



Bennett Jones

My Future in Law

Student Recruitment Guide

KINCENTRIC >
Best Employer

CANADA 2024



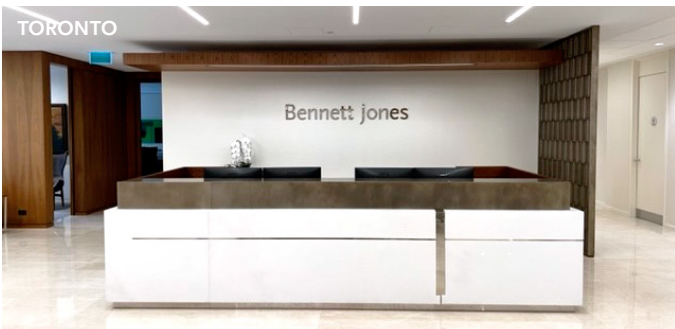
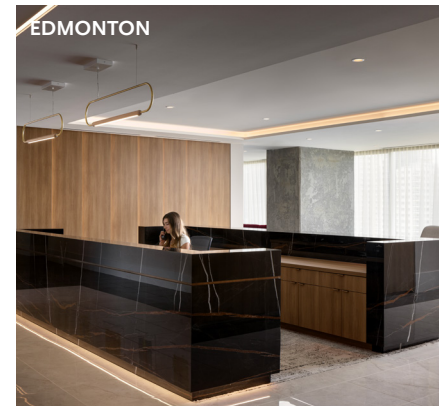


My Future in Law



Table of Contents

PART 1: Welcome To Bennett Jones	1
PART 2: Student Recruitment—Our Philosophy	2
PART 3: A Bit About our Students	3
PART 4: Researching Firms	4
PART 5: Your Application Package	5
PART 6: Preparing for Interviews	7
PART 7: On-Campus Interviews (OCIs) for the 2L Recruit	8
PART 8: A Message from the Firm	10



My Future in Law

PART 1: Welcome to Bennett Jones

Founded in 1922, Bennett Jones today reflects both the integrity and professional excellence of our firm's founding and named partners—R.B. Bennett and Mac Jones. In 2022, we celebrated 100 years of service and trust that have earned the firm its reputable standing, as an internationally recognized full-service Canadian law firm. Now home to over 500 lawyers and advisors, the firm continues to adhere to the principles of integrity, respect and independent thought.

We are leaders in the fields of corporate and commercial, litigation, oil and gas and alternative energy, regulatory/environmental, bankruptcy and restructuring, IP, technology, banking and finance, tax, international trade, employment and competition law.

Our Offices

With offices in Vancouver, Calgary, Edmonton, Toronto, Ottawa and Montréal, as well as one in New York, our lawyers provide a full range of corporate, litigation, regulatory/environmental, corporate finance and securities, construction, real estate, infrastructure, Aboriginal, fraud and tax law to clients in established and emerging sectors. Additionally, our office in Ottawa focuses on public policy and government relations.

Bennett Jones has a long history of serving Canadian companies doing business in the United States, and U.S. companies with business operations or interests in Canada.

Over the years we have expanded our presence with a New York office in order to provide our U.S. clients with quick and seamless access to our legal services north of the border.

Our Calgary office has 152 lawyers who provide a full range of corporate, litigation, regulatory/environmental and tax services to clients in established and emerging sectors.

With 37 lawyers and business advisors, our Edmonton office offers the best of both worlds. As a smaller office, it provides you with the entrepreneurial and creative experience of a boutique while still giving you access to the work and resources of a major national firm.

Located within the financial district of the largest and most diverse city in Canada, the roughly 200 lawyers in our Toronto office also provide a full range of services in corporate, litigation, regulatory/environmental and tax.

The 60 lawyers in our Vancouver office provide a full range of services including corporate, commercial litigation, regulatory, corporate finance and securities, construction, real estate, infrastructure, Aboriginal and environmental law.

Currently at 21 legal professionals and counting, our new office in Montréal provides a unique environment where you can be a part of something new, while benefiting from more than 100 years of experience delivering outstanding legal training and hands-on experience in a range of practice areas and industries.

