

Our Defence Capabilities



Defence is changing fast. Supply chains are more complex, technologies are more advanced and dual use, and the regulatory environment, from national security and export controls to procurement and ESG, demands absolute clarity and discipline. In that landscape, legal advice must be more than technically correct; it has to be operationally aware, security conscious and commercially decisive. That is the standard we set for ourselves at Walker Morris.



We work with organisations across the defence ecosystem, OEMs and Tier 1-3 suppliers, technology innovators, investors, public bodies and critical infrastructure operators, helping them deliver capability, protect value and manage risk. Our single site, collaborative model means you get a senior led, integrated team that moves quickly and speaks your language. Many of our lawyers have in house and secondment experience; we understand the realities of programme pressures, classified environments, governance expectations and stakeholder scrutiny.

This brochure showcases how our specialist teams come together to support defence clients end to end. From employment strategies for security cleared workforces and environment/permitting for sensitive sites, to planning and consents for nationally significant infrastructure and resilient energy solutions. From commercial, digital and technology contracts (including software, data, cloud, AI and systems integration) to IP protection and commercialisation for critical and dual use innovations. From procurement, under both legacy regimes and the Procurement Act 2023, through to competition and NSIA advice that anticipates regulator expectations. From corporate transactions and private equity lifecycle support to regulatory investigations, rapid response incident management and heavyweight dispute resolution at home and across borders.

Our approach is straightforward: clear recommendations, proportionate and risk based, delivered at pace. We prioritise prevention where we can, robust advocacy when we must, and pragmatic resolution throughout. Above all, we invest in long term relationships. We take the time to understand your mission, your culture and your risk appetite, and we align our advice to your objectives, so you can proceed with confidence, protect critical relationships, and focus on delivering capability.

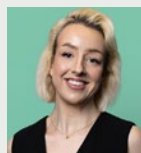
Whether you are scaling innovation, securing a complex consent, navigating a sensitive transaction or resolving a mission critical dispute, we're here to help you get it right, first time and every time. Welcome to Walker Morris Defence.

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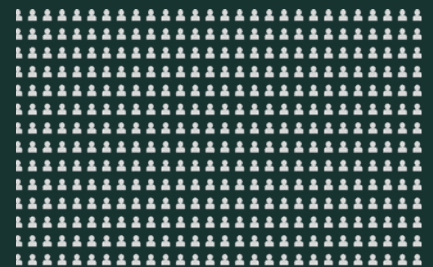
At Walker Morris we're not bound by convention. And never sit on the fence.

We have specialists in more than 40 areas of the law, and in the last two years have worked in over 70 different countries.

We bring fresh, ambitious solutions to every challenge, delivering clearly, without unnecessary complexity.

70⁺

We've helped clients in
>70 countries.



*500+ professionals –
the largest single site
firm outside of London.*



79% of our Partners are recommended by
either or both *Legal 500* and *Chambers UK*.



40⁺

Specialist areas of law.

65%

Increase in revenue
in the *last 5 years.*

250⁺

*Hours of client training
we invested in last year
to develop knowledge.*

23

The number
of FTSE 350
companies
that have
instructed us
in the *last
12 months.*

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Our Corporate team advises on UK and multi jurisdictional private and public acquisitions, including transactions involving defence sector manufacturers, advanced technology businesses, dual use capabilities and strategic suppliers to the UK's national security ecosystem. We build long standing relationships that enable us to understand the strategic rationale behind each deal and to align our advice with clients' commercial, governance and regulatory priorities.

The scale of our team, combined with the complexity and diversity of the transactions we deliver, means we can guide clients confidently through UK and international market practices, ensuring deals are executed efficiently and with a clear view of defence specific sensitivities such as export controls, NSIA requirements and supply chain assurance.

Our lawyers are experienced in all aspects of corporate law and regulation affecting public and private companies, private equity sponsors, venture capital investors, management teams and their advisers, and we work seamlessly with our specialist tax and competition teams to ensure every transaction is structured appropriately from both a commercial and a regulatory standpoint.



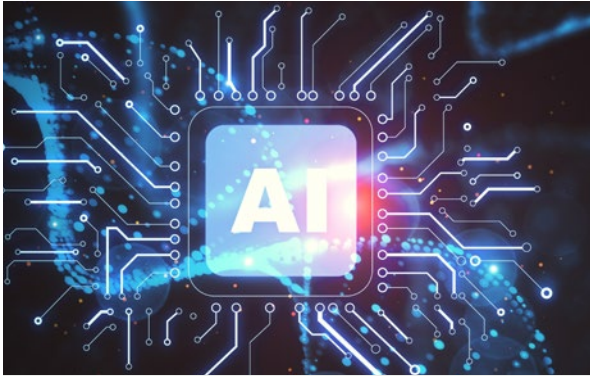
Independent in approach and led by senior deal lawyers, we provide clear, pragmatic and user friendly advice, recognising that each transaction carries its own nuanced risks and opportunities. For more than 20 years we have advised on private equity platform investments, sales, cross border add ons and management rollovers, and we remain fully embedded in evolving market practices.

Our passion for long term success extends beyond the deal - we align ourselves with clients on value creation, act as genuine strategic partners, and become trusted ambassadors for investors throughout the lifecycle of an investment, from platform acquisition through portfolio growth and operational transformation, all the way to exit and beyond. Our commitment ensures defence sector clients receive corporate advice that is not only technically sound, but also commercially attuned to the heightened strategic, regulatory and national security considerations shaping their operations.

Our experience:

Advised the purchaser of a **supplier of proprietary products** to the naval defence sector.

Advised **Darktrace** on its acquisition of cloud investigation and response specialists, Cado Security Ltd.



Advised on the acquisition of **Pennine Tools Aerospace Ltd**, a supplier of military jet components.



Advised a leading unmanned aerial systems supplier on its investment in a Ukrainian based artificial intelligence company.

Advised German-based drone manufacturer **Quantum Systems GmbH**, on its acquisition of Nordic Unmanned UK Ltd.



