Pillsbury’s regulatory lawyers operate on the front lines of law and policy. We ensure compliance with existing rules while anticipating new developments prompted by international turmoil, technological advances or changing worldviews.

Pillsbury’s Regulatory practices help clients understand the implications of government programs. This work spans governmental investigations, compliance program development and implementation, regulatory hearings, government contract and spending initiatives and public policy advocacy. Our experienced team advises on federal, state and regional regulatory issues and advocates for corporate, industry and nonprofit entities at all government levels. Working collaboratively with lawyers in our Washington, DC-area offices, we create efficiencies and facilitate access to federal regulatory agencies and Capitol Hill.

We are frequently retained to advise on, draft and advocate for new agency guidelines and legislation pending before congress. Our Regulatory practice includes numerous former senior officials in the U.S. government, including a four-term U.S. Congressman, a U.S. Nuclear Regulatory Commissioner, Assistant Director of the Federal Trade Commission’s Competition Bureau, General Counsel of National Oceanic and Atmospheric Administration, U.S. Assistant Secretary of Commerce for Export Administration, Chief of the Major Crimes Unit at the U.S. Attorney’s Office for the Southern District of New York and Assistant Attorney General for the Tax Division at the U.S. Department of Justice, among others. It also comprises lawyers who served at the U.S. Environmental Protection Agency, Department of Energy, Department of the Interior, Federal Energy Regulatory Commission and various other agencies. This extensive experience has earned us the respect of regulators and gives us a high level of credibility when representing clients before them.

Our regulatory experience includes:
• **Aviation, Aerospace & Transportation**
  - Pillsbury has one of the oldest and broadest aviation practices in the world. Backed by decades of experience, the group covers administrative adjudication, rulemakings, legislation, antitrust, environmental, litigation, enforcement, immigration, customs and tax matters, as well as issues regarding air service negotiations, export licensing, airline safety, aircraft certification and regulatory compliance and accident investigations. We also stay on top emerging sector technologies and the related legal issues, and have a well-established reputation as a leader in unmanned aircraft systems (UAS) law.

• **Climate Change & Sustainability**
  - Pillsbury’s Climate Change & Sustainability team is nationally and internationally respected for its work on critical issues driving climate change policy in the U.S. and around the world. The practice, which includes leading transactional and regulatory energy lawyers as well as members of our nationally recognized environmental and real estate practices, partners with clients to respond to climate change and sustainability issues. Drawing on our collective experiences with international climate treaties and strong relationships with government policy maker, we have advised companies, associations and governments on more than 100 climate change matters.

• **Communications**
  - Backed by 80+ years of experience, Pillsbury’s market-leading Communications practice has been instrumental in helping to shape the sector. Our lawyers—which include a number of former Federal Communications Commission staffers—offer unique insights and access to meet clients’ needs. The team is involved in nearly every facet of U.S. communications policymaking, rulemaking and litigation and over decades, has established exceptionally strong working relationships with FCC staffers, state and national trade associations and industry players. In addition, they frequently advise on communications industry transactions, in which regulatory compliance is critical.

• **Cybersecurity, Data Protection & Privacy**
  - Recognized by *The Legal 500 U.S.* (2018–2019) as having one of the foremost Cyber Law practices, Pillsbury offers substantial experience and knowledge in connection with critical cybersecurity, data protection and privacy law issues. Our cross-disciplinary, multinational team includes regulatory authorities, litigators, transactional lawyers, intellectual property counsel, seasoned government contracts practitioners and legislative strategists, all of whom work closely with clients to monitor the changing data and cyber landscapes. Our uncommon insight, combined with an expansive network of government and regulatory connections at the highest levels, affords clients a robust array of resources for navigating and tackling their data-related challenges.

• **Energy**
  - Pillsbury’s Energy group offers a combination of geographic reach, legal and regulatory depth, and
sector-specific experience. The firm has advised on all manner of energy-related regulatory issues in 75+ countries worldwide, providing regular counsel on both U.S. regulatory requirements and those governing other jurisdictions. We have earned particular acclaim—including top-tier rankings from *Chambers USA* and *Chambers Global*—in the nuclear energy space, having participated in virtually every U.S. purchase and sale of a nuclear power plant and actively developing the first major nuclear program in the GCC states.

