

Aon Risk Solutions
Specialty | Professional Services

Aon Law Firm Symposium

Fairmont Chicago, Millennium Park
November 16-18, 2016

Risk. Reinsurance. Human Resources.

AON
Empower Results®

Fairmont Chicago, Millennium Park

200 North Columbus Drive, Chicago, IL 60601
+1.312.565.3800 or +1.800.526.2008 (Toll Free)

www.themillenniumparkhotel.com





Welcome

We invite you to the 2016 Law Firm Symposium, to be held November 16-18, 2016, at the lovely Fairmont Chicago, Millennium Park. The Fairmont is close to many Chicago attractions and just steps from the Magnificent Mile, as well as being a wonderful conference venue. This year's Symposium begins with a Welcome Reception for all attendees on the evening of Wednesday, November 16. Programs will run all day on Thursday, November 17, and the morning of Friday, November 18. We will conclude at 12:30 p.m. on the 18th. We hope that you will join us for the premier loss prevention and insurance event for large and sophisticated law firms, and the insurers that serve them.

The Symposium, reception and associated dinner allow us to provide our clients and friends with the latest information, trends, and risk management and governance strategies affecting law firms today. In addition, the Symposium presents a unique opportunity for lawyers from the finest firms in the world to meet and discuss issues of mutual interest. The Symposium also presents tremendous opportunities for lawyers to visit with representatives from all major professional liability insurance markets in a relaxed atmosphere.

We have again arranged a superior faculty to lead timely programs. The Symposium has traditionally been distinguished by the quality of our presenters, and this year is no exception. This year's programs include:

- Law Firm General Counsels' Forum
- Understanding and Avoiding Sanctions in Litigation
- When the Unthinkable Happens: Responding to a Law Firm Data Breach
- Exit Stage Left: Managing the Process When Lawyers Leave the Firm
- The Perpetual Problem of UPL
- Risk and the Regional Law Firm (Concurrent Breakout Session)
- Global Law Firms: Options, Opportunities, and Obstacles (Concurrent Breakout Session)
- By the Light of the Moonlight Fire: A Case Study in Litigation [Mis]Conduct
- We're All in this Together Until We're Not: Issues in Joint Representations
- Grappling with Client Collection and Financial Issues

The next few pages discuss our many fine programs and provide information on our speakers. We are confident that after reviewing this information, you will decide to join us in Chicago.

Registration and hotel information can be found at the back of this brochure. The fee to attend the 2016 Symposium remains just \$995, well below the cost of similar programs, and we offer a discount for multiple attendees from the same firm. The fee covers only a fraction of the costs associated with the Symposium. Please note that the 2015 Symposium was filled to capacity and we are expecting a capacity audience again this year. In addition, our block of hotel rooms fills quickly. Please register for the Symposium and make your hotel reservations as soon as time permits.

The Symposium dinner on November 17th is included with the cost of registration. If your spouse or partner is joining you in Chicago, he or she is welcome to attend the dinner—simply let us know at the time you register. The dinner is always a popular event and we certainly hope that you will join us.

We look forward to seeing you in Chicago on November 16-18, 2016.

To register today, please contact:

Kelly Collins | kelly.collins@aon.com | +1.312.381.4309

Agenda

Wednesday, November 16

5:30–7:30 p.m. Welcome Reception for all Registrants

The Fairmont Millennium Park

Thursday, November 17

7:45–8:45 a.m. Registration and Breakfast

8:45–9:00 a.m. Welcome and Opening Remarks

9:00–10:15 a.m. Law Firm General Counsels' Forum

Law firms today face difficult and diverse risks, and dynamic professional liability and responsibility challenges. All firms now recognize the importance of effective risk management, and, on the other side of the coin, the reputational bruising, practical distractions, and financial consequences that can flow from lawyers' misjudgments and professional lapses. Law firm general counsels and their deputies, as well as their colleagues on ethics committees, business intake committees, and the like, play a major role in managing their firms' risks and challenges, and in helping their colleagues practice responsibly. This panel of experienced law firm general counsels will discuss current issues of critical importance to general counsels in law firms of all sizes, as well as problems and trends likely to affect firms in the near future.

