution for contract negotiation and remediation, as well as a separate solution to provide multi-jurisdictional corporate legal negotiation services.





Legal operations partnering

Our client: A global building materials manufacturing company

Our challenge: The company was undergoing a strategic global transformation. In order to best support the business, their legal and compliance team needed to evolve in line with this transformation, rapidly changing their organisational structure, operational processes, technology and mindset, from existing regional silos towards a global high-performing team.

Our solution: We developed an execution roadmap covering all aspects of their legal operations, and worked alongside the client to implement the recommendations and achieve tangible outcomes. This included working with the business to form a legal services panel, implementation of a new matter & contract management platform, the pilot of an alternative legal sources provider for low value work, a 'voice of client' programme to better understand stakeholder needs and legal project management and continuous improvement training for the client team.

The result: A streamlined, outcomes-driven and flexible legal operations model that is delivering sustainable change for the organisation.

Case studies: Risk and regulatory

Navigating complex cross-border regulatory hurdles to transform the global shipping industry

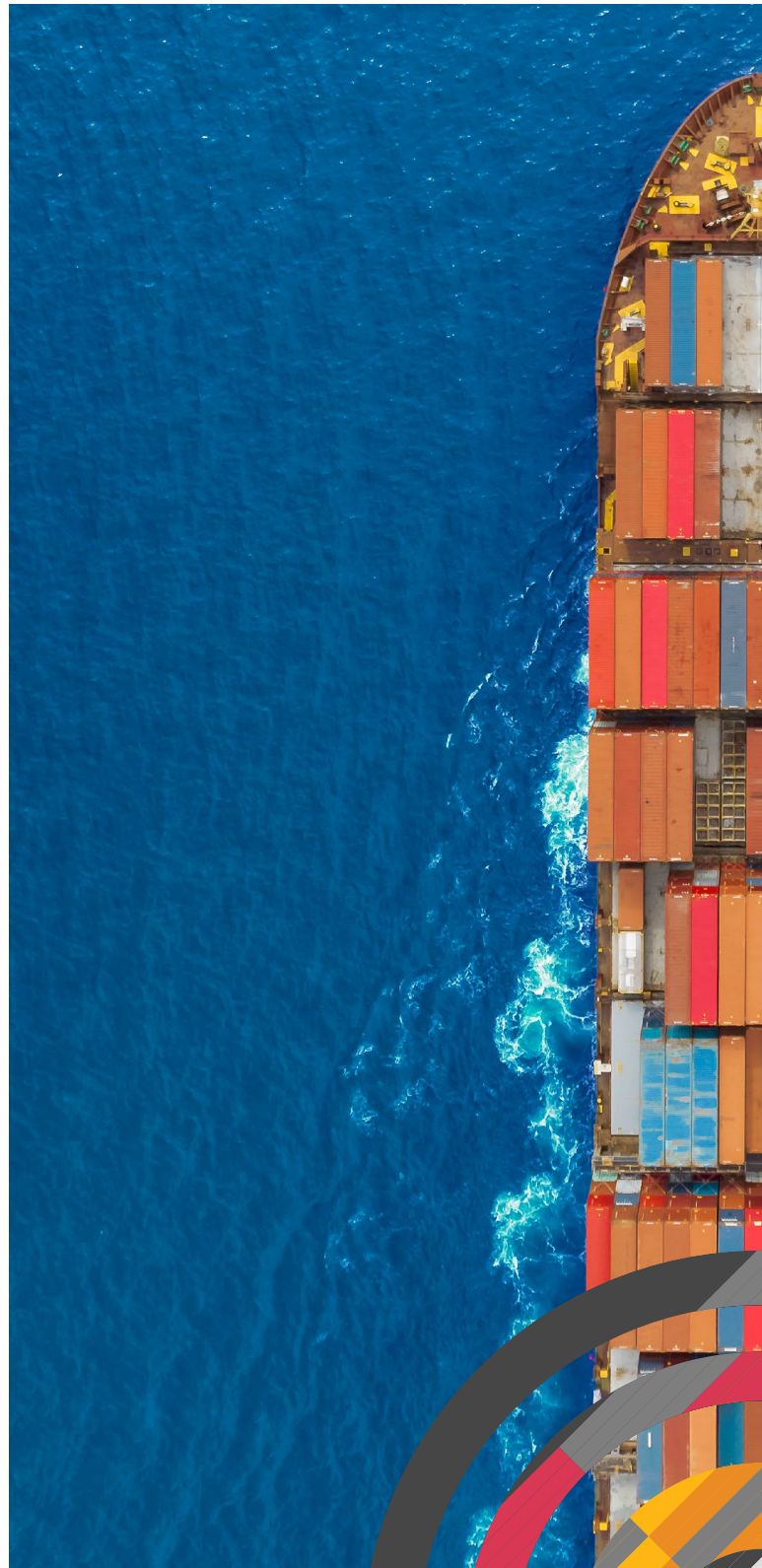
Our client: Leading ocean carriers and terminal operators.