Bennett Jones Recognitions

- Recognized as one of Canada's Top Employers for Young People in 2022.
- Recognized as one of Alberta's Top 75 Employers.
- Recognized in 39 practice areas, 11 band 1 rankings (the highest tier) and have 124 lawyer rankings, Chambers Canada 2024.
- Recognized in 19 practice areas with 49 lawyer rankings, Chambers Global 2024.
- 167 lawyers recognized, The Canadian Legal Lexpert Directory 2024.
- Recognized in 22 practice areas, 39 leading lawyers, 21 next generation partners and 104 lawyers recommended, The Legal 500 2023.
- 23 lawyers recognized in Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada 2024.
- 30 Litigation Stars and 11 Future Stars, Alberta Firm of the Year Benchmark Canada Awards 2024.
- Real Estate Law Firm of the Year and finalist for Projects and Energy Law Firm of the Year, Chambers Canada Awards 2023.
- Canada's Corporate Law Firm of the Year, IFLR Americas Awards 2022 and Best Lawyers in Canada 2023.




PART 2: Student Recruitment—Our Philosophy

We take student recruitment very seriously. When we recruit, we are hiring our future associates, partners and leaders. We design our summer and articling student programs to provide the best legal training and hands-on experience. While our Ottawa and New York offices do not offer any student positions, our Montréal, Calgary, Toronto, Edmonton and Vancouver offices do. We typically hire about 45–57 students firm-wide: approximately 18–20 in Calgary; 20–24 in Toronto; 3–6 in Edmonton; 2–3 in Vancouver; and 2–4 in Montréal.

Students get to work with a diverse group of lawyers and clients across many disciplines. Our summer program is designed to provide first-year (1L) and second-year (2L) students, as applicable, with a solid introduction to the practice of law and the firm culture. Our students are supported and coached throughout their development, and are encouraged to pursue the best version of themselves every day by exploring, engaging and learning more about their future practices in law. Summer and articling students assume a great deal of responsibility on files and can expect to interact directly with lawyers and clients, draft documents, attend court and generally be an active and productive member of the team from day one.

Mentors play a significant role in professional development at all stages of your legal training and development. Each summer student is assigned a mentor who will assist with integrating you into the firm and ensuring that your summer experience is a valuable one. Articling students are also assigned a principal, who along with your mentor, will ensure you are exposed to a broad range of practice areas and to all aspects of practice. In addition to mentors, Bennett Jones runs an extensive professional development program through its own Bennett Jones Academy.

Students are encouraged to play an active part in firm life, including participation in firm social events. Our firm events focus on the firm's commitment to the community and building lasting relationships amongst the students. Past events have included barbecues, associate and practice group dinners, a family ski weekend in the Rocky Mountains in Alberta, karaoke, a mentor/mentee golf tournament, Blue Jays games, Lawyers Feed the Hungry, a charity volleyball tournament, a bicycle tour in Niagara and firm retreats.



The firm offers an extensive legal education program through Bennett Jones Academy (BJA). Our BJA programs provide our students with a strong grounding in the fundamentals of the practice of law, including substantive matters and practice management.

Ask one of last year's summer or articling students from your school for coffee to learn more about Bennett Jones. The best thing you can do is reach out before recruitment, both to show interest and find out about the work we do here.

PART 3: A Bit About Our Students

Learn more about our students through these frequently asked questions:

What undergraduate degrees do our students have?

Our students have historically had a wide range of academic backgrounds including degrees in Accounting, Biology, Business Administration, Canadian Studies, Classics, Conflict Studies and Human Rights, Criminology, Economics, Literature, Engineering, Environmental Science, European History, Finance, Geography, Global Development Studies, Health Sciences, History, Human Resources and Organizational Dynamics, Immunology and Infection, Integrated Science, International Business, International Development and Philosophy, International Management, Kinesiology and Psychology, Law, Management and Organizational Studies, Marketing, Philosophy, Physiology and Pharmacology, Political Science, Psychology, Psychology and Recreation, Sociology and Social Anthropology, Sport and Tourism.

What kind of work history do our students have?

Along with various academic backgrounds, our students have also held a variety of jobs. Previous students have had roles such as: New Grad Rotational Program participant at a large oil and gas company; Provincial Park Public Programs Coordinator; Human Resources Employee; Intern at Canada West Foundation; Intern at the Office of the Minister of International Trade; Legal Systems Analyst for a debt collections agency; Bar Manager in Melbourne, Australia; Medic for the International Red Cross in Israel; Paralegal in Paris, France; Pipeline Analyst and Customer Service Account Coordinator; Policy Analyst at the Calgary Chamber of Commerce; Press Secretary and Speechwriter to the Federal Minister of Intergovernmental Affairs; Intern at the Canadian Embassy in Rome, Italy; Special Projects Manager at a medical marketing company; Research Fellow at Genome Canada; Intern at Oxfam

Canada; Investment Solutions Intern; Shift Supervisor at a rubber factory; Field Manager for a marketing company; former National Athlete; Professional Baseball Player and Olympian; Analyst at NATO's Legal Office; Ministerial Staffer at the House of Commons.