Moderator: Henry S. Bryans, *Aon Professional Services*

Panelists: David Jiménez-Ekman, *Jenner & Block LLP*

Robert M. Rolfe, *Hunton & Williams LLP*

Virginia A. Seitz, *Sidley Austin LLP*

Michael J. Silverman, *Duane Morris LLP*

10:15–10:30 a.m. Mid-Morning Break

10:30–11:30 a.m. Understanding and Avoiding Sanctions in Litigation

Sanctions are a perpetual threat to trial lawyers and even to appellate counsel. Indeed, it is now a common litigation strategy to make a case more about the opposing lawyers' conduct than it is about the merits of the action. In any event, courts have a number of options for sanctioning lawyers, including various rules of civil and appellate procedure, statutes such as 28 U.S.C. § 1927, and their inherent power. Sanctions may be either monetary or non-monetary, and in many cases they are embarrassing for the lawyers involved and threaten their reputations. Regardless of the sanction sought, the related motion practice is stressful for the lawyers involved and time-consuming for those tasked with responding. This program will examine and explain the common grounds for sanctioning lawyers, and offer practical advice on avoiding and defeating sanctions.

Presenter: Douglas R. Richmond, *Aon Professional Services*

11:30–12:30 p.m. When the Unthinkable Happens: Responding to a Law Firm Data Breach

Recent events suggest that when it comes to cyber security, the issue is no longer whether a law firm will suffer a data breach, but when. After all, potential wrongdoers abound, no IT defenses are perfect, and lawyers and law firm staff make mistakes. When a data breach occurs, a firm's response may affect whether clients or employees are harmed, clients are lost, the firm's reputation is bruised, the firm suffers operational damage, or the firm is exposed to liability to either clients or employees. The firm's ability to respond to a breach will be tested under a variety of severe pressures. This expert panel will discuss and outline effective incident response from a law firm perspective, and offer practical advice on responding to a breach in the unfortunate event of one.

Moderator: Matthew K. Corbin, *Aon Professional Services*

Panelists: Marcus A. Christian, *Mayer Brown LLP*

 Tanya Forsheit, *Baker & Hostetler LLP*

 Matt Kesner, *Fenwick & West LLP*

12:30–1:30 p.m. Luncheon

1:45–2:45 p.m. Exit Stage Left: Managing the Process When Lawyers Leave the Firm

Lawyers are incredibly mobile and their departures from firms raise a number of issues and questions. These include how and under what circumstances they may communicate their departures to clients, whether they may approach other lawyers and staff about joining them at their new firms, what materials they are allowed to take with them when they leave, and the mechanics of transferring client files. Other issues may include the firm's ability to enforce a notice provision in its partnership or shareholders' agreement, the collection of fees from clients of the departing lawyers who are following them, and more. This panel will examine the many aspects of lawyers' departures and offer practical advice on managing the process.

Moderator: Henry S. Bryans, *Aon Professional Services*

Panelists: Susan A. Cahoon, *Kilpatrick Townsend & Stockton LLP*

 Douglas W. Ey Jr., *McGuireWoods LLP*

 Kevin S. Rosen, *Gibson, Dunn & Crutcher LLP*

2:45–3:45 p.m. The Perpetual Problem of UPL

The unauthorized practice of law is a seemingly endless source of concern for law firm general counsels. UPL concerns are aggravated by law firms' continued expansion, the mobility of lawyers within and between firms, and clients' relentless consolidation of their outside counsel ranks, the final factor being a particular issue as clients want firms to handle matters in jurisdictions where they do not have offices. This program will examine the current state of the law and discuss strategies for addressing common UPL challenges.

Moderator: Mark J. Peterson, *Aon Professional Services*

Panelists: Alison P. Buchanan, *Hoge Fenton Jones & Appel*

 Thomas E. Spahn, *McGuireWoods LLP*

3:45–4:00 p.m. Afternoon Break

4:00–5:00 p.m. Concurrent Breakout Sessions

Risk and the Regional Law Firm

A number of excellent law firms have regional practices, some with multiple offices in the same state, others with offices in adjoining or nearby states, and still others covering a region from a single office. These firms face many of the professional liability and responsibility challenges that global law firms experience—but perhaps without the same risk management infrastructure. In other instances, practicing in a regional law firm raises particular risk management issues unique to that model. This panel of experienced lawyers from regional law firms will discuss the risk management issues their firms face and how they deal with them.

