



SLAUGHTER AND MAY

Strategic Sourcing

“ ‘In a class of its own’, Slaughter and May is recommended for technology outsourcing, high-value commercial deals and, increasingly, complex public sector work. The team ‘inspires confidence’, is personable and solutions driven, and its multi-specialist approach draws on expertise from across the firm.

Legal 500 UK, 2015

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Our strategic sourcing practice /

Our award winning strategic sourcing practice has an enviable track record in managing and implementing some of the largest and most complex outsourcing transactions and projects across a broad range of sectors.

We advise on technology outsourcing (including infrastructure, desktop, application and application support) as well as more general business transformation outsourcings. As part of this we also advise on different strategic sourcing structures including co-sourcing, multi-sourcing, offshoring and insourcing.

Complex projects require the skills of specialist lawyers across a wide number of practice areas. As a full service law firm we are able to call on the skills of our specialists in each relevant practice area including technology, financial regulation, tax, IP, employment and pensions, corporate

and commercial, competition and procurement, dispute resolution, data protection and commercial real estate, as the need arises. Details of our key contact partners can be found below.

Strategic sourcing projects require a consideration of activities based in a number of jurisdictions. We have longstanding relationships with experts in all major jurisdictions and are able to deliver integrated advice for offshoring transactions and for many transactions that have an international dimension.

We embark on each project with no preconceptions as to the “right way” to document or implement it but rather with a pragmatic, commercial and positive approach designed to achieve a successful outcome. We are committed to developing and implementing a best practice approach to outsourcing transactions and have twice won



the National Outsourcing Association's Outsourcing Advisor of the Year award for Best Practice (2007 and 2014).

It is not uncommon for outsourcing deals to end short of full term whether as a result of a dispute or otherwise. We have assisted a number of clients on re-evaluation and re-negotiation exercises, and have run workshops for clients to help them assess the 'health' and success of their current outsourcings and to assist them in working through issues they face on any particular strategic sourcing project. Our experience of supporting clients through these issues has helped us to advise on the preparation of agreements and management of relationships so as to minimise the disruption that can be caused by disputes or the termination of a relationship.)



They have a willingness and a genuine desire to support success. They have the ability to think around issues and barriers to find a solution.

Chambers UK, 2016

The quality of their advice is very high. They take a collaborative and creative, commercial approach rather than strictly legal.

Chambers UK, 2016

Overview of Slaughter and May /

Slaughter and May is a leading international law firm recognised throughout the business community for its commercial awareness and commitment to clients. We have a diverse and extensive international practice advising on the full range of commercial, financing and other matters. We have a commitment to delivering top quality legal advice, combined with commercial awareness and a “can do” approach.

Central to our culture is the priority we place on the individual needs of our clients. We are organised to be client focused rather than product focused. We develop strong working and personal relationships with our clients and take a proactive approach.

We add value by:

- creating innovative solutions to problems
- giving leading edge structural advice and risk analysis
- understanding what may, or may not, be acceptable in the market
- providing first class transaction management assistance
- ensuring delivery against realistic timetables and milestones.

Their legal ability I take for granted to some extent, although there is no shortage of intellect on display, but they are also genuinely nice people who are a pleasure to work with.

Chambers UK, 2016



A genuinely global service

Many of the matters on which we advise have a significant cross-border or multi-national aspect. We frequently give strategic advice on global outsourcings, and other multi-jurisdictional sourcing arrangements.

We provide cross-jurisdictional legal advice that genuinely reflects what 'global' means for our clients. We develop extensive and meaningful relationships with market leading firms from around the world, working with them as a single united team.

We work with like-minded experts in their own jurisdictions who have a depth of understanding that cannot be replicated, but can be shared. The level of communication and understanding between firms and with clients runs deep. Between firms we have made long-term investments to help foster connections at all levels, including investing in joint training, know-how and secondment programmes.

Together, we believe that we can offer the most incisive advice available, no matter how complicated the cross-border issue, whilst always providing value for money.

The firm has been client-focused and dogged its commitment to support us. The degree of passion and enthusiasm for the work has been commendable.

Chambers UK, 2015



Recent experience /

The following list is intended to give an indication of our experience in strategic sourcing matters. We advised:

- **UK Asset Resolution Limited** on a major outsourcing project relating to the servicing of the closed mortgage books within the government-owned businesses of Bradford & Bingley and NRAM plc
- **Royal Mail Group** on its major, transformational multi-sourcing project - the biggest European (non-defence sector) IT procurement/outsourcing project which will likely exceed £1bn and which involved 4 separate outsourcings
- **RSA** on the re-tendering of its strategic, long-term and multi-jurisdictional IT infrastructure outsourcing arrangements
- **Vodafone** as managed services supplier on certain commercial and structuring aspects of its standard framework contract for institutional customers
- **EE** in a significant dispute with its IT provider in respect of delays to rollout of EE's new IT landscape
- **Government Digital Service (GDS)** on GOV.UK Verify, the government's new identity assurance programme
- **Ladbroke's** on a number of material outsourcing arrangements including in relation to its telecoms and ERP business process outsourcings
- **Marks and Spencer** on the provision of outsourced administration services in connection with their new innovative master trust arrangement with Legal & General which was designed to provide a new pension arrangement
- **Legal & General** on the renegotiation of its critical outsourcings with IBM (for the provision of IT infrastructure services) and TCS (for the provision of software maintenance and development services)

They step outside the usual commercial lawyer restrictions, think creatively and engage with us as clients. They focus things around how the relationship works, not strictly on the contractual.

Chambers UK 2015

- **Aberdeen Asset Management**, for which we conducted full health-checks of its outsourcing contract with BNP Paribas and of its outsourcing agreement with State Street, ahead of Solvency II. We worked closely with our financial regulatory team to prepare the reports
- **VocaLink** on the renegotiation of a long-term outsourced services agreement and the renegotiation of two related licensing agreements
- **GE Capital** on a strategic outsourcing in connection with the development and operation of GE Capital Direct, a new UK-based online savings bank
- **Carillion** on a key, strategic, second generation IT and business process outsourcing to Wipro, an Indian listed entity, to replace its outsourcing arrangements with Accenture (on which we also advised)
- **Marsh** on the business process outsourcing of its UK back office for speciality practices to Capita and ongoing advice and strategic guidance on those arrangements
- **Glencore** on its global procure-to-pay outsourcing arrangements with Accenture
- **Ericsson** in connection with its managed services partnership with Hutchison 3G UK which appoints Ericsson the exclusive manager of the H3G network and its IT infrastructure in the UK
- **First Group**, the UK's leading bus and rail operator, in connection with its transformational infrastructure sourcing project to BT, which was one of the first outsourcings of its kind in the UK transport sector, and on the subsequent replacement of those services with a multi-sourcing arrangement with three suppliers
- **Arsenal Football Club** on its recent five year facilities management outsourcing contract with Norland Managed Services Limited. The transaction involved two Arsenal group companies outsourcing the operation and maintenance of all plant and machinery at both the Emirates Stadium in London and the training ground in London Colney.

They are excellent at keeping up with the commercial side of the business; they get to the heart of it and knit it all together.

Chambers UK, 2014

Key contacts /

For further information on any outsourcing or other strategic sourcing related matter, please contact your usual Slaughter and May contact, or any of the following:



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Its lawyers stand out for their 'rare mix of detailed knowledge coupled with an ability to stand back and take a broad view'.

Legal 500, 2013