

A Legacy Of Agility

An Interview with Richard A. Rosenbaum, Executive Chairman, Greenberg Traurig, LLP

EDITORS' NOTE *Richard Rosenbaum is the Executive Chairman of Greenberg Traurig, a unified international law firm of more than 2,800 attorneys in 48 locations around the globe. He has long been considered a thought and change leader in the broader legal profession. He joined the firm in 1985 as its 90th lawyer and has since been integrally involved in forming and successfully executing the strategies that have led to the firm's growth and unique culture across the United States, Europe and the Middle East, Latin America, and Asia. He closely guards the firm's long-term core values while still aggressively navigating ever-changing times. Rosenbaum has always put the firm's clients and people first, understanding that a law firm leader works for them, first and foremost. He is proud of his work in founding the firm's renowned and wide-ranging "commitment to excellence" program, which ensures that all these values remain core to the firm's daily practice and global brand for many years to come.*



Richard A. Rosenbaum

FIRM BRIEF *Greenberg Traurig, LLP (gtlaw.com) has more than 2800 attorneys in 48 locations in the United States, Europe and the Middle East, Latin America, and Asia. The firm is a 2024 BTI "Leading Edge Law Firm" for delivering on client expectations for the future and is consistently among the top firms on the Am Law Global 100 and NLJ 500. Greenberg Traurig is Mansfield Rule Certified Plus by The Diversity Lab. The firm is recognized for powering its U.S. offices with 100 percent renewable energy as certified by the Center for Resource Solutions Green-e® Energy program and is a member of the U.S. EPA's Green Power Partnership Program. The firm is known for its philanthropic giving, innovation, diversity, and pro bono.*

AI is ushering in a new age, with change occurring faster than ever. How is Greenberg Traurig responding?

Many leaders are optimistic that the responsible adoption of AI and other emerging technologies can bring about transformative changes that were once unimaginable. These changes have the potential to revolutionize fields including healthcare, the environment, finance, business, education, and the legal

industry. But change linked to AI is occurring at an exponential speed so unfathomable, there is neither historical reference nor future knowledge of what lays in store for our world.

Greenberg Traurig has long found its best opportunities during times of change and uncertainty. But while we have grown significantly over the years, and our momentum continues, we never forget our core values, most particularly flexibility on the ground, a culture of respect, trust, integrity, collaboration, unity, diversity, empowerment, and high ethical standards. Greenberg Traurig's journey, fueled by both those core values and financial discipline, has always been a story of agility in real time, setting us apart and allowing us to thrive in an ever-changing legal, business, and technological landscape.

“Greenberg Traurig has long found its best opportunities during times of change and uncertainty.”

Our core cultural values have provided a solid foundation upon which we have built a unified global firm across diverse locations, practices, and industries, allowing us to remain agile and independent across the decades of change. Our leaders not only understand and

embody these values, but also have developed our Commitment to Excellence program to ensure these values endure in the face of dramatic growth and change. We know that maintaining consistent quality and adhering to the highest ethical and legal standards will ensure that our principles remain intact, unifying our law firm with a common value system spanning practices and worldwide locations. This initiative provides guardrails that enable us to quickly adapt, anticipate, and meet our clients' evolving needs, and thrive amid any technological, economic, or geopolitical changes.

One theme that will be explored at the upcoming World Economic Forum (WEF) 2025 meeting in Davos is stewarding a just and inclusive energy transition. Will you discuss how Greenberg Traurig is helping clients address this challenge?

In line with our legacy, we are strategically expanding our geographic reach and practice capabilities to advise and support clients who are building a more sustainable world. We do so as we advise clients on the legal aspects of a project's lifecycle, addressing environmental, supply chain, and infrastructure concerns. As the global drive to meet carbon reduction mandates presents both opportunities and challenges in alternative energy and infrastructure, we are equipped to help our clients navigate the process.

In 2023, we opened locations in the Kingdom of Saudi Arabia and the United Arab Emirates, two countries which are experiencing tremendous inflows of investments, including in real estate development, hospitality, sports, media, entertainment, technology, energy, and infrastructure, as well as a renewed emphasis on sustainability. In that region, Greenberg Traurig is involved in the shaping of the legal framework for multiple projects which will be the cities of the future and create modern urban areas focused on livability, wellness, tourism, and clean energy. According to a PWC report, “plans are coming together to invest \$2 trillion in construction projects by 2035” in this region and surrounding areas at a time when governments are calling for reduction in carbon emissions.

In the same year, we opened our Singapore office. The International Renewable Energy Agency estimates that countries in Southeast Asia must annually invest an average of approximately \$210 billion to meet net zero targets.

“Being able to anticipate future trends and act on them is both a result of and a catalyst for our agility. We anticipate. We act. We grow.”

Greenberg Traurig launched our Asia Energy & Infrastructure Practice to assist clients in all their needs, including energy transition and related mandates, both locally and across all our global offices.

In the United States, Greenberg Traurig is recognized for powering our offices with 100 percent renewable energy as certified by the Center for Resource Solutions Green-e® Energy program and is a member of the U.S. EPA’s Green Power Partnership Program.

