



# 2025 Annual Report

# 2025 TerraLex Global Meetings



May 2025

Toronto, Canada



November 2025

Bangkok, Thailand

# Message from the Global Chair and CEO

Dear Colleagues,

In 2025, TerraLex demonstrated the strength of what a truly collaborative global network can achieve. In a world of constant change, we have remained focused on what matters most: empowering our member firms to deliver legal solutions to cross-border clients seamlessly and with the highest quality. The 2025 TerraLex Annual Report reflects how our collective vision, fueled by collaboration, innovation, and shared values, translated into real impact across regions, sectors, and practice areas. As an elite legal network, TerraLex is united by a shared commitment to excellence delivered through trusted and responsive legal services.

Our achievements are the direct result of the continued dedication of our 140 member firms worldwide, their people, our Board, our volunteer leaders, and our TerraLex team. Whether through impactful client collaborations, expanded resources, or network-wide initiatives, this year reaffirmed the qualities that set TerraLex apart—reliability, agility, seamless collaboration, global reach, and excellence in all that we do.

Last year, we advanced many important initiatives, including the successful rollout of the new Member Standards, the launch of the People Placement Program, and two high-impact Global Meetings in Toronto and Bangkok. We expanded our Cross-Border Guides, introduced member firms in new jurisdictions, launched the AI-powered assistant myLexi, celebrated another strong Leadership Program cohort, and reached new heights in member engagement and global visibility. These and other achievements, outlined in the pages ahead, showcase the collective momentum we have built as a network.

As we look to 2026 and beyond, our focus remains clear: to strengthen connectivity among members, grow client awareness, and further solidify TerraLex's position as the most collaborative and trusted global legal network. Thank you for your continued support and partnership. Together, we are shaping what's next in global legal services.

With appreciation and best regards,



Terri Pepper  
CEO



Derek Humphery-Smith  
Global Chair



A wide-angle, high-angle aerial photograph of a modern city at dusk or night. The city is densely packed with skyscrapers of various heights, many of which are illuminated with warm, golden lights. A prominent bridge spans a body of water in the lower right, its structure reflected in the water. The sky above is a deep blue, transitioning into a lighter, pinkish hue near the horizon, with scattered clouds. The overall atmosphere is one of a bustling, advanced urban environment.

# 2025 in Review: Milestones and Achievements



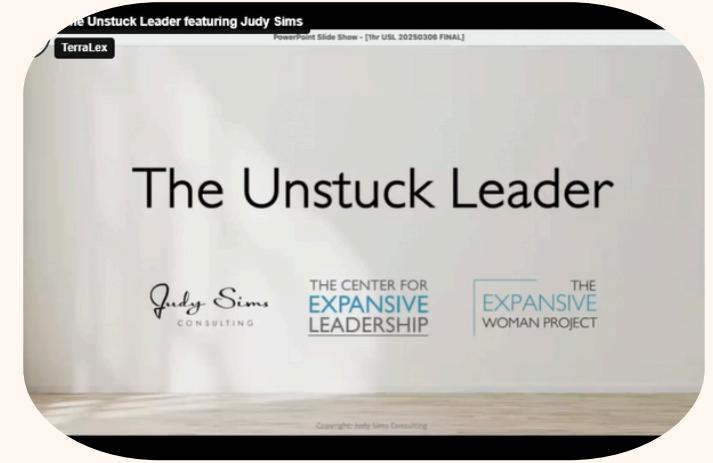
## People Placement Program (PPP) Successfully Introduced

TerraLex's People Placement Program (PPP) was designed to strengthen global collaboration by enabling talent mobility across our member firms. Officially introduced in July, the PPP supports international placements for lawyers and business professionals, helping firms attract and retain top talent while deepening cross-border relationships and enhancing client service. As the PPP continues to gain traction, we encourage member firms to explore placement opportunities with one another and to make use of the available resources, including the PPP one-pager, FAQ document, and success story template.