Moderator: Brian S. Faughnan, *Lewis, Thomason, King, Krieg & Waldrop, P.C.*

Panelists: J. Nick Badgerow, *Spencer Fane LLP*
Devika Kewalramani, *Moses & Singer, LLP*
Jeffrey P. Reilly, *Miles & Stockbridge P.C.*

Global Law Firms: Options, Opportunities, and Obstacles

Global law firms confront a host of professional liability and responsibility issues beyond those that cross the desks of general counsels in firms with only a U.S. footprint. At the same time, many fine law firms are looking to expand globally—some are opening overseas offices for the first time and others that have already gone global are expanding into countries where they have not previously done business. Firms considering global expansion must often weigh the possibility of new organizational forms. In other cases, they may face due diligence obstacles, labor to adapt U.S. practices in fashions that will satisfy foreign colleagues, navigate complex cross-jurisdictional issues, tackle new regulatory regimes, and adapt to a host of new cultural considerations. This experienced panel will share their perspectives on the key issues challenging global law firms, including firms expanding into new countries.

Moderator: Jane Hunter, *Aon Professional Services*

Panelists: Edward J. Reich, *Dentons*
Juliet Tainui-Hernandez, *Norton Rose Fulbright LLP*
Marguerite S. Walsh, *Littler Mendelson P.C.*

5:00 p.m. Closing Remarks

6:00–6:30 p.m. Cocktail Reception

Join us for cocktails in the hotel before heading to dinner with colleagues and friends both old and new at one of the fine restaurants where we have group reservations.

7:00 p.m. Dinner

Chicago is a wonderful city for dining. Join your colleagues at any of several outstanding Chicago restaurants, all within walking distance of the hotel or but a short shuttle ride away. Select the restaurant that appeals to you; a list of the restaurants and information about them accompany this brochure. You'll be able to sign up for the restaurant of your choice at the Symposium. Spouses and partners are always welcome. And, of course, dinner is included with your registration.

8:00–9:00 a.m. Breakfast

9:00–10:15 a.m. By the Light of the Moonlight Fire: A Case Study in Litigation [Mis]Conduct

A California wildfire known as the Moonlight Fire spawned acrimonious federal and state court litigation. Those cases in turn became ethical quagmires raising questions about ex parte communications, lawyers' duty of candor, conduct by witnesses, alleged discovery misconduct, allegations of fraud on the court, the conduct of government lawyers, and more. The litigation is ongoing and we have no interest in choosing sides or impugning lawyers' integrity—especially when there is much you can never truly know about a case when you are on the outside looking in—but the litigation richly illustrates the risk-charged environment that major lawsuits can become. Perhaps more importantly, it tees up for discussion litigation ethics and professional liability issues that transcend individual cases. Our panel of experienced lawyers will examine several issues in the Moonlight Fire litigation that have the potential to burn trial lawyers in a range of matters.

Moderator: Lucian T. Pera, *Adams and Reese LLP*

Panelists: Wendy J. Muchman, *Illinois Attorney Registration & Disciplinary Comm'n*
Alan J. Stone, *Milbank, Tweed, Hadley & McCloy LLP*
John K. Villa, *Williams & Connolly LLP*

10:15–10:30 a.m. Mid-Morning Break

10:30–11:30 a.m. We're All in this Together Until We're Not: Issues in Joint Representations

Joint representations in litigation and transactional matters account for some of the most difficult conflict of interest allegations that law firms face. This interactive panel will explore in depth conflict of interest, confidentiality, and other professional responsibility issues that arise when lawyers represent multiple clients in a single matter. For example, under what circumstances are such representations permitted, and even if they are permitted, when should lawyers decline them? When is consent "informed" in this context? And what happens when things fall apart down the road? You'll enjoy our panelists' answers to these challenging questions.