How does Greenberg Traurig’s agility play a role in its ability to maintain the firm’s core values while experiencing such strong global growth?

Being able to anticipate future trends and act on them is both a result of and a catalyst for our agility. We anticipate. We act. We grow. A larger geographic footprint and a broader range of capabilities offer greater flexibility and agility only if each attorney feels empowered and accountable. Our clients and firm reap the rewards.

We began our journey in Miami, but early on saw the critical importance of first national, and then global expansion, and we continue to build and elevate our global network. Today, we have more than 2,800 attorneys across 48 locations around the United States, Europe and the Middle East, Latin America, and Asia.

We expand by identifying locations poised for growth that need top-tier legal services locally and on a global scale. We are a unified global family which has grown organically, not as the result of mergers or a verein. Instead, we hire locally respected and connected legal leaders with deep knowledge of regional laws who share our core values. This allows Greenberg Traurig to operate across borders, countries, industries, and practices as one united global firm with a common value system. As a result, our attorneys seamlessly collaborate across the world sharing in-depth knowledge of practice areas, industry-specific insights, and regional nuances. This also gives us the ability to quickly respond to client needs wherever and whenever they arise. In addition to the offices mentioned earlier, we added an office in San Diego in 2023, further enhancing our broad U.S. platform so critical to our success, and in 2024 we added an office in São Paulo to complement our long-standing and renowned Latin American Practice.

As we invest in our growth, we also enhance our ability to remain fiscally disciplined in all

areas of operation, leveraging the efficiencies of our global platform and economies of scale. To ensure optimal performance, we employ seasoned leaders and a range of professional managers who maximize efficiency with strategic planning and legal insights, value-based pricing including alternative fee arrangements and billing rates matched to regional market conditions, office space optimization, productivity applications, and of course, use of innovative technologies. We are not about internal politics; we are about pragmatic execution.

It seems counterintuitive to be agile with so many locations and attorneys. How do you accomplish this?

We achieve agility through our winning business model, “freedom within a framework.” This approach encourages entrepreneurship and allows attorneys to act as on-the-ground problem solvers while adhering to our core values and commitment to excellence. Despite being a global BigLaw firm, this model enables us to remain nimble by empowering our lawyers with decision-making flexibility. Additionally, Greenberg Traurig attorneys have access to the vast resources of our multidisciplinary global platform, including the ability to collaborate with top-tier colleagues – whether asking a single question or working as part of an industry-focused team – across practices and locations.

We invest in the growth of our attorneys with on-going professional development programs. We are a meritocracy where drive and accomplishments are rewarded. As attorneys, we feel a responsibility to use our skills to give back to causes that resonate with us and we are proud of our award-winning pro bono initiatives. Finally, through our comprehensive and award-winning diversity initiative, we build teams from different backgrounds, worldviews, and approaches to provide more creative ideas for our clients and the communities we serve.

In short, our model, our culture, our diversified yet unified locations, practices, and industries, make our firm unique in BigLaw. They distinguish us and enable a client-centric focus which respects, trusts, and empowers our people, allowing them maximum flexibility. With support from the firm and each other, whether working individually or together, we are one firm; one global family. This makes us all stronger and better able to serve our clients swiftly, holistically, and seamlessly across the globe.

How is Greenberg Traurig employing new technologies within the firm and advising clients in this area?

From the outset, Greenberg Traurig was an early adopter of technology. Today, AI is transforming the practice of law, handling rote tasks and generating new content faster, giving attorneys more time for critical thinking to creatively solve legal issues. At Greenberg Traurig, we know that digital fluency is essential to leverage the latest technologies for greater efficiency and cost savings for our clients’ benefit. We strategically employ AI systems tailored specifically for our firm to augment our employees. This enables us to work faster, delve deeper into data, and manage information more effectively. Our own human critical judgement, including review, verification, and oversight, is also essential. Led by our general counsel and firm leadership, we have implemented strict policies to govern AI use, ensuring we maintain our high standards. This includes respecting privacy, maintaining transparency, and safeguarding human rights. Additionally, we have instituted mandatory training to address the risks, benefits, and responsible use of AI.

To assist clients as they adapt to the latest technologies and navigate the regulations for responsible and compliant use, we continually expand our capabilities in the following practices: Innovation & Artificial Intelligence; Digital Infrastructure, Data Center and Cloud Computing; Data Privacy & Cybersecurity; Intellectual Property & Technology; Fintech; Metaverse; MedTech; Digital Healthcare; and Online Gaming.

What do you see for the future of Greenberg Traurig as the world enters this new age of technology?

At Greenberg Traurig, staying ahead of the curve has always been our stock and trade. In a world moving exponentially faster, this will of course be more challenging. However, we have been adapting to change since our founding. We are harnessing new technologies to help maintain a leading position in the legal field. This journey is thrilling. By embracing innovation and using it to our advantage, we are prepared for transformation. In a rapidly changing world, our forward-looking and nimble business model empowers us to thrive in any condition, remain optimistic, and continue to serve our clients from a position of strength. ●