## Access to TerraLex Knowledge Through myLexi

Launched on May 16, 2025, myLexi, TerraLex's AI-powered assistant, marked a major step forward in how members access and engage with the network's knowledge. Available on the TerraLex website, myLexi answers questions drawn from our Cross-Border Guides, explains the new Member Standards, and even provides direct access to download the referral tracking form. It was designed to make TerraLex resources more accessible, intuitive, and efficient. myLexi will continue to evolve with member input, so we encourage everyone to explore the tool, put it to work in your practice, and share feedback to help us keep improving it for the entire network and their clients.



## Women's Global Connection

In celebration of Women's History Month and International Women's Day, we held an insightful program sponsored by the Women's Global Connection: "The Unstuck Leader" featuring Judy Sims. The highly regarded session centered on getting and staying unstuck, which is not just about all the great things that recognized leaders do, it is about being the kind of person who actually does all those great things that outstanding leaders do. Participants learned how to live in a world of complexity, uncertainty, and ambiguity and still be able to grow, innovate, and make the best decisions. The result of doing this is heightened creativity, energy, and joy at work.



## Cross-Border Guides Continue to Grow

In 2025, TerraLex strengthened its Cross-Border Guides, expanding a practical library of jurisdiction-by-jurisdiction resources across key areas such as Food & Beverage, Real Estate, Patent, NIS2 Directives, and Doing Business in Latin America & the Caribbean. A targeted LinkedIn advertising campaign increased awareness and drove meaningful traffic to the Cross-Border Guides on the TerraLex website (3,050+ direct website visits), highlighting the depth of member expertise across the network. The guides offer global legal knowledge in the trendiest areas of law and industries. Thanks to all the lawyers across the network who contributed to producing and keeping updated our 22 guides.



## Connecting, Learning, and Collaborating Through Events

TerraLex held 13 in-person regional and global events (including two well-received Managing Partners Programs), plus 25 virtual sessions, 4 substantive webinars, and various TerraLex member visits. These events are a cornerstone of engagement and collaboration across the network, bringing members together to share insights, build trusted relationships, and explore new opportunities for cross-border work. Whether in person or online, TerraLex programs create meaningful touchpoints that strengthen professional connections and spark referrals. By actively participating in these events, member firms not only stayed informed and visible, but also helped reinforce TerraLex's value as a truly collaborative global legal network.



## TerraLex 2025 Leadership Program

TerraLex completed another successful Leadership Program. The 2025 cohort comprised 78 participants who completed eight sessions led by international experts on topics such as strategic thinking, communications, client experience, and business development. The well-received program enhanced leadership skills while strengthening relationships within the network, creating new opportunities for collaboration and referrals. In 2026, we will continue to deliver this free program, which builds worldwide connections and capabilities for future leaders. 2026 will also add more networking opportunities through the Leadership Training Program.

# TerraLex in the News

## The Global Legal Post

[Harnessing Gen AI in law: six key takeaways](#)

[Automating communications with AI – TerraLex's CEO on its new intelligent assistant](#)

## Canadian Lawyer

[Collaboration, strong networks key to small and mid-sized firms' global strategies: law firm leaders](#)

## Iberian Lawyer

[Abreu enhances cross-border presence with TerraLex](#)

# Global Collaboration in Action



## The Nature Conservancy

Over the past five years, more than 40 TerraLex member firms across over 20 jurisdictions in the United States and 20 countries worldwide collaborated to support The Nature Conservancy (TNC) on nearly 100 legal matters spanning corporate governance, environmental law, real estate, dispute resolution, labor, and compliance issues. This cross-border effort, initiated at **Nixon Peabody LLP**, reflects TerraLex's unique value in delivering trusted, locally informed counsel around the globe. Much of the work was provided pro bono, with some completed at discounted or standard rates, amounting to millions of dollars in legal services and demonstrating the network's deep commitment to advancing environmental protection and sustainability through client-centered legal excellence.

## Seveso III Directive Analysis

**Fellner Wratzfeld & Partner** organized for a major Austrian client the analysis of transposition of the Seveso III Directive into national law in various European Union member states. In total 20 TerraLex member firms provided support. The focus of the analysis was on the question of what is meant by the risk of "significant effects on major accident hazards" within the meaning of the Seveso III Directive and what consequences this has in practice, particularly with regard to changes in zoning or the granting of construction permits.