Where do our students come from?

Our students come from law schools across Canada and abroad, which means that we have very diverse articling classes. Our students have lived in many countries including Australia, China, Dubai, England, France, Hong Kong, India, Ireland, Israel, Italy, New Zealand, Nigeria, Panama, Peru, Portugal, Romania, Russia, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan and the United States. Additionally, our students have spoken a variety of languages, including French, Hebrew, Urdu, Punjabi, Malayalam, Mandarin, Romanian, Russian, Spanish, Swedish and Yoruba.

What are our students' outside interests?

At Bennett Jones we believe that a healthy work-life balance is important to maintain our lawyers' mental and physical health. Our students have always brought a mix of interests to the table, including backpacking, backcountry camping, blogging, boating, brass band music, cheerleading, chess, classic fiction, crosswords, dog training, dramatic readings of Harry Potter, event-planning, fantasy football, fitness, graphic design, home renovations, horseback riding, infrastructure development, interior design, kayaking, motorcycles, options trading, photography, rock climbing, running, sailing, scuba diving, Spartan races, triathlons, video games, volunteering, World War II history and yoga.

Our students are the best of the best, our recruiting process ensures it, and we encourage everyone to bring their true selves to the table.

The most important thing is to be yourself and own your experiences. Law lends itself to so many different backgrounds and it's important to embrace who you are and what you have done. The more comfortable you are with yourself, the more comfortable others will be with you. Be yourself, unapologetically.



PART 4: Researching Firms

One of the best things about a legal education is the diversity of work experience and work environments that it can lead to. Regardless of where you choose to work, the work you do and the people you work with will be a significant part of your overall experience and life. It is important to choose a firm where you feel comfortable from the beginning. Your first step is to identify which firms are hiring summer/articling students and understand what each firm has to offer. Below are some steps you can consider taking to research the firms you are interested in applying to.

1. Research general websites. For example, the NALP website offers a comprehensive list and description of firms along with up-to-date hiring information (www.nalpcanada.com).
2. Visit and review individual firm websites and related marketing materials.
3. Use other resources available to you, including your school's Career Services Office and materials written by outside sources (i.e., newspapers, legal magazines).
4. Learn more by attending receptions and career fairs. Talk to students and others who have interviewed or worked at the various firms.
5. Use your own network to introduce yourself to firms. If you know someone at the firm and have their permission to mention their name in your cover letter, do it.
6. Contact the recruitment professionals, the students and junior associates at the firms you are applying to. Don't be afraid to reach out to the students and lawyers at law firms. Not only can they tell you more about the firm and what it is like working there, they can also provide useful insight into the application and interview processes.
7. Attend firm tours, ask for a coffee and be proactive. In many cases, firms are more than willing to have one of their current students give you a tour of the firm. This is a great opportunity to ask questions about the firm and to get an inside look at what work and life is like as a practicing lawyer. Also, many firms host firm tours throughout the school year and summer. Try to keep up-to-date on these events (check with your school's Career Services Office and each firm as there may be unique practices in each province and with individual firms regarding tours outside the different recruitment periods). If tours are unavailable, you can always reach out to a member of the firm to ask for a coffee.



Why Bennett Jones?

It goes without saying that lawyers are self-motivated achievers and independent thinkers. At Bennett Jones, our lawyers and business advisors are individuals deeply connected to their practice areas and the industries they serve. We know business, we know the industries we support and we know the law.

Try to meet and talk to as many people as you can at the firm and get a feel for whether the firm's values align with yours!

PART 5: Your Application Package

Your application package is your first official impression on the firm and should include the following: cover letter, résumé, copies of official law school, graduate (if applicable) and undergraduate transcripts, as well as a list of anticipated upper-year courses. For students applying in the 1L recruitment process, please include any mid-term grades you have from first year.

Preparing your package takes longer than you think, so start early—don't wait until the last day. Ordering transcripts, particularly from schools outside Canada, can take time, so plan accordingly.

When preparing an application, be aware of the relevant submission deadlines. Be sure to check with your school's Career Services Office and firm websites for application deadlines for 1L and 2L summer positions and articling positions as applicable. For example, application deadlines for second-year law student summer positions vary from school to school, beginning mid-August and right through your first few weeks of school.

