



Infrastructure, Construction and Transport

Whatever your requirements in infrastructure, construction or transport, you need experienced advisors with deep knowledge of your markets and the challenges that you face, both locally and internationally.

Economies and individuals depend on infrastructure and transport that are properly funded, professionally delivered and expertly operated. Although these goals present complex challenges in tightly regulated and highly visible public environments, successful infrastructure shapes communities and bring significant economic and societal benefits.

This complexity is why so many leading organizations rely on us. Our experience and international reach set us apart. Our sector focused lawyers based all over the world understand your business, and we can help you manage risks and achieve success.

Every asset and investment is unique and our clients measure success in different ways.

Our focus is based on a simple premise: helping you to achieve your goals, wherever you are and whenever you need us. We become a part of your team, helping you to fund, build, operate, buy and sell essential assets and deliver successful projects, transactions and initiatives.

Our clients include investors, lenders, contractors, operators, governments, regulators and non-profit organizations. We advise on all aspects of the sector, including regulations, M&A, financing, projects, intellectual property, commercial agreements, political environment, construction, disputes, restructurings, investigations and tax. Client satisfaction is our key measure of success and we are very proud of the projects and transactions that we have delivered shoulder to shoulder with our clients.

Our multi-disciplinary teams guide clients throughout the full infrastructure lifecycle. In the early stages, we advise on consenting and land assembly. We also represent promoters, funders, contractors and other partners in the delivery phase, including on novel funding and procurement structures. We are solution focused and deliver with our clients through a proactive approach based on deep industry knowledge. In the operational phase, we support on refinancing, regulatory issues and managing operational and maintenance solutions. We also advise all types of M&A transactions, as well as on decommissioning and life extension.

If problems, distress or disputes arise at any point in the lifecycle of an asset, our lawyers are ready to assist. We pride ourselves on our pragmatic and commercial delivery approach and the experience that we can draw upon to deliver bespoke solutions to a wide range of sector issues with our 360 degree international perspective.

Our approach has resulted in numerous awards, and our practices and people are ranked highly around the world, including:

- Ranked #1 European Social Infrastructure Legal Adviser by deal count and #2 by deal value - Inframation, H1 2019
- Ranked #1 global and European Social Infrastructure Legal Adviser by deal count - Inframation, Q2 2019

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- Ranked #2 Europe Infrastructure Legal Adviser by deal value - Inframation, Q2 2019
- Ranked #2 global Infrastructure Legal Adviser by deal value - Inspiratia, 2018
- Ranked #2 global Infrastructure Legal Adviser by transaction volume - Inspiratia, Q4 2018

FOKUSOMRÅDER

Infrastructure Funds

Providing, owning and operating essential infrastructure is undoubtedly a complex endeavor that requires all stakeholders to deliver successfully on their ongoing responsibilities, be they to investors, lenders, contractors, governments or society more broadly, on a long-term, sustainable basis.

As custodians of critical infrastructure, we know that infrastructure funds need advisors who understand this complexity and the unique responsibility matrix that you operate in. Our depth of industry knowledge in this area, dedicated international infrastructure funds practice and understanding of the critical balance at play in infrastructure delivery models and transactions, means we can work with you to deliver ongoing and sustained success when delivering, owning or operating infrastructure assets.

We help you build investor confidence, mitigate risk, finance projects, buy and sell assets and act as good custodians of infrastructure assets. We understand the need to combine achieving the right financial returns with acting responsibly to deliver benefits to society in line with ESG drivers which are of particular importance in the infrastructure sector.

We provide pragmatic and commercial legal advice in the right place at the right time. We can operate dynamically alongside our fund clients as investment trends and requirements develop or evolve. We help you achieve value and manage both financial and reputational risks, whatever the scope of the asset, project or transaction and wherever in the world the asset is located.

Our work includes:

- consortium arrangements
- M&A processes
- acquisition finance, project finance and refinancing
- antitrust and regulatory clearances
- ongoing regulatory obligations
- structuring investments in a tax efficient way
- construction contracts
- asset management support, particularly operational matters and disputes
- restructuring and insolvency
- strategic advice
- InfraTech

Our full life-cycle and 360 degree approach to infrastructure assets means that we can assist with all of the challenges and opportunities presented by the global infrastructure investment market.

In a world where significant amounts of debt and equity are chasing too few high-quality assets, we constantly scan the horizon for the best assets for tomorrow (advising on future risks and opportunities globally) and use our industry knowledge to assist with ongoing portfolio returns and maximization of investor confidence.