- **Environmental & Natural Resources**
  - Widely regarded as a market-leading practice (including regular recognition from both *Chambers* and *The Legal 500 U.S.*), our environmental lawyers have had tremendous success helping clients assess risk and navigate transactional, regulatory and litigation matters. We are a leading adviser on air and water pollution control, climate change, hazardous waste management, Superfund, toxic tort, endangered species, chemical regulation and environmental impact analysis.

- **Financial Services Regulation and Consumer Finance**
  - Pillsbury’s financial services regulatory lawyers provide focused, strategic and practical counsel that enables clients to capitalize on opportunities and expand their capabilities. Our team is well-versed in the myriad legal and regulatory aspects of providing financial services solutions in a global economy and work closely with financial institutions, money services businesses, payment networks, social media and games companies, retailers, processors and other businesses that incorporate emerging financial services in their products and services.

- **Government Contracts**
  - Pillsbury’s Government Contracts & Disputes team advises clients at every stage of the government contracting process, from solicitation through final audit. With decades of experience representing local, national and international businesses at the federal and state levels, our nationwide team provides comprehensive regulatory and strategic counsel, litigates claims, defends actions under the False Claims Act, conducts internal investigations and consults on emerging regulations and compliance strategies. Our lawyers also have experience as in-house general counsel and as former government procurement lawyers, affording them a unique understand of our clients’ perspectives and goals.

- **International Trade**
  - Nationally ranked by *Chambers USA*, Pillsbury’s International Trade practice is known for its sophisticated work on export controls and sanctions, CFIUS reviews, international trade agreements, and Foreign Corrupt Practices Act and customs compliance. Combining in-depth knowledge of trade measures with a nuanced understanding of the related political, policy and diplomatic context, Pillsbury provides clients with the full range of legal services related to regulation of international trade and investment.
• **Land Use & Zoning**
  - Pillsbury is often engaged to help clients manage land use, zoning and related challenges that arise when acquiring, developing or disposing of property. Our lawyers possess industry-specific knowledge and extensive experience in all relevant areas of law, advising on property use and environmental requirements and restrictions as well as assisting with permits, approvals, risk management and dispute resolution. With longstanding, effective working relationships with local government officials and community/civic groups, we are particularly effective in streamlining the approvals process.

• **Nonprofit Organizations**
  - Efficient, client-focused and available 24/7, Pillsbury is the leader in advising nonprofits and perhaps unique among major U.S. law firms in maintaining a practice dedicated exclusively to representing nonprofit organizations. With decades of experience, our Nonprofits Organizations practice has well over 200 national nonprofit organizations clients, including trade, professional, educational, social welfare, veteran and philanthropic organizations. We provide guidance on governance and complex transactional matters, handle investigations and litigation, and lead game-changing legislative campaigns.

• **Pharma, Life Sciences and Health Care**
  - Our Pharma, Life Sciences and Health Care lawyers possess a keen understanding of the health care industry and related policy. We work collaboratively with health care providers, life sciences and pharma companies and the enterprises that serve and support them (including third-party payors, medical device and pharmaceutical manufacturers, mobile health and technology developers and data analytics companies) on a broad range of regulatory matters, always taking the time to understand their individual challenges and designing regulatory approaches that are customized to fit their specific objectives.

• **Political Law**
  - Pillsbury’s highly talented Political Law lawyers deftly guide clients through the maze of laws and regulations applicable to federal, state and local political activities. Our Political Law team possesses deep knowledge and exceptional experience in laws regulating campaign finance, lobbying, gifts and ethical issues and in crafting political law compliance programs for large organizations. Our experience extends from state and local election and political processes through the three branches of the U.S. government, enabling us to provide counsel on highly sensitive and complex matters to a diverse.

• **Public Policy**
  - Pillsbury’s lawyer-lobbyists focus on finding high-value “silver bullet” solutions for our clients that reduce legal and regulatory risk exposure and achieve their most important business objectives.
With substantive and political experience and a network of local, state, federal and international leaders in business and government, Pillsbury offers clients comprehensive and creative problem-solving services globally. Our bipartisan lawyer-lobbyists advocate for clients before all levels of government, defend against executive actions in the regulatory arena, and promote clients’ interests with legislative and regulatory policymakers, media advocates and thought leaders worldwide.