The 1L recruitment process tends to be larger in Alberta than in British Columbia and Ontario. First year students who are interested in our Vancouver and Toronto offices should check the student page on the firm's website to see if those offices are hiring first year students in a particular year. Similarly, not all of our offices participate in an articling recruit process each year.

It is important to note that most firms, including Bennett Jones, only accept applications through the viLawPortal.

Montréal

For students interested in applying to Bennett Jones' Montréal office, note that Québec has specific requirements. Please contact Chanelle Desrosiers-Stewart at desrosiersstewartc@bennettjones.com for more information.

Cover Letter

Firms rely on cover letters to get a sense of who you are and to assess writing style. Use your cover letter as a way to distinguish yourself. Think of your cover letter as a writing sample—it should be well-written and free of any grammatical or spelling errors.

1. Be concise. Your cover letter should be one page.
2. Provide necessary details. Tell the firm what law school you are applying from and what position you are applying for (e.g. summer 2025, articling 2025/26).
3. Your cover letter should be a narrative that is easy to read, clear and interesting. It is not meant to be a summary of your resume. Rather, it should highlight your achievements, experiences and anything that distinguishes you from the rest of the applicants.
4. Personalize your letter by highlighting what interests you about the firm (Did you meet someone at a recruitment event? Do you know a current student? Are you interested in a particular practice area?).
5. Briefly explain any gaps in your education or work experience. The same goes for an anomalous grade or term. Although you may need to explain gaps in employment or work experiences, be cautious not to waste valuable real estate bringing attention to a weakness.

Résumé

Your résumé gives the firm an idea of what you can contribute. Do your best to provide the requisite information in a clear and concise manner. Your résumé should be no more than two pages. Format your résumé with a basic font and choose a character size that is easy to read. Stick with this formatting throughout your application package. Where possible, use the headings located on the following page to organize your résumé.

Recognize your strengths and be ready to talk about them.



Education

Start with law school and work backwards. Include all postsecondary education, identifying the school, years attended, degree obtained and major area(s) of study. Do not include high school information.

Academic Awards

Include recent awards, scholarships, accomplishments and publications. This can be a separate section included as bullets under your education.

Professional / Work Experience

Start with your most recent work experience and work backwards. Identify dates of employment, name of employer and position held. Include a brief description of responsibilities but don't overstate your role. Don't worry about carving out a separate section for law-related experiences.

Volunteer / Extra-Curricular Activities

Tell the firm about how you spend your free time. This adds depth to your application and provides insight into your experiences and achievements outside of school and work.

Interests

Highlight who you are and what you like to do. This is a great opportunity to make your résumé and yourself stand out. Just be sure not to include any information that you are not open to discussing in an interview!

Reference Letters

Reference letters are generally not required by firms, but they are accepted as part of your package. If you decide to include a reference letter make sure it highlights your strengths or explains a weakness in your application. Also, consider the nature of the referee. Most firms do not find reference letters from professors very helpful (as profs often write many of them and they do not distinguish you as a candidate). Reference letters from recent employers are much more persuasive. Lastly, be cautious about submitting lukewarm reference letters. Any letter that you submit should be very positive. A reference letter should be from someone who knows you and your work product and is really able to describe you to a potential employer.

Please note, writing samples are not required or encouraged when submitting an application to Bennett Jones.

Bennett Jones Community Values

Giving back is one of our core values. Bennett Jones lawyers and staff, collectively and individually, are very active in the communities in which we live and work. As a firm, we support charitable and community organizations and initiatives dedicated to a broad spectrum of causes including health, education and the arts, among others.

Diversity & Inclusion

Bennett Jones is committed to providing all of our legal professionals and employees an equitable, diverse and inclusive work environment in which each person can achieve their career goals and thrive. Your success is our success and together, we will better serve the needs of our clients in an evolving global marketplace.

PART 6: Preparing for Interviews

Before an interview, take some time to understand what you are looking for in a firm (e.g. practice specialties, collegial atmosphere, opportunities for professional development, mentorship, etc.). During your interview, you'll want to come across as being genuinely interested in the firm and the kind of work they do.

After each interview, jot down your thoughts and impressions. Did you feel at ease? How did the interviewers interact with each other? How did they interact with support staff? Were the students happy? Make sure to write personalized thank you emails to each of your interviewers with a personal anecdote from the interview. Not only does this demonstrate your interest in the firm, but it will help interviewers remember you when it comes down to decision-making time.