Get in touch to find out how we can help you succeed.

InfraTech

Innovation brings disruption as well as opportunity. We understand the impact of new and emerging technologies and we can help you benefit from the changes in how infrastructure and transport assets are funded, delivered and operated.

We see the prevalence of technology in our physical spaces and the ways we move around them, in the digital world, and in the

delivery of infrastructure and public assets and services. Our InfraTech practice combines our infrastructure expertise with a full range of technology, telecoms and data experiences - from 5G connectivity and the internet of things to electric vehicles, drones and autonomous vehicles. This means that our InfraTech team has the experience and know-how to help you succeed.

Acting for corporates, funds, technology specialists, and banks and other lenders, our team has adopted an award-winning approach that can help you apply innovation wherever and whenever opportunity arises, including:

- 5G impacts and ultrafast fiber to the home
- network management and outsourcing
- smart metering
- smart vehicles
- telecoms
- data centres
- multijurisdictional regulatory issues covering data
- replicating physical assets through digital twinning
- applying AI to smart energy grids
- submarine cable investments
- payment systems and smart ticketing
- smart cities

We partner with clients at every stage of the InfraTech lifecycle, and recognize that success looks different for each situation.

Get in touch to find out how we can help you succeed.

Aviation

Aviation is a sector where change is constant and new issues regularly arise - frequently on an urgent basis.

Whichever part of the sector you operate in, you need advisors who understand your business, know the market inside out and are available whenever and wherever you need them.

Our clients get all this and more from a global aviation team that works seamlessly across borders on all aviation matters, including litigation, regulatory, post-accident liabilities and M&A/ transactional.

Many aviation stakeholders are siloed from other elements of the market. We aren't, so no matter what challenge you face, the chances are that we've seen it before and delivered a solution.

Our award-winning, full-sector service is unrivalled. We act for all industry stakeholders, including:

- airlines
- insurers
- airports
- maintenance, repair and overhaul organizations
- ground handlers
- service providers
- product manufacturers
- helicopter operators
- industrial aid operators
- leasing companies
- charterers
- banks

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Ports and Shipping

With the shifting landscape of globalization and innovation, port and shipping operations have increased in complexity and scale. Our experienced team in the ports and shipping sector spans a range of legal disciplines, and is well-equipped to help you navigate your way through the industry and meet your needs.

We represent a full range of stakeholders in the sector, including port owners and operators, port authorities, shipping groups, shipowners and charterers, shipbuilders, lenders and financial investors. We also have extensive experience handling shipping-related disputes before courts and arbitration panels worldwide, such as disputes involving contamination, shortage and delay, charter party claims, shipbuilding and repair disputes and salvage and collision claims.

We provide advice in every aspect of the maritime industry, including:

- port concessions
- port projects, including financing, development and construction
- M&A / joint ventures
- vessel construction
- transfers and registration
- charter parties
- contracts of affreightment and bills of lading
- offshore installations
- towage, pilotage and salvage
- marine regulatory advice
- marine casualties and insurance
- maritime attachments, vessel arrests and liens

Our ports and shipping practice combines experience in every aspect of the maritime industry with our full range of services globally in transactional matters, ranging from M&A deals and joint ventures to consortium bidding, project developments, and significant financings involving maritime-related equipment and assets.

Through our global network, we are able to combine international reach and industry expertise with vital local knowledge. We can draw on these resources to advise our clients on the full range of issues in the sector so that they can achieve their objectives.

Get in touch to find out how we can help you succeed.

Road and Rail

Whether in relation to high speed rail, conventional rail, mass transit or other passenger transportation and infrastructure, road or rail cargo, roads, highways, bridges or tunnels, or any other part of ground transport and its infrastructure, you need advisors with deep knowledge and experience of all aspects of transport systems and the drivers behind their delivery, management and regulation.

We offer extensive experience and capability in both road and rail, with lawyers who live and breathe these sectors. We work with all types of industry stakeholders worldwide, giving us deep insight into the inner workings of the entire value chain.

We apply this global best practice and commercial knowledge to offer you the right support at the precise time you need it.

This can mean helping you complete high-profile road or rail projects on time in safe and sustainable ways, avoiding commercial risks and achieving strong financial returns, or capitalizing on market opportunities through organic growth or M&A, whilst managing legal risk including procurement challenge and regulatory risk. Examples of our work include:

- franchising, concessions and operating agreements
- decarbonization strategy
- manufacture, maintenance and financing of rolling stock: we advise manufacturers, owners, operators and funders
- major infrastructure engineering: rail and highway infrastructure, including bridges, tunnels, depots, digital rail and smart motorways
- regulatory compliance
- EU rail liberalization
- InfraTech for smart cities

- transport integration (including mobility as a service)

Our lawyers work closely with governments and state bodies, public and private operators, consortia, equipment manufacturers, and cross-border freight and logistics operators.