Advised Insperial International on the acquisition of the **MGR Holdings Group**, a manufacturer of aircraft interiors.

Advised on the acquisition of **DEA Holdings**, a military aerial data acquisition service provider, including advice on CAA license compliance.

Advised on the acquisition of an **Aberdeen based manufacturer** of sub-sea marine cables for the defence sector.

Advised on the acquisition of **Ecube Solutions Ltd**, an aircraft maintenance provider.

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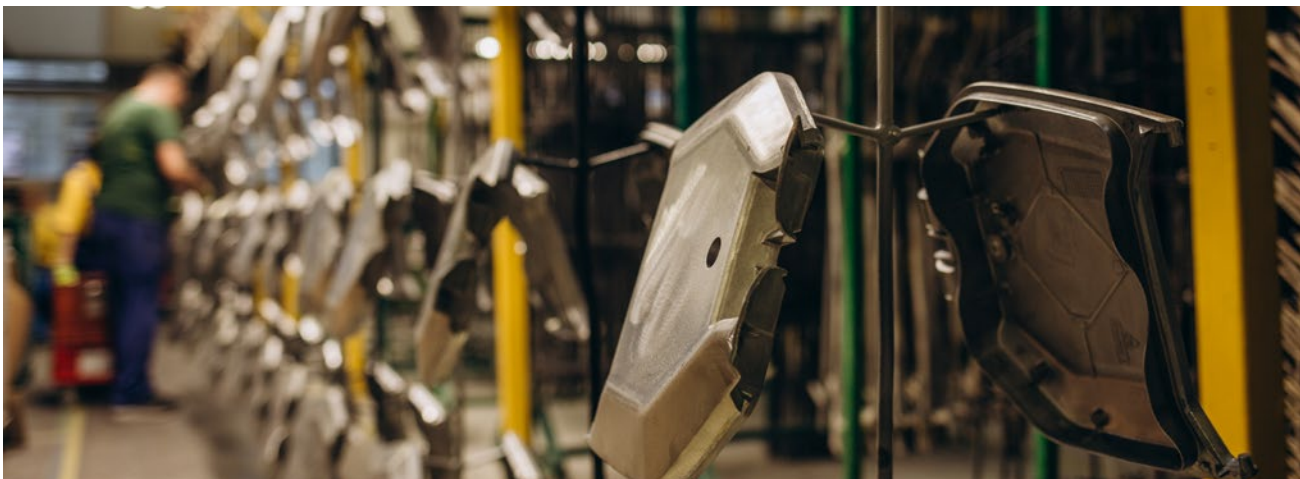
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Our Commercial, Technology & Digital team is one of the largest of its kind outside London, bringing together a distinctive combination of technical capability, commercial acumen, cyber expertise and hands on industry experience. Every member of the team has spent time working in house, either permanently or on secondment, giving us an embedded understanding of frontline pressures. This practical insight enables us to help defence sector organisations manage contractual, operational, cyber and regulatory risk while maximising resilience and commercial performance.

Our lawyers act for both suppliers and customers across the defence ecosystem, advising on the full range of technology, commercial and digital issues. We have deep experience negotiating and structuring contracts for high integrity systems, advanced manufacturing technologies, complex supply chains, tooling and production solutions, as well as secure digital platforms, artificial intelligence, software, data, cloud services and other capabilities central to modern defence operations.

Our cyber expertise complements this manufacturing and supply chain work, covering threat aware contracting, information assurance obligations, cyber secure architectures and compliance with defence specific security frameworks, ensuring physical, digital and operational risks are aligned rather than treated in isolation.



We understand the unique demands of operating within regulated, strategically important and security sensitive environments. Our advice is grounded in the real-world circumstances of our clients, and we tailor our approach to your risk profile, operational needs and commercial objectives, whether you are delivering production at scale, integrating new technologies, navigating a sensitive supply chain or enhancing cyber resilience. You will not be fed through a “one size fits all” process; instead, we build bespoke solutions that reflect the realities of defence, sector contracting, including UK Ministry of Defence (MOD) requirements, export control constraints, classified environments and the heightened governance obligations placed on suppliers.

Our experience spans major global manufacturers, engineering organisations, technology innovators, cyber specialist providers, dynamic SMEs and emerging start-ups entering the market.

This breadth, combined with our exposure to adjacent sectors such as energy, manufacturing, financial services and digital transformation, enables us to bring a wide range of best practice insights to defence focused clients, supporting them to operate securely, innovate confidently and deliver reliably across both physical and digital domains.

Our experience:

Advised a **national logistics and distribution business** in relation to a contract with a defence sector engineering company and a dockyard site.



Advised a **defence sector facilities management provider** on outsourcing arrangements with the UK MOD and US Army components in the UK.

Advised a **technology company** in relation to a contract for the supply of digital energy management products to the UK MOD.



Advised a **leading equipment manufacturer** to a tender to supply engines to a Tier 1 defence contractor, as part of a wider UK MOD procurement exercise in respect of tanks.



Advised a **manufacturing company** in relation to various commercial contracts relating to the supply of complex engineering services and parts for use in turbine elements of aerospace engines, including to a range of defence customers.

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Our Regulatory & Compliance team has extensive experience helping clients operating in sensitive and highly regulated environments stay on the right side of increasingly complex rules, and we are there to support you if things do go wrong. We have decades of experience advising on and defending against regulatory, civil and criminal investigations brought by authorities including the police, Serious Fraud Office, HM Revenue & Customs, the Health and Safety Executive, the Environment Agency, Food Standards Agency, Trading Standards and the Financial Conduct Authority. This experience is particularly valuable in the defence sector, where organisations face heightened scrutiny around safety, governance, financial controls, export control compliance, supply chain integrity and environmental responsibilities.