Firms often host dinners and other social events throughout designated interview periods. Be cognizant of this when scheduling interviews to make sure that you will have enough time to go from your interviews to these events. Declining dinners or receptions may send a negative signal about your interest to firm recruiters. Keep this in mind when you are scheduling (and declining) dinners and cocktail events.

It is important to note that interview processes differ in Ontario, Alberta, British Columbia and Québec. That being said, the following tips apply across the board:

- 1. Dress appropriately.** Take the time to have your suit dry cleaned and pressed. Be sure you're comfortable in what you decide to wear. Work in new shoes beforehand.
- 2. Arrive 10 minutes early.** Use the extra time to use the washroom, check over your appearance and take some deep breaths to remain calm and confident.
- 3. Update your research.** It is not necessary to know everything about the firm, but some general knowledge is helpful and will make you feel better prepared. Talking to past/current students is always a good idea and demonstrates your interest in the firm.
- 4. Find out the names of your interviewers in advance** and research them on the firm website. Be aware, however, that interviewers may change at the last minute, so be prepared with some general questions that can be asked of any interviewer.
- 5. Be strategic** in the way that you schedule your interviews. Some students find it helpful to schedule their "first choice" as a second interview in order to work out any initial nerves. Plan out your ideal interview schedule ahead of the interview scheduling call day.
- 6. Prepare for the unexpected.** Even if something unforeseen happens, stay calm and continue the interview with confidence.
- 7. Re-review your application package.** Everything in your application package is fair game, so be prepared to discuss it. Think about each experience you have listed, and be prepared to tell a story that you think would be relevant. That being said, don't memorize your answers or specific passages from the firm's website, as it will stifle the conversation.
- 8. Be open and receptive to opportunities to learn about the firm.** For example, always accept a tour of the office even if you've already taken one.
- 9. Ask questions.** What do you want to know about life at the firm? Ask the tough questions. If you don't want to ask your interviewer(s), consider speaking to current students/associates.
- 10. Take advantage of the opportunity.** This is not just a job interview but also a chance to learn more about the firms in the area and the legal profession in general.
- 11. Be yourself.** While this is a professional setting and you should conduct yourself with maturity and confidence, don't be afraid to show your personality.
- 12. All meetings over coffee, meals and receptions should be treated as another interview.** The difference is that these meetings provide a great opportunity to ask more questions, delve deeper into firm culture and determine whether or not the firm is right for you.



PART 7: On-Campus Interviews (OCIs) for the 2L Recruit

On-Campus Interviews (OCIs)

The recruitment process for 2Ls generally follows the following order: (1) applications are due in the summer—application deadlines vary by school; (2) first interviews run through September and October; (3) second interviews are typically in October/November; and (4) offers go out in October and November, depending on the jurisdiction.

The OCI process typically consists of two parts: (1) representatives from firms interview virtually, or travel to various Canadian law schools and conduct first interviews with pre-selected 2L candidates; and (2) for successful first interview candidates, a second “in-firm” interview will follow. In some cases, first and second interviews may be conducted virtually rather than in-person. This process allows a large number of firms to evaluate a large number of students and vice versa. As important as these interviews may seem to your professional future, don’t let them intimidate you. OCIs generally consist of a natural conversation between you and the interviewers. You are still being interviewed so stay professional at all times and be confident, but if you have a bad interview, shake it off. Don’t allow a bad experience to taint your subsequent interviews.

Our Calgary, Toronto, Edmonton, and Vancouver offices participate in numerous OCIs. Check with the Career Services Office at your school to see what firms are participating in your local OCI.

For 1L students, interviews usually take place in mid/late February as mandated by the Law Society of Alberta.

OCI Tips

- **Decide in advance how many OCIs you can reasonably schedule.** As an individual, you need to strike your own balance between quantity of interviews and quality of performance.
- **Be prepared.** Talk to past or current students at the firm for more information and insight. In the last few minutes of each OCI, your interviewers will ask if you have any questions—this is a great chance to show your interest in the firm. Prepare thoughtful questions in advance and have a few geared specifically towards each firm.
- **Know how to market yourself.** Be prepared to talk about things that make you interesting and will set you apart from the other candidates.
- **Convey your interest.** Be honest and enthusiastic. If you’re interested in a firm, don’t be afraid to tell your interviewers—but be prepared to tell them why.
- **Know your résumé.** Go through each listed experience and think of stories or talking points that highlight your relevant qualities and skills.
- **Relax.** At this point, it is all about meeting the person behind the résumé and the firm behind the website. Interviewers want to assess your social skills, poise, responsiveness and energy, so be yourself and be confident.
- **Send thank-you emails** to your interviewers.

