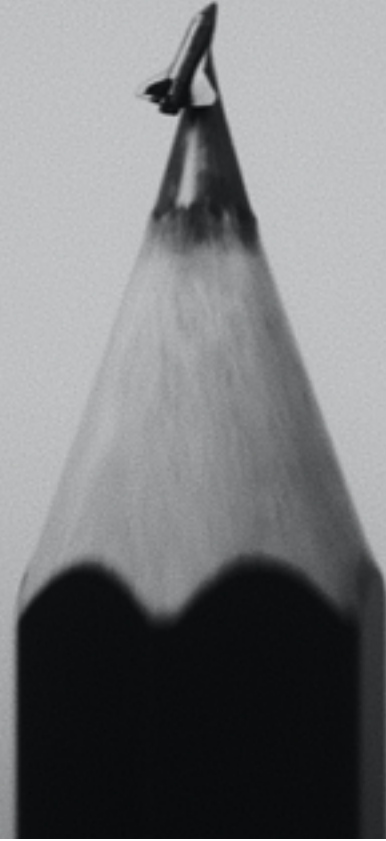


Mishcon de Reya is a firm that is bold and creative.

We act for some of the best-known people on the planet and for some of the largest corporations. The range of work we do reflects this breadth: from complex real estate to domestic crime; personal immigration to global disputes and business collapses; wills, patents, private equity and nanny contracts.

We challenge the status quo.

We deliver at the edge of what's possible.



Introduction

The world in which our clients and our people live and work has changed dramatically since we wrote our last strategic vision in 2016. Geopolitical turbulence, Brexit, Covid, macroeconomic pressure, shifting patterns of wealth and migration, the rise of family offices, the emergence of AI-driven “superintelligence”. These forces are reshaping what’s possible – and what’s expected. The legal market is more competitive than ever. US firms, boutiques, ALSPs, and technology platforms are all vying for the same space. In short, we are living in an era of transformation.

Our firm is in very good health. Our Core Values, recently refreshed, still form the bedrock of our culture. We want Mishcon de Reya to continue to be a place that thrives on creativity, collaboration, and care. A place where people know that they’re doing exceptional work, feel empowered to fulfil their ambitions, and make a difference – to our clients, to our business, and to the world around us.



A blueprint for the future

To thrive in this new era, we need a strategic blueprint for the next chapter of our firm. It is a roadmap for growth and a framework to align around, execute against and hold ourselves accountable to.

We are making deliberate choices about where to focus: three sectors, the discipline of disputes and the internationalisation of our business. We will also promote “practice excellence” across all of our practices firmwide. In the case of our sectors, these are intentionally cross-firm, not department-focused – shaped by client demand.



Three strategic sectors

We've identified three strategic sectors where we have heritage, expertise, a deep and wide client base, and which, despite global complexity, are areas of opportunity and growth:

- The Innovation Economy
- Private Wealth & Private Capital
- Real Estate

Sector: Innovation Economy

The innovation economy is the engine of global growth with interconnectivity between innovation hubs across the US, Europe, Asia and the Middle East. Cross-border IP, complex regulation, M&A and the pace of technological change all drive demand for legal services that are flexible and forward looking.

By 2030, our Innovation Economy offering will be truly sector-led, with deep domain expertise across next-generation technologies and industries. It will be integrated across key UK and international innovation hubs. We will be known for our ability to anticipate technological change, not just respond to it, and for shaping the legal frameworks that govern the next wave of innovation. Above all, we will be recognised as a firm that moves at the pace of our clients – bold and agile, working at the edge of what's possible.

Sector: Private Wealth & Private Capital

We helped redefine what it means to serve private clients in the modern world. We've moved far beyond wills and codicils, deeds and landed estates. Those things still matter, but the mix is far more complex and interesting. By broadening our services, deepening our networks and growing our talent base, we have thrived.

UHNW individuals and families want advisors, with global reach, who understand the full picture: legal, personal, and strategic. We are well-placed to serve them. We will consistently harness all our assets – across the law firm, MDR Mayfair and our networks – to be our clients' strategic partners as they navigate an increasingly volatile world.

Sector: Real Estate

We are already one of the leading real estate practices in London – a sophisticated, multi-disciplined offering including a market-leading disputes practice for a wide range of institutions and individuals. It is allied to firmwide, real estate legal expertise with deep sector knowledge – from corporate real estate funds to cyber risk and hotel franchising.

In 2030, our business in the real estate sector will be bigger, more international and more integrated across the firm. We will act for a broader roster of global institutional clients on their most complex work and will partner with them to deliver their routine work more efficiently. We will continue to be active participants in policy debate and formulation, recognised not just as a law firm with a real estate practice, but as a strategic industry partner.



International

We have always been a firm with an international client base – and increasingly so. Much of our disputes practice depends on bringing complex, cross-border claims into the UK courts. Our transactional and advisory work is underpinned by the global pre-eminence of English law. Simply put, international clients and markets are critical to our business.

Over the next five years, our international colleagues and clients will play a greater role in the firm's business. We will continue to build truly international practices – as we have begun to do in global professional negligence, fraud disputes and the associated asset recovery, US tax and immigration as well as some marquee transactional work.



The impact of AI

It is no longer a question of if AI will change legal services – but how much, how fast, and who will lead. Over the next five years, the firm will embrace AI as part of a broader transformation that touches on every aspect of the firm, from client experience to internal efficiency.



Discipline focus: Disputes

Disputes work is in our DNA. When companies or individuals face a dispute, they want Mishcon de Reya in their corner, knowing that we will guard their interests fiercely. Today, we do disputes work in every part of the firm, across dozens of court systems, tribunals and arbitral seats worldwide. We act on many of the world's biggest and most impactful cases. By 2030, disputes will still account for more than half our business. When clients face challenges to their lives or businesses: we will be their first port of call and their point of wise counsel.



Practice Excellence:

Employment as an example

We are one of the UK's leading employment law practices.

By 2030, our UK employment practice will be bigger. We have the highest calibre team, and – in MDR ONE – a business advisory service and global delivery platform. We plan to build a global employment offering: a suite of advisory and execution services for international employers, delivered through a blend of technology, brand, and deep expertise.



Operations

The firm's Operations Transformation programme has already yielded improvements in how it serves clients by standardising and digitising key processes, and centralising work through the firm's Global Capability Centre in India. By 2030 the firm will have built on this platform to create a frictionless business operations platform supporting the wider firm and its clients.

In an era of profound transformation, our Vision MV2030 is to be more relevant, to thrive commercially and to fulfil our mission to our clients and to each other: to shape the world's possibilities.