Our team includes former FCA, SFO and Environment Agency investigators and former in house lawyers, giving us rare insight into regulatory mindsets and enforcement strategies while allowing us to provide sophisticated in house investigation and advocacy services. We regularly work on some of the most complex regulatory mandates in the UK, delivering a cohesive, integrated service without silos, an approach that is essential when responding to defence sector issues that often cut across safety, environmental, financial, procurement and operational compliance.

Alongside responsive support, we help clients proactively identify and mitigate risk, whether through drafting agreements that reflect regulatory responsibilities, advising on export control and sanctions risks, developing internal compliance frameworks or training teams on how to manage regulatory inspections, audits and dawn raids. With our 24/7 rapid response incident management service, you have the reassurance that if a critical issue arises, whether a safety incident, regulatory investigation, data breach, environmental event or financial compliance concern, we will move quickly to protect your interests, manage the narrative and guide you through every stage of the process with discretion and precision.

Our experience:



Provided legal support on MAA, CAA, FAA and EASA approval compliance and transactional issues arising from acquisitions of **global military and civilian aircraft component manufacturers and maintenance organisations**.

Advised on the acquisition of a **defence sector producer** of hose assembly products in the naval defence sector including advice on export control compliance.

Ensured adherence to financial sanctions regulations, especially in transactions involving **high-risk jurisdictions**.

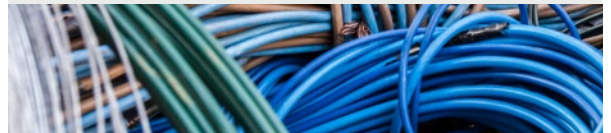


Advised a **leading provider of consumables** to the airline and maintenance, repair and overhaul industry following a cyberattack and personal data breach, including liaising with regulators and affected individuals and remedial action.

Handled complex issues related to military and dual-use export control compliance, including advising on licence applications and breaches of export licence conditions in various **sectors including civil nuclear**.

Supported clients in navigating UK MOD contract requirements, particularly around security clearance and vetting procedures.

Advised an international industrial group on the acquisition of submarine cable manufacturers, including export control compliance issues.



Advised on **Facility Security Clearance** (FSC/List X) matters, including the implications of changes and transfers of FSC centres.

Advised numerous clients, including a **challenger bank**, on developing and implementing reasonable compliance procedures in the context of the new failure to prevent fraud offence.

Advised an **aviation company** on security clearances in the context of tenders issued by a European border-security agency.

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Our Procurement team provides end to end support on public procurement matters, offering cradle to grave advice to defence sector contractors, suppliers and public authorities operating within highly regulated and time critical procurement environments. We support clients from early due diligence, particularly where a target company is active in the public or defence sector, through to advising authorities on whether a procurement process is required, which procedure is most appropriate, and how to prepare or refine tender and contractual documentation, including framework agreements.

We guide both authorities and bidders through every stage of the process, addressing issues relating to evaluation, exclusion, clarification and contract negotiation, and regularly advise on the scope for lawful post award modifications. We also act in procurement challenges and judicial reviews at both the pre action stage and following the commencement of proceedings, understanding the tight limitation periods involved and the critical need to balance disclosure obligations with the protection of commercially and operationally sensitive information.

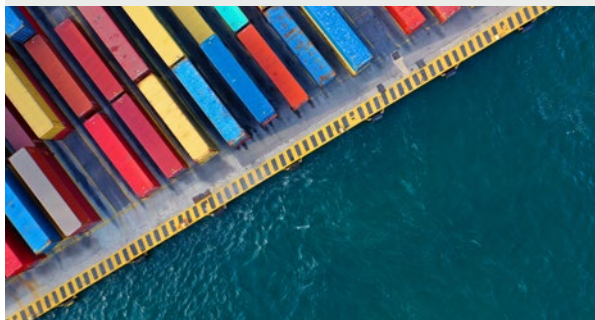


Our advice is pragmatic and risk focused, helping clients, whether contracting authorities or defence sector suppliers, identify procurement risks early, mitigate them effectively and resolve issues in a manner that protects commercial objectives and minimises disruption. We act for a wide range of public bodies and major national and international contractors, with deep knowledge of the statutory procurement regimes both before and after 24 February 2025, including the Public Contracts Regulations 2015, the Defence and Security Public Contracts Regulations 2011, the Utilities Contracts Regulations 2016, and the new Procurement Act 2023.

Our expertise includes advising on the additional flexibilities available when procuring defence and security contracts or when supporting defence authorities, ensuring our clients navigate these complex frameworks confidently and compliantly.

Our experience:

Advised a **statutory public corporation sponsored by the Secretary of State for Defence** on the procurement of an open framework for the supply of services at offshore storage depots.



Advised a **public body** on its options for effectively excluding a design contractor it was dissatisfied with from future procurement processes.

Provided specialist public procurement due diligence support in connection with the share purchase of (1) a **large facilities management company** providing services to public bodies; (2) a **provider of software solutions** to the UK MOD and (3) a **provider of home based oxygen services** on behalf of NHS trusts.

Advised a **national workplace goods and services supplier** on a series of related procurement challenges regarding the alleged unlawful use of a framework agreement by the UK MOD to procure c.£16 million of goods per annum.

Advised **the same public corporation** on its general procurement policy following the introduction of the Procurement Act 2025.

Advised a **defence authority** on additional opportunities for flexibility in its procurement processes following the introduction of the Procurement Act 2025.

Advised a **port authority** on the merits of allegations regarding conflicts of interest and bias in relation to the procurement of a mobile health services contract.

Advised a **global facilities management contractor** on its exclusion from a procurement process relating to a contract for services at a prominent nuclear site which was being undertaken by a company controlled by the Secretary of State for Energy Security and Net Zero.