Moderator: Matthew K. Corbin, *Aon Professional Services*

Panelists: John F. Emanuel, *Husch Blackwell LLP*
Marcy G. Glenn, *Holland & Hart LLP*
Anne E. Thar, *Sidley Austin LLP*

11:30–12:30 p.m. Grappling with Client Collection and Financial Issues

Slow-pay and no-pay clients pose a host of problems for law firms. Sometimes these clients are unworthy in the sense that they may expose the firm to third-party liability. In other instances, their work may receive less attention from lawyers than necessary. In still other instances, a client's conduct may reflect dissatisfaction with the firm's services and potentially foreshadow a claim against the firm. This panel will address these concerns and a range of other practical issues, including proactively managing slow-payer engagements to minimize later exposure, safely collecting from non-paying clients, how to gauge the likelihood of a malpractice claim by a non-paying or slow-paying client, the use of collection firms, the use of mutual releases when a firm compromises outstanding charges, and more.

Moderator: Douglas R. Richmond, *Aon Professional Services*

Panelists: Sue C. Friedberg, *Buchanan Ingersoll & Rooney PC*
Peter R. Jarvis, *Holland & Knight LLP*

12:30 p.m. Closing Remarks and Adjournment

Information

Registration Fee

Single Registration\$995 per person
Group Registration (for 2 or more) \$850 per person

Payment

Payment is due upon registration. Payment is by check or money order only, payable to Aon Risk Solutions. Credit cards are not accepted. Payment includes the cost of breakfasts, luncheon, refreshment breaks, cocktails, Symposium dinner, and course materials. Federal Tax ID# 36-4279204.

Cancellation Policy

Cancellations are subject to a non-refundable 15% administrative fee. Substitutions are permitted. To receive a refund, your written cancellation must be received by November 11, 2016.

Continuing Education

CLE credits will be available for this seminar. Applications for Continuing Legal Education Credits vary from state to state. We anticipate applying for CLE credit in all states, but please check with us to confirm that CLE credit has been applied for in your state.

Hotel Accommodations

The Fairmont Chicago, Millennium Park
200 North Columbus Drive, Chicago, IL 60601
+1.312.565.3800 or +1.800.526.2008 (Toll Free)
www.themillenniumparkhotel.com

All room reservations should be made by calling the Chicago Fairmont's dedicated Symposium reservation line at +1.800.526.2008 (toll free), +1.312.565.3800 (local) or by accessing the Fairmont's dedicated Symposium reservation website at <https://resweb.passkey.com/go/aonlawfirm2016>. When registering, refer to the "Aon Law Firm Symposium" to receive a discounted room rate. Our block of rooms fills quickly, so please do not wait to reserve your room. You will not be able to obtain the discounted room rate after October 16, 2016. **Your Symposium registration does not guarantee you a room; you must make a reservation with the Fairmont directly.**

Attendance at this conference is by invitation only

Getting to and From Chicago Airports

TAXI & CAR SERVICE – If you take a taxi to the Fairmont from either O'Hare International Airport or Midway Airport, you can expect to pay a fare of \$45-55.

PUBLIC TRANSPORTATION – If you arrive in Chicago during rush hour in the morning or late afternoon, you may wish to consider taking a train (the "L") from either airport into the city to avoid traffic. The Chicago Transit Authority's Blue Line serves O'Hare, while the Orange Line serves Midway. In either airport, look for the signs saying "Trains to City." Follow the signs to the airport train stations. Regardless of which airport you fly into, take the train to the Thompson Center in the heart of the Loop, which may be announced on the train as "Clark and Lake" (the nearest intersection to the stop) or "the Thompson Center." You can easily catch a cab at the Thompson Center or within a block of it. Cab fare from the Thompson Center to the Fairmont will be less than \$10. It is approximately a six block walk from the Thompson Center to the Fairmont. The L fare is \$5 one way from O'Hare or \$2.25 from Midway. Private car services are also available with advance reservations, but taxis are abundant at both airports.

Families and Spouses

Attendees often bring their spouses or families to Chicago, and there is plenty for them to do while you are attending the Symposium. The Fairmont is at the South end of Michigan Avenue's "Magnificent Mile," with lots of great shopping within easy walking distance. The Art Institute of Chicago, gorgeous Millennium Park, and the Theatre District are easy walks from the hotel, and attractions such as the Shedd Aquarium, Field Museum, Adler Planetarium and others are easy cab rides away. The hotel is also close to stations serving all of the Chicago Transit Authority's train lines, and anyone feeling even a little adventurous can take the L almost anywhere in the city (heads up: the Red and Blue lines of the L run as subways through downtown Chicago).