We also advise funders and investors, building and construction firms, civil engineers, contractors, and other companies in the supply chain.

Get in touch to find out how we can help you succeed.

Public Sector and Social Infrastructure

Advising a diverse global community in public and social infrastructure requires commercial agility and judgment combined with political intuition, reputational sensitivity, and a passion to help delivery in these vital areas.

When the delivery of new projects and provision of public services is critical, clients look to us.

Drawing on global skills and industry best practice from multiple disciplines, we work with governments, states, legislators and administrators, commercial bidders, delivery partners, investors and funders, contractors, and nonprofit organizations. We focus on the detail without losing sight of the bigger picture of public needs and private sector cooperation.

We can help at every stage of the lifecycle of a public / social asset, dealing with the issues and challenges that matter most, ensuring you achieve your goals on time and to budget, including:

- group tendering
- IT procurement
- PPP
- large infrastructure projects
- construction contracts
- regulatory compliance
- M&A
- managing public assets and infrastructure
- defense

We advise government bodies on strategy in the early stages, design smarter procurement and tendering, negotiate contracts, manage risk and help deliver value for money. We also draw on this experience to advise the private sector on how best to deal with public bodies to cooperate together and achieve mutual objectives.

Construction

Working at all levels of the construction industry, we understand the challenges, risks and opportunities facing you in a complex sector that is crucial to infrastructure in both the developed and developing world.

Our job is to help you manage risk and balance quality with speed on projects of all shapes and sizes; from commercial office projects to complex infrastructure engineering projects like process plants and refineries.

With deep experience gained from numerous construction projects around the world, and over many decades, our lawyers advise developers, multinationals, main contractors, specialists, consultants and governments on how they can take projects forward successfully and deliver infrastructure and assets in the most efficient way.

Importantly, our teams will also provide a fast response to support you if your project is not running smoothly or if you run into any problems and disputes that need resolution.

Projects we have advised on include:

- energy
- oil and gas

- water plants and waste treatment
- renewables bridge building
- commercial

We partner with our clients at every step of a project. This includes working with a client team on the financial models that work best and seeing a project through from the planning stage, procurement, negotiation of contracts and project support through to completion of construction.

We regularly advise on project strategy before issues on projects turn into serious problems, and so help you avoid formal disputes. We believe that where a project becomes "distressed" we can help save you significant costs by being engaged early and working with the project teams to mitigate risks and maximize recoveries. If commercial resolution isn't possible, we'll help you to develop the best position and strategy to resolve the dispute.

Success looks different for each of our clients. Get in touch to find out how we can help you succeed.

INDSIGT

Udgivelser

Skibsophugning

6. juni 2019

Ophugning af skibe kan udgøre en væsentlig risiko for både de mennesker, der udfører ophugningsarbejder, og for miljøet, hvis ikke ophugningen og ophugningsaktiviteterne bliver udført på en forsvarlig og hensigtsmæssig måde. I denne nyhed omtales den seneste udvikling inden for skibsophugning på nationalt-, EU- og internationalt-niveau.

Nyt fra Energi og forsyning

13. december 2018

NYT FRA ENERGI OG FORSYNING

I dette nyhedsbrev kan du blandt andet læse om udfasning af forbruger- og produktionsbindinger, ny anmeldelsesbekendtgørelse på varmeområdet samt økonomiske rammer for vandselskaber.

God læselyst

Nyt fra Energi og forsyning

23. april 2018

NYT FRA ENERGI OG FORSYNING

I dette nyhedsbrev kan du blandt andet læse om DANVA og de enkelte hovedelementer i klagesagen, Konkurrenceankenævnets kendelse af 16. marts 2018 og de forventede konsekvenser af kendelsen. Du kan også læse om etableringen af Forsyningstilsynet som erstatning for det nuværende Energitilsyn.

Nyt nordisk maritimt voldgiftsinstitut

19. marts 2018

Etableringen af det nye nordiske voldgiftsinstitut, Nordic Offshore and Maritime Arbitration Association (NOMA) kan blive et

attraktivt alternativ for tvistløsning i maritime tvister, og det vil formentlig medføre en hurtigere og billigere voldgiftsproces.