Our challenge: The global shipping industry was looking to transform the way it operates, by developing the right collaborative structure with shipping leaders to smooth the way for industry change.

Our solution: Combining our cross-border and multidisciplinary service capabilities, we helped to create the Global Shipping Business Network (GSBN). From initial structuring through to the implementation of an innovative blockchain solution, we helped our client navigate complex cross-border regulatory hurdles.

The result: A ground-breaking non-profit joint venture providing a blockchain enabled cargo release solution for leading ocean carriers and terminal operators.

[Click here to learn more](#)





Assessing, monitoring and managing compliance on a global scale

Our client: A globally recognised IT/ITeS company.

Our challenge: Conducting a compliance risk assessment across the organisation's key functions (spanning 50+ countries across Europe, the Americas, Asia Pacific, the Middle East and Africa), and helping them to embed a sustainable global compliance model for the organisation moving forward.

Our solution: Leveraging technology and connected expertise, we assisted the client in developing global risk and compliance policies, advised on compliance organisational structure, assisted in developing a new compliance framework (including a law listing and obligation register covering 21 legal compliance areas), helped to implement a periodic compliance update process, and established a global legal helpdesk to address compliance related queries.

The result: a transformed global compliance function that will meet the complex needs of an evolving multinational organisation.

Case study: ESG – Governance

Centralising the global governance function for a global energy company

Our client: A global energy company.

Our challenge: Helping one of the world's largest energy companies rethink and restructure its governance and compliance processes, by creating a centralised model to manage legal entity compliance and governance risks.

Our solution: Combining our market leading expertise and tech-powered solutions, we worked with our client to review, standardise and simplify their global legal entity governance and compliance processes across 80 countries.

The result: a new model, which gives our client central oversight of its entity governance and compliance requirements around the world. Our solution is powered by the **Governance and Compliance Hub**, a web-based managed services platform that reimagines corporate governance and compliance services on a global scale. A cost and resource-saving end-to-end managed services solution, it provides 24/7 access to an integrated legal entity management database, a global digital service delivery platform, digital boardroom facilities, online training, dashboard and KPI reporting, and more.

[Click here to learn more](#)



Case study: **ESG – Renewables**

A \$30+ billion multi-jurisdictional project powering Australia and Singapore with the world's largest solar farm, battery and undersea cable

Our client: A major renewable energy company

Our challenge: Australia-Asia PowerLink is one of the world's largest renewable energy infrastructure projects. It has complex technical, commercial, legal, tax, procurement and funding considerations.

Our solution: Our innovative approach brought together technical, commercial and risk advisory partners in an Integrated Project Delivery Team. We took a lead role in helping to raise Series A and Series B equity capital, developing the contracting and procurement strategy for AAPowerLink, and advising on multi-jurisdictional legal and tax strategies.

The result: With our ongoing collaboration, AAPowerLink is moving towards the Final Investment Decision and then Financial Close. This is a key step in our client's goal of developing the world's largest solar energy infrastructure network, making it possible to power whole cities with renewable energy.

[Click here to learn more](#)



Recognised for our **market-leading** expertise

The premium quality of our global expertise is recognised by our clients and also by leading publications including:

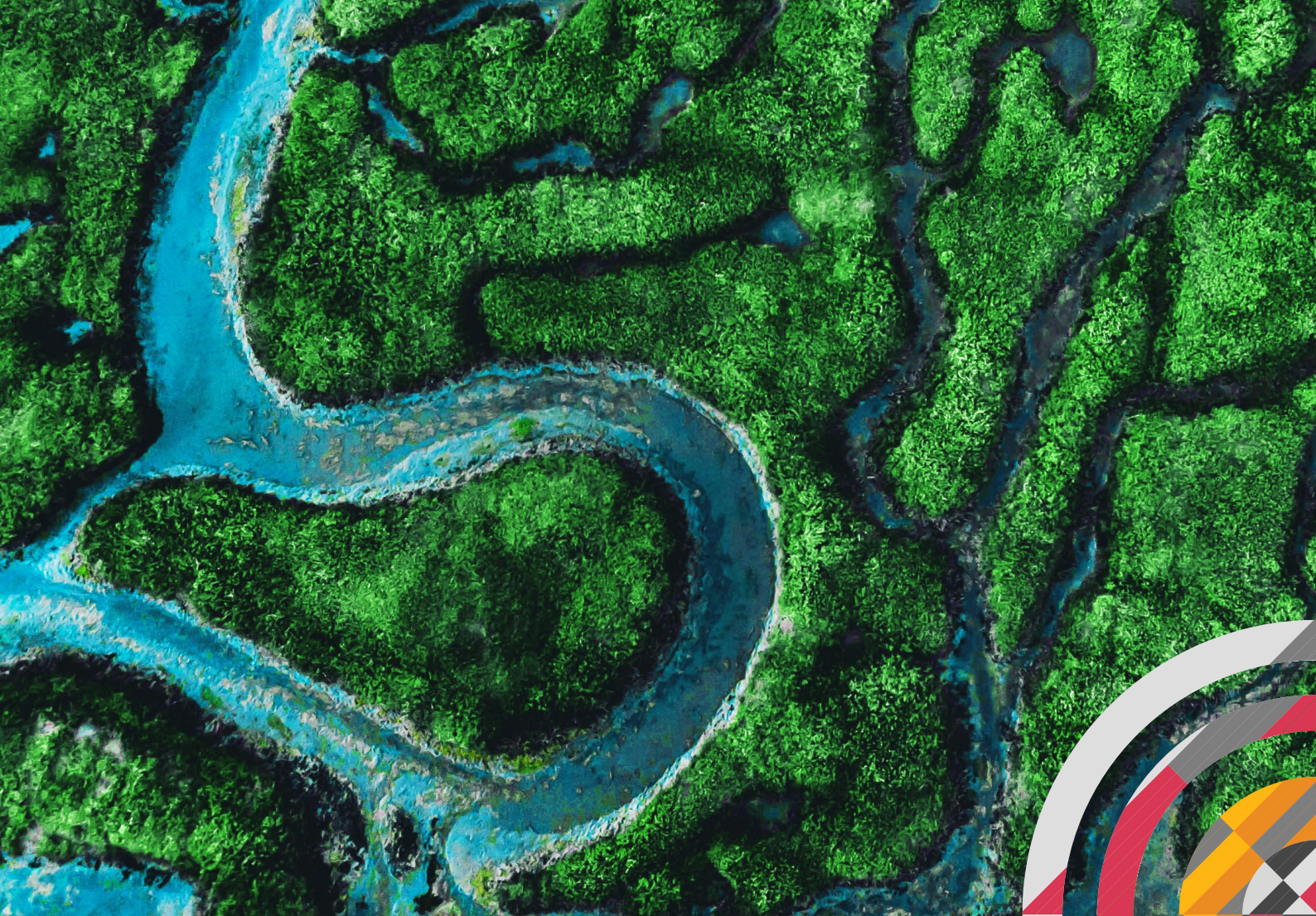
- **Financial Times Innovative Lawyers**
- **Legal500**
- **Best Lawyers**
- **Leader's League**
- **Chambers & Partners**
- **International Financial Law Review (IFLR)**
- **Bloomberg M&A Rankings**
- **ACC Value Champions**



As well as global legal publications, many of our regional practices and individual legal practitioners are recognised for their expertise in leading market publications and associated award programs, including:

- **Asia Law and Asian Legal Business** (Hong Kong / China and Singapore)
- **Análise Advocacia 500** (Brazil)
- **Cinco Dias** (Spain)
- **JUVE** (Germany and Austria)
- **Dziennik Gazeta Prawna and Rzeczpospolita** (Poland)
- **The Oath** (Middle East)
- **The Times** (UK)
- **The Global Legal Post** (UK)
- **In-House Community** (Asia)





Let's connect

To discuss how PwC can help you solve your most important legal business problems, please connect with your usual PwC legal contact or visit us at www.pwc.com/gx/en/services/legal.



Watch our video: 'Connect what matters. Anticipate what's next' and find out more about us.

This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PwC, its members, employees and agents do not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this publication or for any decision based on it.

© 2023 PwC. All rights reserved. Not for further distribution without the permission of PwC. 'PwC' refers to the network of member firms of PricewaterhouseCoopers International Limited (PwCIL), or, as the context requires, individual member firms of the PwC network. Each member firm is a separate legal entity and does not act as agent of PwCIL or any other member firm. PwCIL does not provide any services to clients. PwCIL is not responsible or liable for the acts or omissions of any of its member firms nor can it control the exercise of their professional judgment or bind them in any way. No member firm is responsible or liable for the acts or omissions of any other member firm nor can it control the exercise of another member firm's professional judgment or bind another member firm or PwCIL in any way. PwC member firms do not practice US law. RITM10688954