To Register

Please contact:
Kelly Collins
kelly.collins@aon.com
t +1.312.381.4309
f +1.312.381.7741

By mail:
Aon Professional Services
(Law Firm Symposium)
200 E. Randolph St., 12th Flr.
Chicago, IL 60601

You will receive a confirmation notice once your registration has been received and processed.

Registration Form

Fairmont Chicago Millennium Park | November 16-18, 2016

All room reservations should be made by calling the Chicago Fairmont's dedicated Symposium reservation line at +1.800.526.2008 (toll free), +1.312.565.3800 (local) or by accessing the hotel's dedicated Symposium reservation website at <https://resweb.passkey.com/go/aonlawfirm2016>. When registering, refer to the "Aon Law Firm Symposium" to receive a discounted room rate. Our block of rooms fills quickly, so please do not wait to reserve your room. You will not be able to obtain the discounted room rate after October 16, 2016. Your Symposium registration does not guarantee you a room; **you must make a reservation with the Fairmont directly.**

Please check the appropriate boxes and return this completed form to **Kelly Collins** by email to kelly.collins@aon.com, by fax to +1.312.381.7741 or by mail at:

Aon Professional Services (Law Firm Symposium) | 200 East Randolph Street, 12th Floor, Chicago, IL 60601

Payment

Please make payable to Aon Risk Solutions

Check

Money Order

Registration Information

Single (\$995)

Group for 2 or more (\$850)

Name _____

Title _____

Firm or Company _____

Address 1 _____

Address 2 _____

City / State / Zip _____

Phone _____ Fax _____

E-mail _____

Aon Clients - VIP Code (from letter) _____

Will you attend the Symposium dinner on Thursday, November 17th?

Yes

No

If yes, you have the option to select your restaurant now.

Rural Society Parrilla Argentina

Michael Jordan's Steak House

Osteria Via Stato

London House

Shaw's Crab House

Will you bring a guest to the dinner?

Yes

No

After attending the Symposium, do you wish to receive a confirmation of attendance

Yes

No

in order to apply for your continuing education credits? If yes, please specify the state(s).

Aon Professional Services

Aon Professional Services is the only insurance broker with a unified global team dedicated solely to providing specialized insurance brokerage and risk advisory services to professional service firms. Aon Professional Services represents more law, accounting, consulting, and design professional firms than any other broker in the world. In terms of service to the legal profession, Aon Professional Services represents approximately 275 of the finest law firms in the world, including:

- 53 of the 100 largest global law firms;
- 56 of the 100 largest U.S. law firms; and
- 7 of the 25 largest UK solicitors' firms.

Our law firm clients range from the largest firms spanning the globe to superior mid-sized and boutique firms.

The Professional Services team places and services stand alone, integrated, and blended insurance and reinsurance programs, including alternative risk financing products, for professional liability, employment practices liability, management liability, and a wide range of property and casualty coverages. Property and casualty coverages include tangible property; business income; workers' compensation and employers' liability; general liability and auto liability, both domestic and international; crime, kidnap and ransom; fiduciary liability; intellectual property, media liability and e-business (first- and third-party); and cyber peril.

Loss Prevention Services

Aon Professional Services is the only broker with a dedicated, comprehensive loss prevention approach. Aon Professional Services' loss prevention efforts are led by Doug Richmond, Harry Bryans, Matt Corbin, Mark Peterson, and Jane Hunter, all former partners at large law firms with years of experience in loss prevention, ethics advising, and professional liability law. Jane is located in London. Aon Professional Services clients also have access to a variety of loss prevention materials and resources uncommon in the profession and rare in the insurance industry.

Our loss prevention efforts are carefully tailored to our clients' needs and desires. We strive to be proactive rather than reactive, and we pride ourselves on spotting issues and formulating methods for addressing them before they pose problems for our clients. We work cooperatively with our clients to help them achieve their practice goals.