Key Contacts



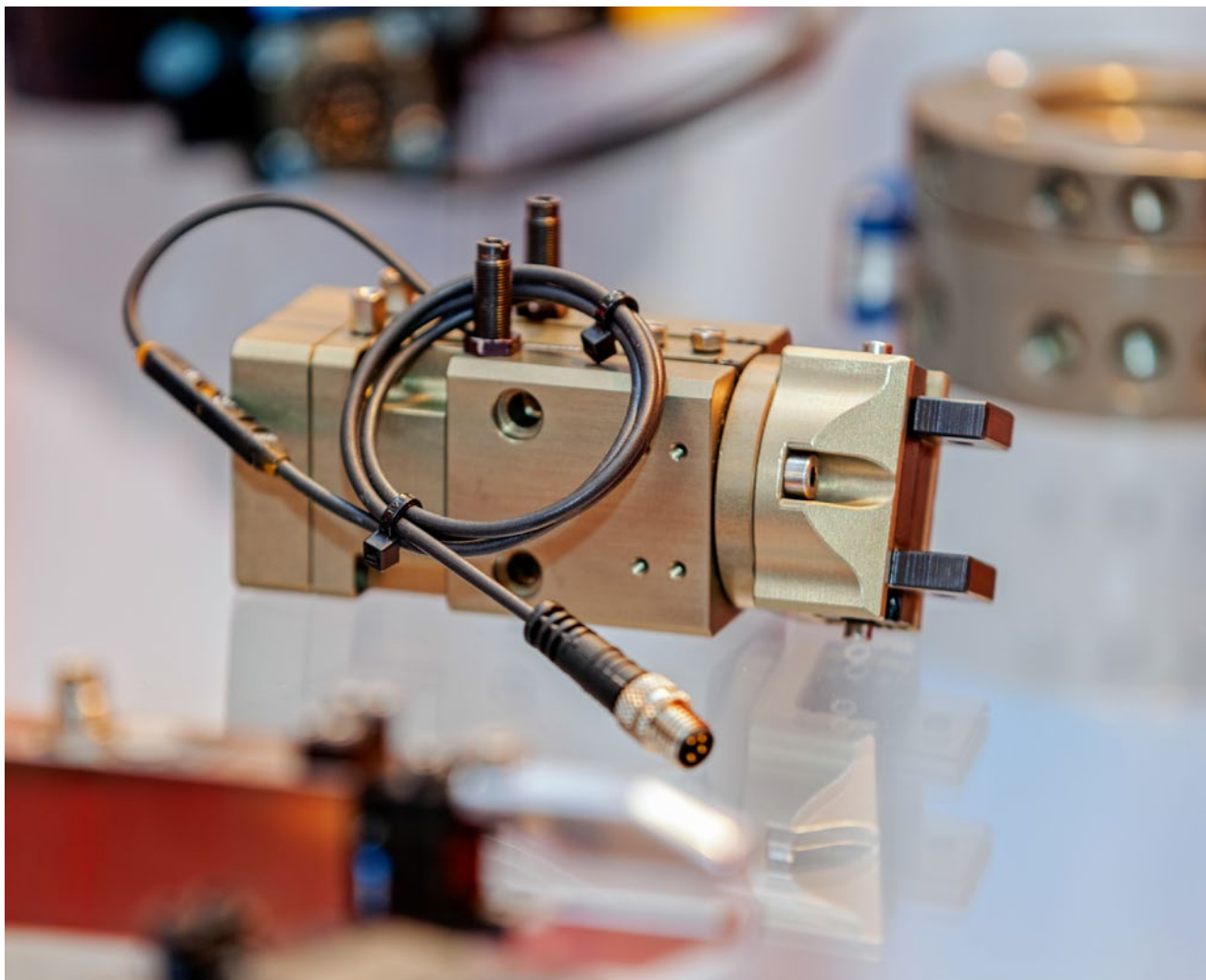
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In the context of corporate transactions, we have extensive experience advising on the application of the National Security & Investment Act (NSIA), having made numerous notifications since the regime was introduced in January 2022 and guided clients through detailed national security reviews by the Secretary of State. Within the defence sector, we have successfully notified and secured clearance for a large number of acquisitions involving businesses that supply, directly or indirectly, the UK Ministry of Defence or manufacture military or dual use goods, technology and components.



Clients rely on our Competition & Foreign Investment team to help them understand and mitigate competition law risk, defend against allegations of anti competitive conduct, challenge restrictive or exclusionary behaviour by third parties, and identify whether proposed transactions trigger UK or international merger control or foreign direct investment review requirements. Where a transaction triggers notifications outside the UK, we manage the entire filing and clearance process, ensuring matters progress efficiently and with full awareness of the sensitivities surrounding defence related markets and technologies.

Our expertise spans investigations by the Competition and Markets Authority (CMA) and sectoral regulators, competition litigation, the structuring of compliant distribution and commercial agreements, and the delivery of tailored compliance audits and training. Drawing on our experience across a broad range of industries, including highly regulated and technology heavy sectors, we deliver advice that is pragmatic, commercially focused and aligned with the elevated regulatory scrutiny and national security priorities that shape competition issues in the defence environment.

Our experience:

Advised a portfolio company of a **US private equity** firm on UK merger control and NSIA considerations relating to its acquisition of a **subsea engineering group**.

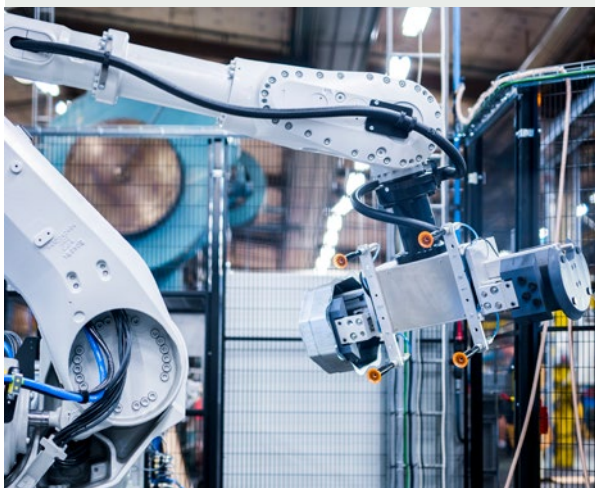


Instructed by a Norwegian law firm to advise on the NSIA aspects of a proposed acquisition of a **UK composites business** by its client.