# Victorinox

Under the coordination of **Roesle Frick & Partners** (Switzerland-Zurich), TerraLex member firms **Lander & Rogers** (Australia), **Yuasa and Hara** (Japan-Tokyo), **elegis** (Belgium-Brussels, Antwerp, Liege), **Carabba Law Firm P.C.** (Italy-Rome), **Lloreda Camacho & Co.** (Colombia), **Fellner Wratzfeld & Partner** (Austria), **Rubio Leguía Normand** (Peru), **Drzewiecki Tomaszek & Partners** (Poland), **Pepeliaev Group** (Russia), **RocaJunyent** (Spain), **Matouk Bassiouny** (UAE-Dubai and Abu Dhabi), **Peterka Partners** (Czech Republic), **PDGB Avocats** (France- Paris), **SKW Schwarz** (Germany), and **Arendt & Medernach** (Luxembourg) have supported Switzerland-based Victorinox, makers of the original Swiss Army Knife™, and their sales force in connection with questions about knife legislation and handling at airports.

# 6K Additive, Inc. IPO on the ASX

On December 4, 6K Additive, Inc. (ASX:6KA), a Delaware-based company, successfully launched its initial public offering (IPO) on the Australian Securities Exchange — a milestone made possible through seamless cross-border collaboration between TerraLex member firms **Lander & Rogers** and long-time U.S. counsel **Wiggin and Dana**. The transaction required navigating complex regulatory frameworks in both Australia and the United States, including ASX and ASIC requirements, and addressing structural elements such as a last-minute stock split to meet listing criteria. The process began with pre-IPO fundraising in February and accelerated into a fast-paced listing phase in August. Despite challenges and tight deadlines, the firms worked in tandem to achieve a successful outcome, exemplifying the strength and agility of the TerraLex network in delivering high-value, multi-jurisdictional legal solutions for innovative companies in high-stakes, global transactions.

# The TerraLex Member Standards

# Aligning Excellence Across the TerraLex Network



In 2025, TerraLex introduced a new set of Member Standards, a key outcome of the Global Collaboration Research Initiative with Gardner & Co. The standards will serve as a guiding framework throughout 2026 and beyond. This initiative represents an important step in reinforcing the network's commitment to excellence and its strategic ambition to be the world's most collaborative law firm network.

Developed by the Network Quality Task Force, the 16 standards establish clear expectations for all member firms and are designed to strengthen engagement, responsiveness, and service quality across the TerraLex community—ensuring members deliver a consistently high standard of cross-border support and long-term value to clients and one another. At their core, these standards reflect TerraLex's belief that collaboration drives long-term success, for the network and for every member firm.

The TerraLex Member Firm Standards will serve as a foundation for ongoing membership development and evaluation, supporting consistency, excellence, and trust throughout the network worldwide.

