



Bankruptcy & Insolvency

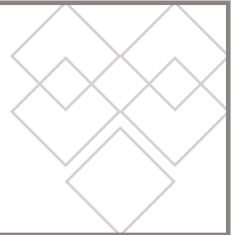
2026



PROFILED:

MARK LAWFORD

Weil, Gotshal & Manges (London) LLP



Weil

This article first appeared in 'POWER PLAYERS: Bankruptcy & Insolvency 2026 – Distinguished Advisers' (October 2026).

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★ 2026

PERSONAL BIOGRAPHY

Mark Lawford is a restructuring partner at Weil in London with 25 years of experience. He specialises in complex cross-border restructurings and insolvencies, and the associated litigation. Consistently recognised as a leading individual by major legal directories, including Legal 500, Chambers 2026, IFLR 1000 and Who's Who Legal, he is widely regarded as one of the best insolvency lawyers in the field, praised for his expertise and strategic skills. He chairs R3's general technical committee, is a member of the International Insolvency Institute, the Insolvency Lawyers' Association and INSOL.

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Q&A WITH MARK LAWFORD

What qualities and values do you believe are essential for building strong, trusting relationships with clients?

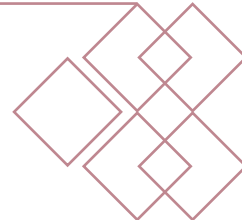
◆ For me, building trust starts with listening. The strongest client relationships come from taking the time to understand what really matters to clients and then developing practical and often innovative solutions that help them achieve their objectives. Trust is built through integrity, responsiveness and being straightforward, particularly with difficult conversations. Clients value advisers who are commercial, accessible and genuinely invested in their success. Ultimately, trust is earned by understanding clients' priorities, treating their objectives as our own and helping achieve them.

How do you stay ahead in your field? Are there any emerging trends or innovations you are particularly excited about?

◆ I stay ahead by actively engaging in industry conversations and the latest market trends. I chair the R3 technical committee, which brings together approximately 30 experts to debate the key issues shaping our profession. I also stay closely involved through organisations such as INSOL and the International Insolvency Institute. I am particularly excited by how we can leverage artificial intelligence (AI) to enhance client service delivery. From assisting on document review to accelerating and improving research and analysis, these tools help our lawyers to focus on the complex, judgment-led aspects of a restructuring. Staying ahead requires a combination of industry engagement, continuous learning and a willingness to embrace innovation in ways that deliver tangible benefits for clients.

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**Looking ahead, what are your predictions for this area of the market?
What key developments are on the horizon?**

◆ Restructuring plans have become more litigious, and the recent developments in the English courts will drive companies and advisers to reflect on how best to use them. We will continue to see innovative uses of restructuring procedures across borders, such as our recent use of a restructuring plan for Fossil to backstop a US public exchange offer while maintaining the group's NASDAQ listing. I expect liability management exercises (LMEs) to feature more heavily as an alternative to formal restructuring procedures, with their boundaries in Europe still being tested. Cooperation agreements will see continued litigation from debtors and outside creditors, driving parties toward methods such as contractual enforcement provisions in LME-style intercreditor agreements. ■

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