The OCI and in-firm process can seem daunting, but there are plenty of people and resources for you to turn to, so make sure you take advantage of those. Prepare as best you can, relax, and try not to spread yourself too thin – firms want to meet the real you, not a stressed-out and sleep-deprived version of yourself.

My Future in Law

Call Day

Ontario

Prepare a desired draft schedule in advance. While it is important to be flexible when scheduling your interviews, it is acceptable to ask for times that more closely fit your desired schedule. In most cases, you will need to allocate two hours in your schedule for each interview.

Schedule your top firms on the first day of in-firm interview week (typically Monday) and all first interviews by noon on the second day (typically Tuesday), so that you have ample time to schedule second and third interviews.

Turn off the “call-waiting” feature on your phone so that you aren’t distracted by other calls while speaking with a firm. If you miss a call, don’t panic. That firm will call again and you can always call them back when you get off the phone.

Be persistent. If you really like a firm that didn’t call you, consider contacting them after 9:30 a.m. EDT to ask if they have any room remaining in their schedule.

When you get a call, don’t keep the lawyer on the phone for too long. These calls are not interviews.

Report scheduling conflicts immediately. Firms understand. Contact them as soon as possible so they can sort it out before they match interviewers to candidates.

Allow time for call-backs on Wednesday. If you are from outside Toronto, remember that the process continues until the ‘cooling off’ period begins at 3:00 p.m. EDT on the third day of interviews (typically Wednesday). Make your travel arrangements for after 6:00 p.m. EDT.

Offer Day

Alberta

For students in their second year of law school, offers are typically made for Edmonton and Calgary summer positions in the first or second week of October. The exact date changes from year to year. Consult our website or your Career Services Office for exact timing. First-year summer student offers will be made for both Edmonton and Calgary summer positions in accordance with the procedures set out by the Law Society of Alberta.

Ontario

For students in their second year of law school, offers are typically made for Toronto summer positions at 5:00 p.m. EDT on the Wednesday of interview week. Please consult our website or your Career Services Office for exact timing. First-year interviews typically take place in February as mandated by the Law Society of Ontario and first-year summer student offers will be made for Toronto summer positions in accordance with the procedures set out by the Law Society of Ontario.

Vancouver

For students in their second year of law school, offers are made for Vancouver summer positions at 8:00 a.m. PDT on the fourth day of interview week, typically the Thursday of the last week of October. Please consult our website or your Career Services Office for exact timing.

Montréal

For students interested in applying to Bennett Jones’ Montréal office, note that Quebec has specific requirements. For more information, refer to the My Future in Law Quebec specific brochure or contact Channele Desrosiers-Stewart at desrosiersstewartc@bennettjones.com

Try to focus on what makes you a stand-out candidate for a particular firm as well as what you want from your experience with the firm over the course of the summer and your career. Be yourself and don’t be afraid to step out of your comfort zone throughout the recruitment process. It may be intimidating and nerve-wracking at first, but you will come away with an invaluable learning experience and will meet some very interesting people.

PART 8: A Message from the Firm

At Bennett Jones, we take the task of building the future generation of top lawyers seriously. We help students like you start their careers through guidance, responsibility and trust. One of our most important firm principles requires that partners and senior lawyers treat our students and associates as competent lawyers. We believe that this is how successful lawyers are built, how their skills are cultivated and how they

learn to develop meaningful relationships with clients. It is how we ensure that we, as a firm, are the best at all levels. We encourage you to reach out to our lawyers and students, explore our website and discover more about why our student program is one of the most competitive in the country.

We look forward to welcoming you soon.

Bennett Jones at a Glance



565 Lawyers and advisors



7 Offices Canada & USA



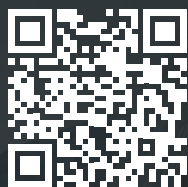
23 Years a
Best Employer in Canada



Top Ranked
Chambers Canada 2023

100 Years of Service and Trust

Bennett Jones marked 100 years of service to clients in 2022. In the course of a remarkable century, it has grown from a 10-lawyer office in Calgary to one of Canada's premier business law firms that clients trust with their most complex legal matters.



@BennettJonesLaw

Behind the Scenes of
Future Law Leaders

As much as each firm is trying to find the best candidates for the job, you are also trying to figure out which firm will be the best for you. Make sure you take the firm up on their offer for a tour, and try your best to reach out to the current articling students to see what their experience has been like.







Bennett Jones

The firm that businesses trust
with their most complex legal matters.