# Welcome New Member Firms: Reaching client needs everywhere

**Abreu Advogados** (Portugal, Angola, Cape Verde, Guinea-Bissau, Mozambique, and Timor-Leste)

**BMR** (Nicaragua)

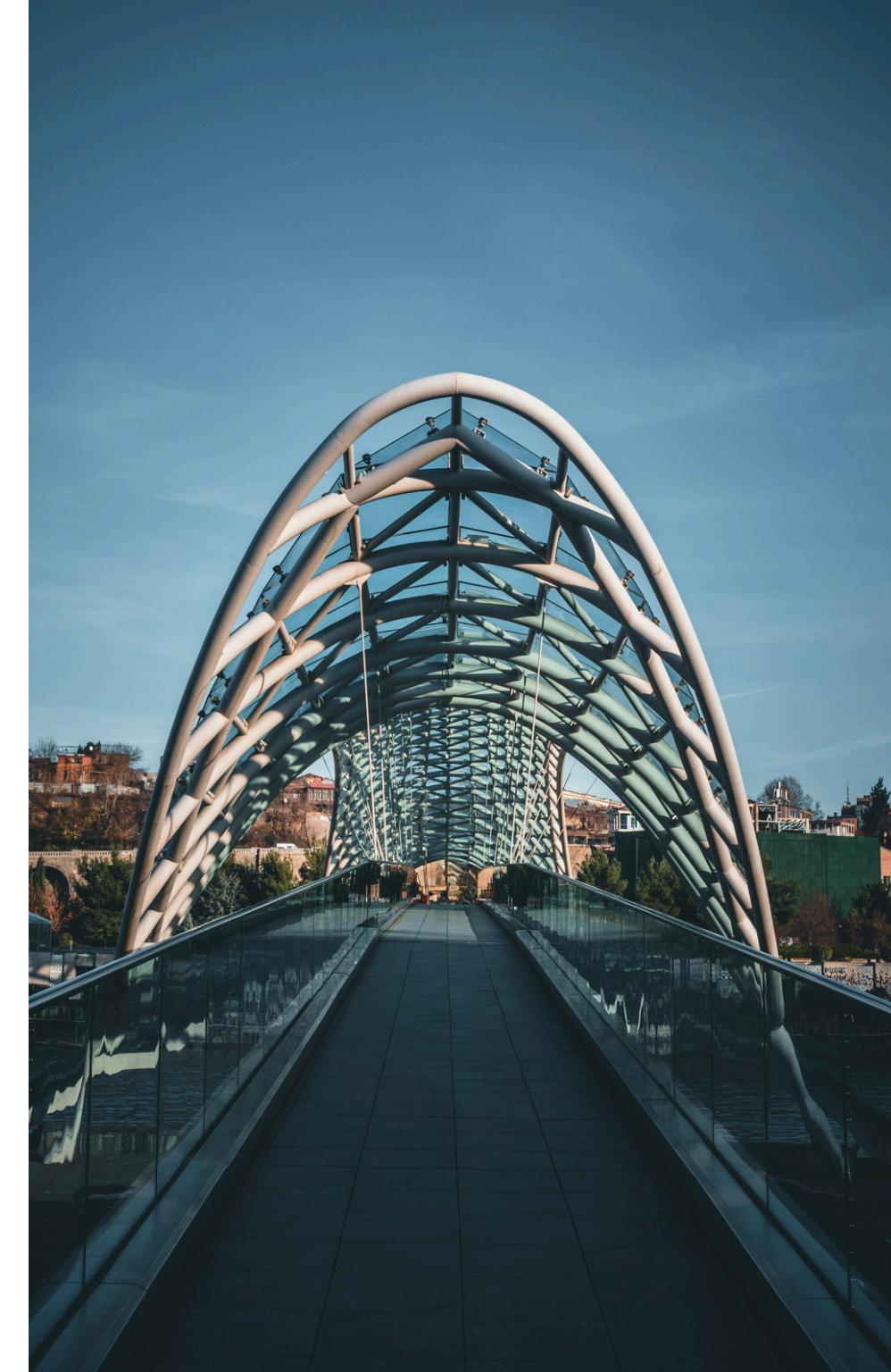
**DL Corporate & Regulatory** (Monaco)