Aon Professional Services clients can take advantage of a number of loss prevention services. Key service components include telephone consultations; "in person" consultations; firm presentations that qualify for CLE credit; e-mail bulletins timely alerting clients to critical professional liability and responsibility issues; the Quality Assurance Review, our quarterly journal of significant loss prevention, insurance and practice management issues; exhaustively researched monographs and white papers; firm reviews; our library of prototype policies and forms; regional loss prevention meetings; webinars and telephone conferences qualifying for CLE credit; and, of course, our annual Symposium.

To learn more about the Professional Services practice, please contact:

Gerard R. Guterl, II
+1.212.441.1715
gerard.guterl@aon.com

Ian Hutchinson
+1.312.381.4192
ian.hutchinson@aon.com

To learn more about our Loss Prevention services, please contact:

Douglas R. Richmond
+1.312.381.2003
doug.richmond@aon.com

Henry S. Bryans
+1.610.995.0488
henry.bryans@aon.com

Matthew K. Corbin
+1.816.225.5815
matthew.corbin@aon.com

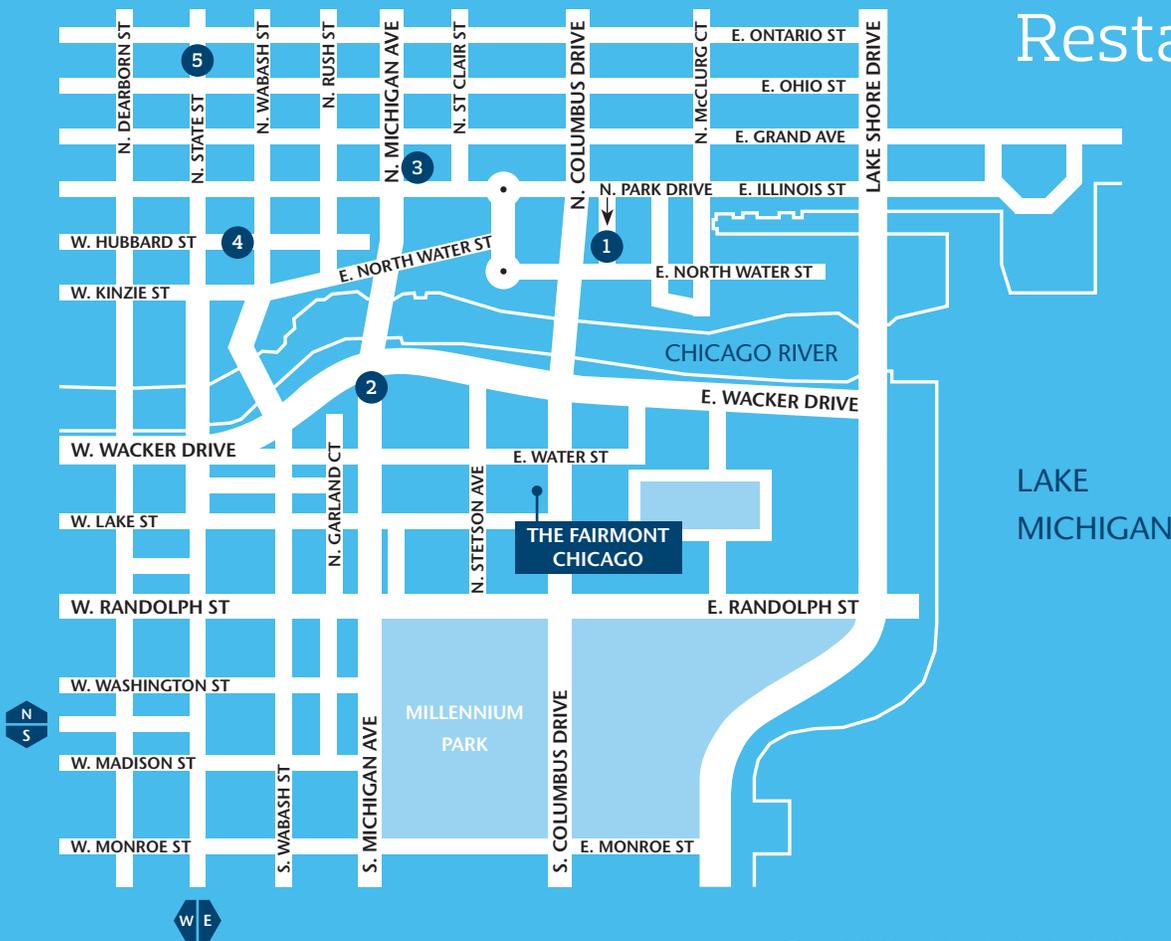
Jane Hunter
+44 (0)20.7086.2160
jane.hunter@aon.co.uk