**State and Local Government Strategies**

- Pillsbury lawyers deliver strategic and pragmatic counsel in connection with client advocacy efforts before both state and local governments and regulatory agencies. Across the U.S. and in a variety of industry sectors—including financial services, health care, and nonprofit organizations—we provide clients with insightful state and local government strategies to help them challenge potentially harmful regulations, expedite permitting and licensing approvals, enact favorable policy, win contracts and avoid enforcement actions. We also work closely with our exceptional team of tax practitioners—including multiple former employees of state authorities—that can handle even the most complex state and local tax issues.

**REPRESENTATIVE EXPERIENCE**

**Aviation Aerospace & Transportation**

- Representing U.S. and non-U.S. carriers before the U.S. Department of Transportation in enforcement cases alleging violations of advertising guidelines, cabotage, licensing requirements and reporting obligations.

- Representing and counseling Asian, Latin American and European airlines in code-sharing, bilateral, safety oversight and commercial and antitrust issues related to strategic alliances involving United Air Lines, Delta Air Lines, and American Airlines.

- Representing a consortium of Latin American carriers before the U.S. Department of Transportation and Department of State in obtaining approval of the first use of a single airline code and trade name by multiple carriers.

- Advice to global carriers regarding compliance with proposed U.S. Department of Transportation regulations pertaining to the transportation of disabled passengers and consumer protection.

- Advising a major Japan-based carrier on day-to-day U.S. regulatory requirements, bilateral negotiations and alliance matters.

- Advice regarding statutes and policies restricting foreign investment in U.S. carriers, the sale of route authority and the legality of third parties obtaining security interests in international route certificates and airport slots held by other carriers.

- Representing Chinese-foreign joint venture carriers before the U.S. Department of Transportation,
FAA, CBP and TSA in obtaining all approvals to operate to the United States.

- Representing a major U.S. carrier in negotiations with United Air Lines leading to the long-term lease of Brazil operating frequencies

**Climate Change & Sustainability**

- Advised one of the world’s leading industrial mineral producers on creating a strategic plan to address potential GHG emission regulations and identifying business opportunities that have arisen from such regulations.
- Adviser to one of the largest combined natural gas and electric utilities in the U.S. on national and state legislation and strategic initiatives related to climate change and sustainability.

**Communications**

- Represented the VON Coalition since its inception in 1997 in all VoIP proceedings at the FCC and state regulatory commissions.
- Representing O3b Limited, an innovative provider of very high speed, low-latency satellite links, in complex spectrum proceedings in the United States.
- Represented Starbucks on the international launch of VIA, advising on strategy for novel product claims, comparative advertising, packaging, positioning against Kenco and Nescafe, and EU and Far East regulatory issues.

**Cybersecurity, Data Protection & Privacy**

- Successfully resolved a major international data breach involving some of the world’s highest profile web brands, including the pursuit of perpetrator across multiple countries to recover stolen data
- Advising a leading global technology and cybersecurity company on international data transfers issues and their Binding Corporate Rules application
- Advising one of the world’s leading digital advertising and media businesses on a "Privacy by Design" audit and development of new policy to limit General Data Protection Regulation enforcement risks.

**Energy**

- Advising Emirates Nuclear Energy Corporation in developing its internal organization, including establishing the UAE nuclear regulatory structure and nuclear liability insurance regime.
- Represented seven applicants seeking to obtain combined operating licenses for 11 plants from the Nuclear Regulatory Commission, including the first new nuclear plant at a greenfield site.
- Represent the manufacturer in numerous transactions tied to the development of a small modular reactor technology
- **Environment & Natural Resources**
  - Represented Teck Metals Inc. in developing and successfully negotiating what has been called an “historic,” transnational agreement with the U.S. EPA and the U.S. Department of Justice.
  - Won unanimous decision from the U.S. Court of Appeals for the DC Circuit in challenge to EPA’s stringent new standards regarding permissible air emission levels when incinerating sewage sludge.
  - Advising San Francisco Bay Area Rapid Transit District (BART) on major infrastructure projects including extensions to San Francisco and Oakland airports, Warm Springs, Antioch and Livermore.