**GUFA Law** (Honduras)



**Gufa Law**

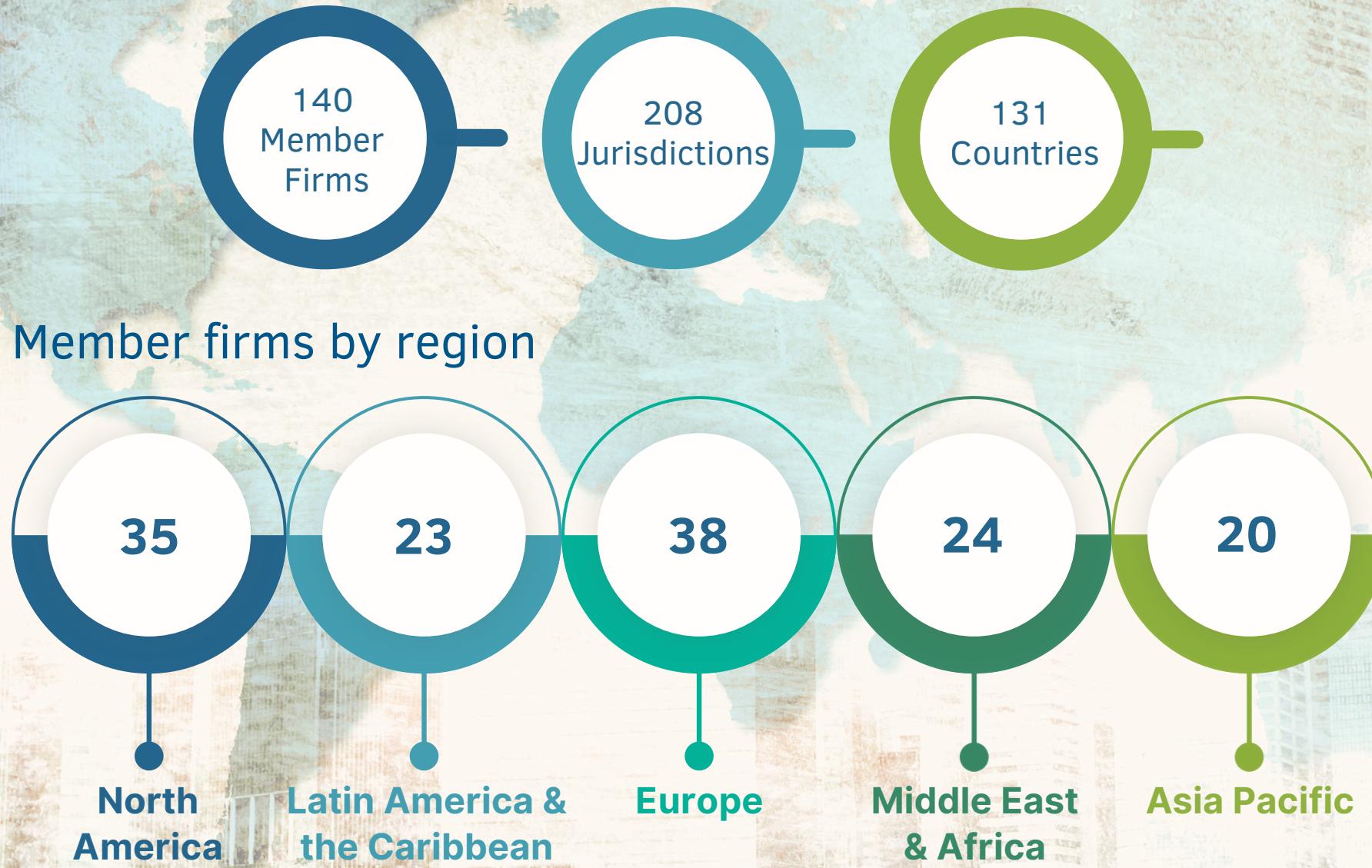
These firms bring exceptional expertise and broaden our presence in key regions, reinforcing our commitment to delivering top-tier service worldwide.





# Inside TerraLex: Fast Facts, Team, and Governance

# TerraLex Fast Facts



# The TerraLex Team



Derek Humphery-Smith

**TerraLex Global Chair**

[dhumpherysmith@landers.com.au](mailto:dhumpherysmith@landers.com.au)



Terri Pepper

**Chief Executive Officer**

[tpepper@terralex.org](mailto:tpepper@terralex.org)



Nicole Rudner

**Director of Engagement**

[nrudner@terralex.org](mailto:nrudner@terralex.org)



Rebeca Gil

**Meetings Manager**

[rgil@terralex.org](mailto:rgil@terralex.org)



Canden Rodriguez

**Administrative Assistant - Meetings and Events**

[crodriguez@terralex.org](mailto:crodriguez@terralex.org)



Emile Monestime

**Information Technology Director**

[emonestime@terralex.org](mailto:emonestime@terralex.org)