Mark J. Peterson
+1.402.203.5396
mark.peterson1@aon.com

Zach T. Bowles
+1.816.520.7966
zach.bowles@aon.com

aon.com/professional-services

Restaurants



1 Rural Society Parrilla Argentina

455 North Park Drive | chicago.ruralsocietyrestaurant.com

Rural Society is a contemporary Argentine steakhouse from nationally renowned master of Latin cuisine Chef Jose Garces. Inspired by his travels to South America, Rural Society is at once rustic and luxurious, bringing the energy and sophistication of Buenos Aires to Chicago. The menu and primarily South American wine list, combined with warm hospitality and welcoming décor, transport you far from the bustle of Chicago to the sweeping cattle ranches and grill-fired kitchens of Argentina.

2 LondonHouse

360 North Michigan Avenue | londonhousechicago.com

Savor the flavors of reimagined American fare and cocktails in the lovely Etoile Room, with a private terrace and stunning views of the Chicago skyline. LondonHouse offers reimagined American cuisine centered around an array of classic fare ranging from salmon to steaks—plus its signature dish, Coq Au Van—all served in an energetic atmosphere with a contemporary twist. The London Guarantee and Accident building is one of Chicago's and the nation's most visible and prominent pieces of real estate located at the corner of North Michigan Avenue and Wacker Drive. LondonHouse has now put its touch on this location, and, since opening in June 2016, it has been one of the hottest destinations in Chicago.

3 Michael Jordan's Steak House

505 North Michigan Avenue | mjshchicago.com

The Michael Jordan's Steakhouse experience is rooted in Michael's expectation of excellence. The chefs and staff, like Michael, strive to be outstanding in everything they do. The Steakhouse menu, featuring a multitude of steaks and sides, is a classic American dining experience. However, at Michael Jordan's Steakhouse, the chefs add a progressive culinary sensibility to the menu, modernizing recipes to meet the sophisticated tastes of today's guest.

4 Shaw's Crab House

21 East Hubbard Street | shawscrabhouse.com

Shaw's is two restaurants in one – a jazzy, sophisticated, seafood restaurant and a carefree, lively oyster bar. Both serve top-grade fish and shellfish, several varieties of just-shucked oysters, and inventive sushi and sashimi combinations, made with the freshest fish in town. That's not to say meat lovers get short shrift: hand-selected USDA Prime cuts are on the menu, too. Shaw's also takes pride in the depth and breadth of its wine list, organized for easy selection by taste characteristics.

5 Osteria Via Stato

620 North State Street | osteriaviastato.com

Founded on Chef DiGregorio's travels throughout Italy, Osteria Via Stato follows the Italian tradition of seasonally-prepared dishes featuring local ingredients and paired with an all-Italian wine list with more than 300 Italian labels.

About Aon

Aon plc (NYSE:AON) is the leading global provider of risk management, insurance and reinsurance brokerage, and human resources solutions and outsourcing services. Through its more than 72,000 colleagues worldwide, Aon unites to empower results for clients in over 120 countries via innovative and effective risk and people solutions and through industry-leading global resources and technical expertise. Aon has been named repeatedly as the world's best broker, best insurance intermediary, best reinsurance intermediary, best captives manager, and best employee benefits consulting firm by multiple industry sources. Visit www.aon.com for more information on Aon and www.aon.com/manchesterunited to learn about Aon's global partnership and shirt sponsorship with Manchester United.

© Aon plc 2016. All rights reserved.

This publication is distributed with the understanding that Aon does not render legal services or advice, and nothing contained in this publication should be viewed as such. Although all reasonable care has been taken in preparing this publication, Aon accepts no responsibility for any errors it may contain, whether caused inadvertently or otherwise, or for any losses allegedly attributable to it. Nothing contained in this publication should be construed as establishing or recommending any specific guidelines for legal practice or law office management.

aon.com