- **Financial Services Regulation and Consumer Finance**
  - Represented large foreign banking organizations regarding many regulatory aspects of the Federal Reserve’s enhanced prudential standards rule.
  - Structured unprecedented settlements between Swiss financial institutions and U.S. prosecutors, enabling clients to avoid potentially billions of dollars in exposure under U.S. tax laws and avoid criminal prosecution.
  - Represented a major financial institution and its board of directors in investigations by bank regulatory agencies and Department of Justice regarding alleged participation in money laundering and related issues.

- **Government Contracts**
  - Represented one of the world’s largest aircraft manufacturers in all phases of a U.S. Air Force competitive procurement and through subsequent production of fighter jets sold under the Foreign Military Sales program.
  - Assisted Front Porch Corp. in obtaining facility waivers and stopping administrative proceedings by the Department of Labor related to affirmative action plan requirements.
  - Represented private equity firm Liberty Hall Capital and Accurus Aerospace as regulatory counsel in the acquisition of six recent aerospace parts manufacturers, including AIM Aerospace and Bromford Industries.

- **International Trade**
  - Serving for years as U.S. counsel to the Mexican government with respect to NAFTA, WTO and other trade-related issues.
  - Advised U.S. and foreign clients on matters relating to U.S. laws imposing a trade embargo against Cuba.

- **Land Use & Zoning**
  - Representing Western States Petroleum Association and other trade associations in developing zoning ordinance and comprehensive environmental impact report for streamlined oil and gas...
permitting in Kern County (source of 80% of California’s production).

- Represented SKS Investments, and currently Jay Paul Company, regarding land use entitlement for and subsequent development of a 700-foot-tall, 400,000-square-foot office and luxury condominium in San Francisco’s Transbay Terminal District.

**Nonprofit Organizations**

- Developed ethics code and procedures for national medical specialty society and then obtained FTC advisory opinion approval; the code and process are now the standard for other nonprofits.
- Assisted international trade association that operates a “top ten” exposition in the United States in acquiring a major industry exposition in Europe and starting up another in Asia.
- Advised a statewide veterans’ organization in aiding formerly homeless veterans who qualified for subsidized housing by providing free furniture and housewares, benefitting thousands of recipients.

**Pharma, Life Sciences and Health Care**

- In an example of “venture philanthropy” that garnered national attention, brokered the Cystic Fibrosis Foundation’s $3.3 billion sale of drug royalties to raise funding for further therapeutic development.
- Advising health systems, hospitals and health care providers regarding federal health care program fraud-and-abuse legal compliance, disclosures and self-reporting of potential misconduct to DOJ, OIG and CMS.
- Assisting health systems in HRSA 340B drug discount program compliance reviews, HRSA audits, developing correction plans and implementing manufacturer underpayment settlements.

**Political Law**

- Assisted numerous clients, including national banks, large energy companies, software companies, and money management firms, in evaluating, designing, implementing and utilizing successful centralized political law compliance programs.
- Effectively represented candidates and initiative campaigns throughout the election process and have advised officeholders following their election to public office.

**Public Policy**

- Defending multinational clients in all stages of congressional investigations, including responses to inquiries, requests for document production and witness preparation for public hearings.
- Serving as Washington, DC, counsel to the Ministry of Financial Services, Commerce and Environment for a major international financial center.
- Advising private sector clients, including the leading trade association for the largest global auto manufacturers, on compliance with cybersecurity law, regulations, procurement policies and
industry standards.

- **State & Local Government Strategies**
  
  - Devised and implemented multistate government relations campaign to exempt yoga teacher training programs from vocational training regulation/licensing requirements on behalf of Yoga Alliance, the largest membership association for the yoga industry.
  
  - Coordinated multistate government affairs activities for multiple financial services companies seeking to challenge the applicability of state money transmitter licensing requirements to certain services not contemplated by money transmitter laws.
  
  - Advised clients with respect to persuading regulators in multiple states to reach favorable settlements for clients alleged to have unintentionally violated state regulations.

**PRACTICE AREA HIGHLIGHTS**

Numerous top-tier rankings from *Chambers, The Legal 500 U.S.* and other prestigious directories across a variety of regulatory practices.

The team includes many former senior officials and staffers within the U.S. government, as well as numerous non-lawyer economists, scientific advisors and other consultants.

The group has earned two “Gold Awards” from the International Legal Alliance Summit & Awards—one for government affairs and regulatory law, the second for regulatory and public procurement.