Kim Gendron

**Regional Director North America, Latin America & the Caribbean**

[kgendron@terralex.org](mailto:kgendron@terralex.org)



Mark Grant

**Regional Director Europe, Middle East & Africa**

[mgrant@terralex.org](mailto:mgrant@terralex.org)



Tim Shannon

**Regional Director Asia-Pacific, Latin America & the Caribbean**

[tshannon@terralex.org](mailto:tshannon@terralex.org)



Javier Martinez

**Director of Marketing Communications**

[jmartinez@terralex.org](mailto:jmartinez@terralex.org)



Adam Ribeiraud

**Marketing & Business Development Assistant**

[aribeiraud@terralex.org](mailto:aribeiraud@terralex.org)



Cecilia Coronado

**Administrative Manager**

[ccoronado@terralex.org](mailto:ccoronado@terralex.org)



Kristy Brenner

**Data & Administrative Coordinator**

[kbrenner@terralex.org](mailto:kbrenner@terralex.org)

# 2025-2026 Executive Committee, Board of Directors, and Regional Vice Chairs & Officers

## ***TerraLex Executive Committee:***

Derek Humphery-Smith, **Chair**, Lander & Rogers  
Joan Roca, **Vice Chair**, Roca Junyent  
Stephen Forte, **Treasurer**, Smith Gambrell & Russell, LLP  
Ying Ying Lee, **Secretary**, Kelvin Chia Partnership  
Tina Grovier, **Member at Large**, Stoel Rives, LLP  
Terri Pepper, **CEO**, TerraLex



## ***TerraLex Board of Directors:***

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Denise Alvarenga, **Director**, Motta Fernandes Advogados  
Rolf Andersen, **Director**, Advokatfirmaet Hjort DA  
Christopher Balch, **Director**, Holland & Hart LLP  
Marvin Bynum, **Director**, Godfrey & Kahn, S.C.  
Bart de Man, **Director**, Kennedy Van der Laan  
Geraldine Elliott, **Director**, RPC  
Javier Fernandez Versteegen, **Director**, Brons & Salas  
Taka Rashid Gambe, **Director**, Gambe Law Group  
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Federico Rucavado, **Director**, Facio & Cañas  
Sonil Singhania, **Director**, Singhania & Partners LLP  
Richard Smith, **Director**, Duncan Cotterill  
Derek Stroud, **Director**, Brodies  
Juliette White, **Director**, Parsons Behle & Latimer



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Richard Smith, **Asia-Pacific**, Duncan Cotterill  
Rolf Andersen, **Europe**, Advokatfirmaet Hjort DA  
Bogdan Gecić, **Europe**, Gecić Law  
Denise Alvarenga, **Latin America & the Caribbean**, Motta Fernandes Advogados  
Juan Mailhos Gallo, **Latin America & the Caribbean**, Olivera Abogados  
Stephen Jenkins Melvin, **Latin American & the Caribbean**, Higgs & Johnson  
Federico Rucavado, **Latin America & the Caribbean**, Facio & Cañas  
Bob Groeneveld, **Middle East & Africa**, Fairbridges Wertheim Becker  
Taka Rashid Gambe, **Middle East & Africa**, Gambe Law Group  
Juliette White, **North America**, Parsons Behle & Latimer  
Mark Kaduboski, **North America**, Wiggin and Dana LLP  
Mark Benedict, **PGs & ISTs**, Husch Blackwell LLP  
Lotta Pohjanpalo, **PGs & ISTs**, Waselius



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Victor Ferro, Rubio Leguía Normand  
John Husband, Holland & Hart, LLP  
Aarón Levet, Santamarina + Steta  
Rob Reedy, Porter Hedges, LLP



# TerraLex's New Corporate Video





[www.terralex.org](http://www.terralex.org)

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TerraLex is a strategic partner for multijurisdictional entities that offers innovative and forward-thinking solutions beyond conventional legal assistance. With over 30 years of experience, TerraLex boasts a vast community of over 23,000 attorneys from highly regarded independent law firms worldwide. TerraLex is the legal network committed to collaboration.

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