Advised a portfolio company of a **US private equity firm** on the foreign direct investment (FDI) aspects of its acquisition of a **European aerospace business**.

Advised a **technology group** on the FDI considerations relating to the sale of one of its subsidiaries, active in the defence sector.

Advised a **private equity** firm on its acquisition of a **manufacturer of helicopter parts** supplied to the Ministry of Defence, including a mandatory NSIA filing that received unconditional clearance from the Secretary of State.



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Our Employment team advises on all aspects of the employment relationship within the defence sector, an environment where confidentiality, regulatory compliance and workforce resilience are critical. Our work spans day to day HR issues (including disciplinaries, grievances, security sensitive workforce management and vetting considerations), business immigration for specialist and scarce skills roles, through to strategic support on restructures, redundancies and the employment elements of acquisitions, outsourcing and complex supply chain transitions. We also have significant expertise in employment litigation and in managing sensitive senior exits where reputational and security implications must be carefully balanced.

We invest time in understanding the operational rhythms, culture and compliance obligations of defence organisations, from manufacturers and technology innovators to contractors operating within UK MOD frameworks. This enables us to deliver employment strategies that support your organisational values, maintain workforce stability and align with the heightened governance expectations of the sector.

We aim to be your first point of contact when navigating any challenging workforce issue. We understand the commercial and personal sensitivities involved in managing staff operating in secure, high trust and often highly technical environments. A single misjudged communication or process failure can undermine long standing trust, jeopardise operational continuity and expose the business to legal, financial or reputational risk.

We work tirelessly to support your business priorities while protecting vital relationships with employees, unions, regulators and other key stakeholders. Our approach emphasises careful risk management and proportionality, ensuring you maintain compliance and workforce cohesion while avoiding unnecessary disruption.



Our experience:



Acting as exclusive employment law advisers for a **multinational business**, dealing with the full range of HR issues, including claims in the Employment Tribunal, disciplinary and grievance issues and changes to terms and conditions.

Advised **British Steel**, in relation to workforce matters and the implications of emergency legislation.

Acting as retained employment advisers for the **Menzies Distribution Group**, InPost providing strategic advice in relation to their workforce, contractual arrangements and disputes.

Advised **Evri** in relation to their market-leading courier model.



Advised **Argo DevOps** and Buoyancy **Aerospace** on separate occasions.



Advised **Hovis** in relation to workforce matters and involvement with the CMA.

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Our Environment team advises across the full spectrum of contentious and non contentious, civil and criminal environmental matters, supporting defence manufacturers, technology innovators, contractors and suppliers who operate within some of the most regulated and scrutinised industrial environments in the UK.

We work seamlessly with colleagues in Corporate, Real Estate, Commercial and Banking & Finance, delivering integrated environmental support on complex, high value and strategically sensitive defence transactions. Our lawyers are fluent in all aspects of environmental law and remain closely aligned with the evolving post Brexit regime, UK environmental targets and sector specific sustainability requirements. This ensures we can help defence businesses anticipate change, manage compliance and remain operationally resilient amid increasing regulatory and stakeholder expectations.

Our clients include advanced manufacturers, engineering and technology companies, energy and materials businesses, landowners, industrial operators and planning authorities. Several members of our team have direct experience working within or alongside environmental regulators, providing invaluable insight into the approach taken to investigations, enforcement strategy and regulatory expectations, knowledge which our clients consider a significant advantage when operating in high risk or sensitive environments.



We understand the importance of early, proactive involvement. Defence sector clients trust us to support them from the point of land acquisition, through planning and permitting stages, and into the construction, expansion or repurposing of strategic facilities. We consider potential liabilities at every stage, offering commercial, practical solutions based on rigorous review of environmental reports, risk registers and compliance frameworks.

For major defence related developments, our team has extensive experience managing and coordinating environmental impact assessments, including the orchestration of multi-disciplinary expert teams working across ecology, noise, emissions, hazardous substances and biodiversity, ensuring nothing is missed in environments where environmental risk and operational responsibility must be carefully managed.

Our experience:

Advised in relation to the **construction of refuelling facilities** for warships, submarines and auxiliary fleet. We were instructed to urgently revise the risks identified within the construction process and the various measures that could be taken to ensure that the provision of fuel supplies was not interrupted.



Challenging on behalf of our client, a leading **UK oils manufacturer**, a Notice of Intent to Impose a Civil Penalty in respect of alleged breaches of the Fluorinated Greenhouse Gases Regulations.

Advised a **global manufacturer** of construction and mining equipment, on the discovery of asbestos waste within a site where a new factory was to be built.



Advised our client following the receipt of an Improvement Notice (IN) in respect of an oil fuel storage tank located on a military base. The facility is COMAH registered and we were instructed to appeal the IN as it had not been validly issued and the client was keen to avoid any suggestion that there were issues with the safety of the tank.



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The Infrastructure & Energy team advises public and private sector clients on the delivery of complex infrastructure that is increasingly central to defence capability and national resilience. Reflecting the shift in UK defence policy towards sustained readiness, we support projects across defence estates, logistics, transport, energy and digital systems. Our experience in programme-based delivery, utility and public sector frameworks, and regulated environments enables clients to operate effectively in the markets supporting the defence sector where infrastructure performance and service continuity are critical.



We provide end-to-end support across the asset lifecycle, including site assembly and planning, land rights for secure or strategically sensitive sites, title review, financing, construction, operation and maintenance, and disposals or decommissioning. We also advise on procurement strategy, alliance and partnering models, framework design and governance, and contracts that embed availability, resilience and whole-life performance. Our team is experienced in managing complex risk allocation issues such as supply chain pressure, evolving security requirements and technological change, alongside the heightened compliance and assurance frameworks applying to MOD and security-restricted environments.

We also advise on transactions and projects at the intersection of defence, energy security and decarbonisation, including M&A involving energy and renewables assets. Our expertise spans renewable generation, private wires, heat networks, power infrastructure and clean power projects, helping clients navigate the interface between infrastructure delivery, energy regulation and defence-specific requirements.