Government Contracting

Our government contracting clients, whether they be in the public or private sector, must contend with ever-changing laws and rules and regulations, including procurement, data protection and, of course, Brexit.

This, coupled with the intense pressure on governments to tackle major budget deficits and debt burdens, means that both running and participating in major projects, whether they be related to organisational change, competitions for contracts or otherwise, can be incredibly complex.

The procurement gauntlet can often be complicated and the timescales imposed are often a challenge (particularly when internal pressures require a project to be completed in very short timelines). From a supplier perspective, competition is often fierce, bid costs are high and the financial terms imposed on contractors are demanding.

To help our clients, from both sides of the fence, meet these varied challenges, our government contracting practice has grown to become one of the largest of its kind in the world. Unlike many others, we act for both governments and global contractors on major projects, including on contracting and procurement requirements.

We have been a longstanding and leading advisor on major change projects in government and are proud to have worked alongside government at the forefront of a number of major innovative projects and deals over recent years.

We provide tailored advice and legal services on virtually every aspect of government contracting and public procurement, from bid strategy through to potential challenge. These services include preparation of strategic alliance agreements and teaming arrangements; bid protests and challenges; and contract administration and claims. Our lawyers also litigate contract disputes and claims involving contractors.

In the UK, DLA Piper is delighted to have been appointed as a Tier 1 strategic legal advisor to Central Government and its non-departmental public bodies on the Crown Commercial Services General Legal Services Framework.

More information on our government contracting service in the UK.

EXPERIENCE

In the UK, we have a broad team of over 100 lawyers who bring best of breed experience in a number of areas and sectors. A small example of our experience includes:

- **Contracts** - we lead the market in advising Government on major contracts, such as outsourcing, shared service and joint ventures. We have advised Cabinet Office and other Departments on three complex outsourcing shared services projects by way of joint venture (i) Shared Services Connected Limited - a pan-HMG back office joint venture service delivery vehicle to transform existing services to a shared platform for over 12 Government Departments; (ii) Integrated Debt Services Limited - provision of a one-stop-shop for Government providing debt analysis and collection; and (iii) Crown Hosting - establishment of a portfolio of "on demand" hosting services at different levels of accreditation. We have also advised on many day-to-day contracts such as advice to on management services agreements by which Government companies provide services to third parties. We have also advised a Government Department for many years on the establishment of multiple and varied frameworks, including travel services, non-permanent staff, energy metering, consultancy services, fleet and office supplies. This included advice on precedent contracts and variations, transfers and interpretation of contract provisions.
- **Competition law** - Our Competition team has been on hand to advise a variety of public sector clients over recent years on a range of competition law issues which arise during the course of Government projects. We act on a full range of non-contentious and contentious Competition/Antitrust matters, including commercial agreements, abuse of dominance, behavioural and strategic advice, multi-jurisdictional and national merger control, competition investigations and enforcement, including cartel related work, compliance audits and programs, including dawn raid training, competition litigation, competition regulatory matters and State Aid.

- **Corporate** - Our intimate knowledge of corporate law is applied with significant Government sector knowledge. We are trusted advisors to Government, having acted on some of the most complex and innovative transactions undertaken in the public sector in recent years, including we on a multi-million pound acquisition of a designer and supplier of specialist vehicles and protection system integrations to various Government Departments.
- **Dispute Resolution** - We have worked with Government over many years and therefore we bring, for both public and private sector clients, a deep understanding of how Government litigates and how it decides when not to litigate. Our team has very close links to our commercial and contracting colleagues to provide seamless advice if on-going contracts become contentious. Above all, we have access to the resource and expertise of one of the largest dispute resolution practices in the world.
- **Employment** - Our team advises both public and private sector employers on a daily basis on the application of TUPE (and COSOP where appropriate) in the context of first and subsequent generation outsourcings, as well as on sales and acquisitions and a multitude of other projects in between. We have a wealth of experience in dealing with complex redundancy and restructuring programmes for many of our clients. We are used to dealing with a high level of media and employee/trade union scrutiny on the way in which these exercises are handled. We frequently advise on strategy for managing changes to terms and conditions of employment, in both unionised and non-unionised environments, and have particular expertise in the options for dealing with changes in the shadow of a TUPE transfer. We are experienced in handling industrial relations issues and are proud to work on ground-breaking projects.
- **Real Estate** - We have a wide range of experience in advising on core Real Estate, Real Estate Finance and Real Estate Litigation matters. We have previously advised various Government Departments on the acquisition and fit out of properties, projects to make buildings available for use by SMEs, sales and advising on shared space/collaborative agreements.