Our experience:

Advised **global renewable energy company** on the preparation and negotiation of commercial agreements and the provision of training to the wider business.

Advised on land, construction and engineering aspects of a **£500m gas storage project**.



Advising on infrastructure consents for **major schemes and related property work**, including: DCO's; CPO's and statutory compensation; necessary wayleaves; TWAO's; asset protection; Electricity Act consents; Hybrid Bills; DNS's (Wales); Highways Act consents; voluntary acquisitions for various clients.

Advised a leading **energy-from-waste contractor** on a number of projects in the UK.

Advised on strategic and transactional land rights support for the optioneering and acquisition of voluntary land rights for the **East Coast Hydrogen Project**.



Advising the **UK's largest producer of biomethane**, on a number of biogas and biomethane projects across the UK.



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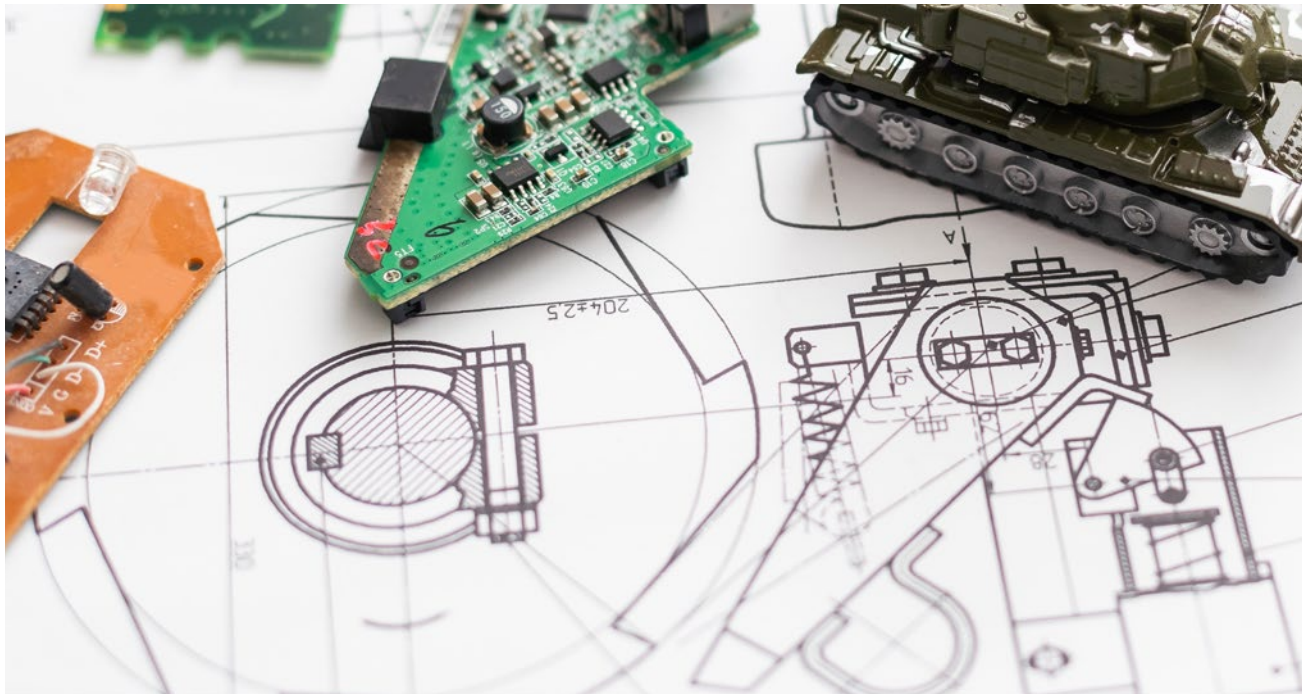


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Our Intellectual Property team, comprising both specialist solicitors and chartered trade mark and design attorneys, provides a complete service to defence sector organisations seeking to protect and commercialise their most valuable technologies, innovations and brands. We advise across the full spectrum of IP rights, including patents, trade marks, copyright, designs, confidential information, passing off and domain name matters, and regularly support clients developing advanced manufacturing technologies, software, hardware, dual use systems, and highly sensitive or security critical IP.

Our work spans strategic IP planning, portfolio management, brand evaluation, trade mark clearance and filing, competitor analysis, IP intelligence, licensing structures, audits and contentious trade mark and design proceedings, all delivered with a clear understanding of the defence industry's unique requirements for secrecy, assurance and controlled collaboration. Our expertise includes IP litigation, anti counterfeiting and online/offline brand protection, commercialisation strategies, registration, clearance and broader IP strategy work, and we collaborate seamlessly with colleagues across specialisms to offer efficient, joined up advice from a single site.



We recognise that success looks different for every client, from safeguarding sensitive R&D assets to protecting globally deployed defence related brands, and we tailor our support accordingly, whether that means early stage idea testing, risk spotting, or providing a detailed second opinion on product and technology development. We also deliver bespoke training for in house teams and provide access to our IP management software, enabling clients to manage portfolios with confidence and real time visibility.

With strong relationships with trusted agents around the world, we ensure seamless international filing, portfolio management and enforcement against infringement in other jurisdictions. We have an excellent track record helping clients police their IP and, where necessary, enforcing or defending rights before the courts, while maintaining a commercially pragmatic approach that seeks sensible, cost effective solutions - including mediation and other alternative dispute resolution routes, without ever losing sight of the strategic importance of IP in the defence environment.

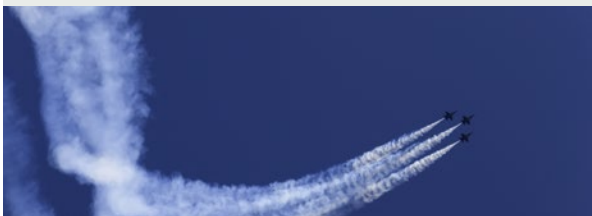
Our experience:



Advised **Helpsystems** on the acquisition of Clearswift, a provider of market leading cybersecurity systems to national UK defence and intelligence agencies.

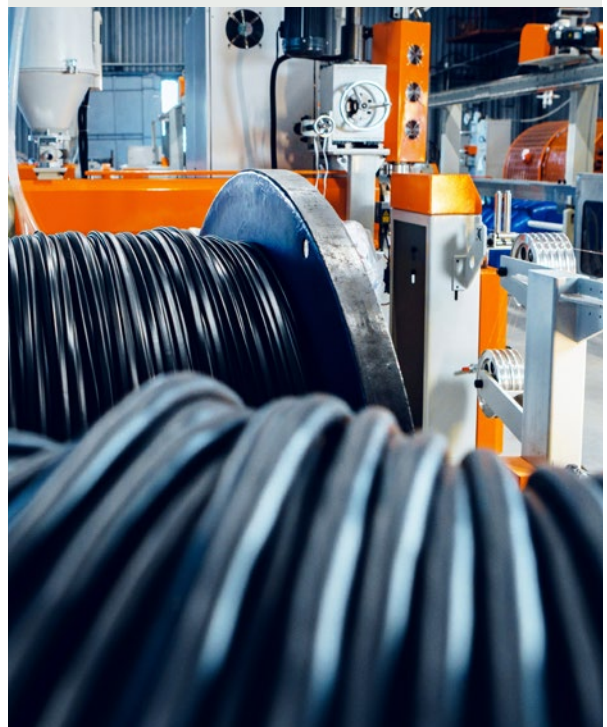
Advised a **med-tech platform** on its contractual framework with the MoD for the provision of healthcare and rehabilitation services

Advised **Intercede PLC**, a leading supplier of credential management solutions, to global aerospace, intelligence, defence and law enforcement organisations.



Advised a **leading equipment manufacturer** in relation to various intellectual property matters, including infringement, research and development agreements and procurement.

Advised **TPC Wire and Cable** on its purchase of Hydro Group, a designer and supplier of connectivity solutions to the defence and energy sectors.



Supporting a number of **software houses** enforce their copyright against third party piracy of their software.

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Our Planning & Consents team has extensive experience handling complex and often contentious planning matters, having managed around 30 planning appeals, hearings and examinations in the last two years across sectors including waste, renewables, transport, residential, retail and logistics. Known for our formidable advocacy skills, we undertake our own advocacy at Public Inquiries, hearings and examinations, which is particularly valuable for defence sector clients whose projects often attract heightened scrutiny, sensitivity and regulatory complexity. Our strength in numbers enables us to coordinate multi faceted planning applications and efficiently manage contentious issues throughout the appeal or examination process.

We advise on a wide range of development projects, including secure facilities, advanced manufacturing sites, strategic logistics hubs, energy infrastructure and other assets forming part of the wider defence ecosystem, and we support clients throughout planning negotiations to help secure deliverable, compliant permissions.



Our specialist lawyers have many years of experience securing consents for major infrastructure and energy projects, spanning the full spectrum of consent regimes including Development Consent Orders (DCOs), Compulsory Purchase Orders (CPOs), necessary wayleaves, Transport and Works Act Orders (TWAOs), Electricity Act consents, Developments of National Significance (DNSs) in Wales and Highways Act consents.

We have been involved in Nationally Significant Infrastructure Projects (NSIPs) under the Planning Act 2008 since their inception, advising on numerous large-scale energy and infrastructure schemes, from offshore renewables and nuclear to solar, energy from waste, gas fired power stations and carbon capture and storage. This experience enables us to guide defence clients confidently through the consenting of strategically important facilities and energy reliant operations, ensuring robust, well managed applications that withstand scrutiny and support long term national resilience.

Our experience:

Advised the **Welsh Government** in respect of the DCO application for a proposed new nuclear power station at Wylfa on Anglesey in Wales (5,400MW), a project said to be worth £5.7 billion to the Welsh economy.

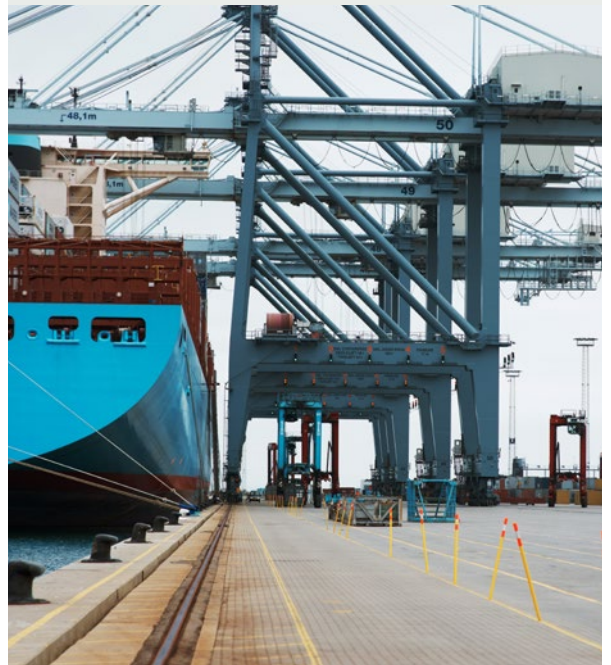


Advised **Caddick** at the Examination in Public of the Local Plan to promote a 4.5 million sq ft logistics and industrial development on the A57/A1 junction.

Advised **Blue Anchor** on the promotion via a planning application of a warehouse and distribution development next to the M18 in Doncaster.

Advised on initial planning appraisal documents for **five potential large scale solar projects** across the UK, including review and advice on initial “red flag” issues and key constraints to inform to the client’s decision as to whether to proceed with the sites.

Advised **Port of Tilbury London Limited** in connection with the acquisition, letting and development of land for a new Port, featuring (1) a Roll-On/Roll-Off (RoRo) terminal for importing and exporting containers and trailers, (2) a construction materials and aggregates terminal for handling and processing bulk construction materials and (3) facilities for the storage of bulk goods and vehicles.



Key Contact



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Our Commercial Dispute Resolution team operates nationally and internationally from our base in Leeds and is recognised as a leading practice for pure commercial disputes, including those arising in the defence and advanced technology sectors. Led by four experienced partners dedicated to dispute resolution and international arbitration, we are trusted by major UK and global companies, including manufacturers, engineering firms, technology businesses and defence sector suppliers, to manage and resolve their most complex, sensitive and high value disputes.

Our team comprises lawyers with exceptional breadth of experience, including nationally and internationally recognised practitioners, accredited mediators (CEDR) and Fellows of the Chartered Institute of Arbitrators, enabling us to support clients across all forms of dispute resolution, from court and cross border litigation to domestic and international arbitration, adjudication, expert determination and mediation. In defence sector disputes, where issues frequently intersect with long term supply arrangements, security classified information, export controls, technical performance standards, joint ventures and multi jurisdictional contracts, our experience in project managing and litigating highly technical matters places us in an ideal position to navigate even the most demanding cases.

We work with clients from the outset to develop clear dispute avoidance and resolution strategies, identifying risks early, optimising pressure points and seeking opportunities for commercially favourable outcomes while remaining acutely mindful of cost and reputational impact. Our trusted adviser relationships reflect our ability to resolve disputes pragmatically and, when appropriate, at an early stage through negotiation or mediation.

Our expertise spans commercial contract and supply chain disputes, through to international arbitration, manufacturing and product integrity disputes procurement challenges and judicial review. This breadth ensures we can guide defence sector clients confidently through disputes that are technically complex, strategically sensitive and often mission critical.



Our experience:

Acted for a **hard facilities management and housing maintenance** in relation to disputes in relation to the provision of services to the DIO.

Acted for a **technology provider** to the defence industry in relation to a dispute regarding satellite imagery services.



Acted in an arbitration arising out of the termination of English law contracts for the supply of **turn-key power plants** in Liberia as a consequence of the Ebola virus epidemic.

Acted for a **global company** in a significant multi-million dollar claim arising out of a packaging agreement for the supply of gas turbine engines and related equipment.

Acted for a **manufacturer of specialist components used for military and other applications** in a dispute regarding the potential onward supply of goods to sanctioned countries.



Advised a **US client** in a substantial dispute concerning supply of PPE to the UK Government during the coronavirus pandemic.

Acted for a **global corporation** in defending a \$70 million claim for breach of an exclusive distribution agreement in Nigeria for power generation equipment.

Acted for an **engine manufacturer** in a multi-million pound dispute with its Turkish distributor in the Commercial Court in London.

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In a defence context, real estate support means the strategic management, development and maintenance of land, infrastructure and housing needed for military operations, defence industries and service personnel. Our Real Estate Team advises on the acquisition, management, development and disposal of property assets that support critical infrastructure, industrial capability and operational resilience.

Our experience covers industrial and logistics developments, strategic infrastructure, ports, regeneration, public-sector-backed projects and large-scale residential schemes. In estate management, we advise on complex operational assets, including ports, secure facilities, listed structures and sites with significant public interest, regulatory and operational considerations. This includes port-related work connected with the Port of Tilbury and supporting Kier on facilities at HMP Dartmoor, demonstrating our ability to advise on secure, operationally sensitive public-sector assets.



As defence investment in domestic manufacturing and supply-chain resilience grows, demand for advanced manufacturing, secure assembly, logistics and warehousing space is expected to increase, reflecting a shift from “just-in-time” models towards more resilient, stockpiled inventory. We support clients on land acquisition, development, funding, construction, planning and occupation, and advise on major infrastructure projects, including Homes England-funded and complex planning-led schemes.

Our experience of advising on logistics projects includes a Retail Operations Centre and MRO hangar at Manchester Airport, advising GIC (Singapore’s sovereign wealth fund) on a \$200m portfolio of urban logistics properties and £175m of acquisitions from a “brown to green” logistics fund for ARGO Real Estate.

We also act for landowners, developers, public-sector bodies and registered providers on strategic land, regeneration, rationalisation and housing delivery, including Homes England, Harworth, the Church Commissioners and a wide range of residential developers such as national housebuilders including Persimmon, Vistry and Taylor Wimpey, and affordable housing clients including Clarion and Home Group. That experience is relevant to disposals of surplus or underused defence land for capital reinvestment, civilian housing, employment uses and regeneration. It also supports the delivery of high-quality housing and community infrastructure for service personnel and their families, helping replace ageing stock, improve living standards and support recruitment and retention.

Advised **GIC** and its JV partner on the acquisition of a Royal Mail warehouse site in London that will be developed as a life sciences park with a GDV of circa £1 billion. We negotiated all of the real estate transaction documents and supported on JV and financing documents.



Advised **Unite** on the acquisition of a development site in Stratford, London. As well as acquiring the site from Westfield, Unite entered into a development agreement with Network Rail to provide for the delivery of a new station entrance as part of the project.

Supported **Jet 2** on development and logistics outsourcing for new Retail Operations Centre (Middlewich) and new MRO hangar at Manchester Airport.



Acted for **Leeds Bradford Airport** on the letting of Yorkshire Aeroplane Club, Hangar 1 and Hangar 2 at Leeds Bradford Airport to Multiflight Limited. We drafted, negotiated and agreed the suite of letting documents which are strategically and commercially very important to Leeds Bradford Airport.

Advised **ARGO Real Estate** on £500m “brown to green” logistics fund and £175m portfolio acquisitions.

Provided multi-jurisdictional support to **ASCO** on an £81m syndicated facility and logistics contracts at Teesworks and in the North Sea basin.

Providing real estate advice to **GIC**, Singapore’s sovereign wealth fund, on a joint venture with Kennedy Wilson to acquire and manage a \$200m portfolio of urban logistics properties in the UK.

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